City of Ramsey
Agenda
Economic Development Authority (EDA)
Thursday June 9, 2011
7:30 am
Lake Itasca Room, 7550 Sunwood Drive NW

1. **Call to Order**

2. **Approve Agenda**

3. **Approve Minutes**

    1. Approve the following EDA meeting minutes:

       EDA meeting minutes dated May 12, 2011

4. **EDA Business**

    1. Minneapolis Manufacturing Prospect Update
    2. Game Fair Financial Participation
    3. Buxton Study Follow-up
    4. TIF Legislation Passage
    5. Staff Project Update
    6. The COR Status Report

5. **Member/Staff Input**

6. **Adjournment**

Economic Development Authority (EDA) **3. 1.**

Meeting Date: 06/09/2011

By: JoAnn Shaw, Community Development

Title:

Approve the following EDA meeting minutes:

EDA meeting minutes dated May 12, 2011

Background:

n/a

Observations:

Funding Source:

Staff Recommendation:

EDA Action:

Attachments

5.12.11

Form Review

Inbox	Reviewed By	Date
Aaron Backman	Aaron Backman	06/01/2011 11:09 AM

Form Started By: JoAnn Shaw Started On: 06/01/2011 10:55 AM

Final Approval Date: 06/01/2011

ECONOMIC DEVELOPMENT AUTHORITY
CITY OF RAMSEY
ANOKA COUNTY
STATE OF MINNESOTA

The City of Ramsey Economic Development Authority (EDA) conducted an EDA meeting on Thursday, May 12, 2011, at the Ramsey Municipal Center, 7550 Sunwood Drive NW, Ramsey, Minnesota.

Members Present:	Chairperson Chris Riley Member John LeTourneau Member Colin McGlone Member Wayne Skaff Member Jim Steffen Member Kristine Williams Member Jeff Wise (left the meeting at 8:50 a.m.)
Members Absent:	None
Also Present:	Aaron Backman, Economic Development/Marketing Manager Heidi Nelson, Deputy City Administrator/Community Development Director (left the meeting at 8:15 a.m.) Mayor Bob Ramsey

CALL TO ORDER

Chairperson Riley called the Economic Development Authority meeting to order at 7:34 a.m.

APPROVE AGENDA

Motion by Member LeTourneau, seconded by Member Skaff, to approve the agenda moving case number 5.5 to 5.3.

Motion carried. Voting Yes: Chairperson Riley, Members, LeTourneau, Skaff, McGlone, Steffen, Williams, and Wise. Voting No: None. Absent: None.

APPROVE MINUTES

Motion by Member Steffen, seconded by Member LeTourneau, to approve April 14, 2011 minutes as presented.

Motion carried. Voting Yes: Chairperson Riley, Members Steffen, LeTourneau, McGlone, Skaff, Williams, and Wise. Voting No: None. Absent: None.

EDA BUSINESS

Case #1: Appointment of Chairperson and Vice Chairperson

Motion by Member LeTourneau, seconded by Member Williams to appoint Chris Riley as Chairperson and Wayne Skaff as Vice Chairperson of the Economic Development Authority.

Motion carried. Voting Yes: Members LeTourneau, Williams, Steffen, and Wise. Voting No: Member McGlone. Abstain: Chairperson Riley and Member Skaff. Absent: None.

Case #2: RM Golf Carts Project Update

Economic Development/Marketing Manager Backman presented the Staff Report that discussed the relocation of RM Golf Carts to the City-owned building at 7039 Highway 10 (known as the former EZ Tractor site). City Council approved a five year lease with RM Golf Carts paying for any leasehold improvements to the existing building.

Mr. Backman will bring a tenant request to City Council on May 17th for approval of Class V aggregate in the rear of the lot.

Chairperson Riley stated it is great that the City is helping out a current business and using an under-utilized property.

Mr. Backman stated that this is a RALF property and cannot be sold. A profit on the lease cannot be made, however the lease revenue does cover the taxes and administrative costs.

Member Wise stated that there were issues with them being their own general contractor.

Deputy City Administrator/Community Development Director Nelson stated they have worked through the issue and they have their contractor license with the City and have proof of their issuance.

Member McGlone stated that the City owns the building, not the contractor and that is why a license was needed. He continued that a City license is only needed when the contractor does not have a state license.

CASE #5 The COR Status Report

Deputy City Administrator/Community Development Director Nelson presented The COR update, this included the two current projects with one tentative closing date in July and the other to close in August.

Ms. Nelson stated the development management team presented at the Minnesota Shopping Center Association (MSCA) and participated in the NorthStar Transit Orientation Tour. The tour allowed for Staff to see the vision of each station's community. The team had a booth at the Ramsey Business Expo, which was a community relations event for The COR, and are now preparing to attend the International Council of Shopping Centers Conference (ICSC) in Las Vegas.

Ms. Nelson stated that if the members had any questions or concerns regarding The COR to contact her or Development Manager Darren Lazan who is in the office on Tuesdays.

Ms. Nelson stated the final development agreement was approved for the Legacy Christian Academy project.

Discussion ensued regarding financing of the Flaherty and Collins project and if the EDA would be a participant in the financing. At this time EDA will not be brought into the financing and this update is informational.

Chairperson Riley asked if the Development Management Team was using the Buxton Study and if now was the time to have the update done.

Ms. Nelson stated the study is being used, it helps shape who the City reaches out to and helps guide the marketing.

Economic Development/Marketing Manager Backman stated the update is part of the 2011 Work Plan.

Member Williams communicated that the president of the MSCA complimented the development team and was impressed with the presentation and marketing materials presented at the MSCA conference.

CASE #3 HRA/EDA Powers and Responsibilities

Economic Development/Marketing Manager Backman presented the Staff Report and an updated "Comparison of HRA and EDA Entities in Minnesota" handout.

Members discussed the similarities and differences of the HRA and EDA as presented in the "Comparison of HRA and EDA Entities in Minnesota" handout.

Chairperson Riley stated from reviewing this handout both entities have been operating within their statutory framework.

Mr. Backman stated the attorneys would have spoken up to the boards if they were not acting within their boundaries.

Case #4 Staff Project Update

Economic Development/Marketing Manager Backman presented an update on the 2011 Business Expo. He stated it was at the Fountains of Ramsey, a new location this year, which made it more convenient for attendees to access both expos. There were 49 exhibitors and a waiting list of businesses wanting to be at the event. This is the first year that businesses could set up the night before and approximately 40% did so. Mr. Backman thanked Member Skaff for helping at the event.

Mr. Backman stated he is continuing to work with the Minneapolis company that is looking at re-locating to Ramsey, among other states. The State of Minnesota prepared a tax comparative with the other states and Minnesota compared well. There is a board of directors meeting for the prospect the first part of June, so a decision should be made soon.

Members were updated on the Anoka County fiber line. The timing of the telecommunications line is important to the VA Clinic; when the fiber line is run will impact the opening of the clinic.

Mr. Backman listed the 15 largest employers in the community.

Mr. Backman stated that PSD will install the final lift on Sapphire Street at the same time the curb cut and parking lot extension are done.

The EDA Business Appreciation Golf Tournament will be held on August 16, 2011.

MEMBER INPUT

Mayor Ramsey thanked the members for their work. He continued that they are ambassadors for the City and to be careful what is said in public on The COR or any project in the city.

Member LeTourneau stated that the board looks for the big picture and if there is a way to better communicate with the community to let the members know.

ADJOURNMENT

Motion by Member Steffen, seconded by Member Skaff, to adjourn the meeting.

Motion carried. Voting Yes: Chairperson Riley, Members Steffen, Skaff, LeTourneau, McGlone, and Williams. Voting No: None. Absent: Member Wise.

The regular meeting of the Economic Development Authority adjourned at 8:57 a.m.

Respectfully submitted,

____

Aaron Backman
Economic Development/Marketing Manager

ATTEST:

____

JoAnn Shaw
Planning Division Secretary

Economic Development Authority (EDA) **4. 1.**

Meeting Date: 06/09/2011

By: Aaron Backman, Administrative Services

Title:

Minneapolis Manufacturing Prospect Update

Background:

The Economic Development/Marketing Manager continues to be in contact with management of the Minneapolis prospect that is considering locating a manufacturing facility at the Bury & Carlson site in Ramsey. Management has largely finished gathering information regarding site options. They will be presenting three primary options to the Company's Board of Directors. One option is a new industrial facility in the City of Ramsey, the second is a leased industrial facility (River Road Industrial building) in Fridley, and the third is an existing industrial building in Cincinnati, Ohio. The final siting decision will be made at the Board meeting in June.

The prospect's management indicated two weeks ago that new equipment for the plant was arriving in December (and that they have also acquired equipment from a competitor). Management has also said that there is rough parity between Ramsey and Cincinnati from an economic standpoint. To ensure that the City is in as strong a position as possible, Jeff LaFavre, the City's listing agent, and the ED/M Manager have had discussions with the State of Minnesota regarding DEED's financial participation for an expansion project in Ramsey. On May 26th a DEED committee met to consider whether to provide financial assistance to augment the City's financial participation. The outcome was that the State has approved $300,000 in MIF dollars (forgiveable loan to City for project) if the company creates at least 40 new jobs during the next two years and $400,000 for job training of employees. On June 2nd DEED met with the prospect in Minneapolis to provide this commitment in writing. They met with the Company's President and its CFO. It was timely because there was a Staff planning meeting of the prospect on June 3rd. The Company's Board of Director's is expected to make a final siting decision at its June meeting.

Observations:

Funding Source:

Staff Recommendation:

Informational.

EDA Action:

No action is required at this time.

Attachments

MN Proposal to Mpls Company

Form Review

Inbox	Reviewed By	Date
Aaron Backman (Originator)	Aaron Backman	06/03/2011 03:35 PM

Form Started By: Aaron Backman Started On: 06/03/2011 02:45 PM

Final Approval Date: 06/03/2011

Minnesota's Proposal to Metal-Matic, Inc.




POSITIVELY Minnesota

Department of Employment and Economic Development

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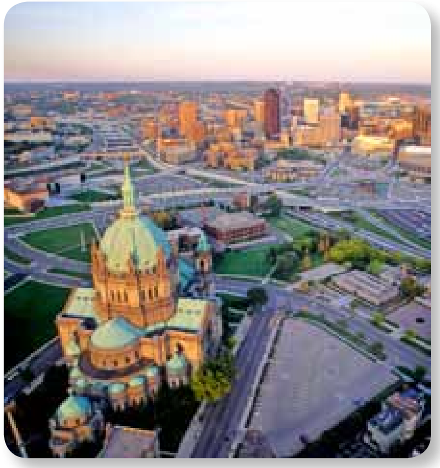
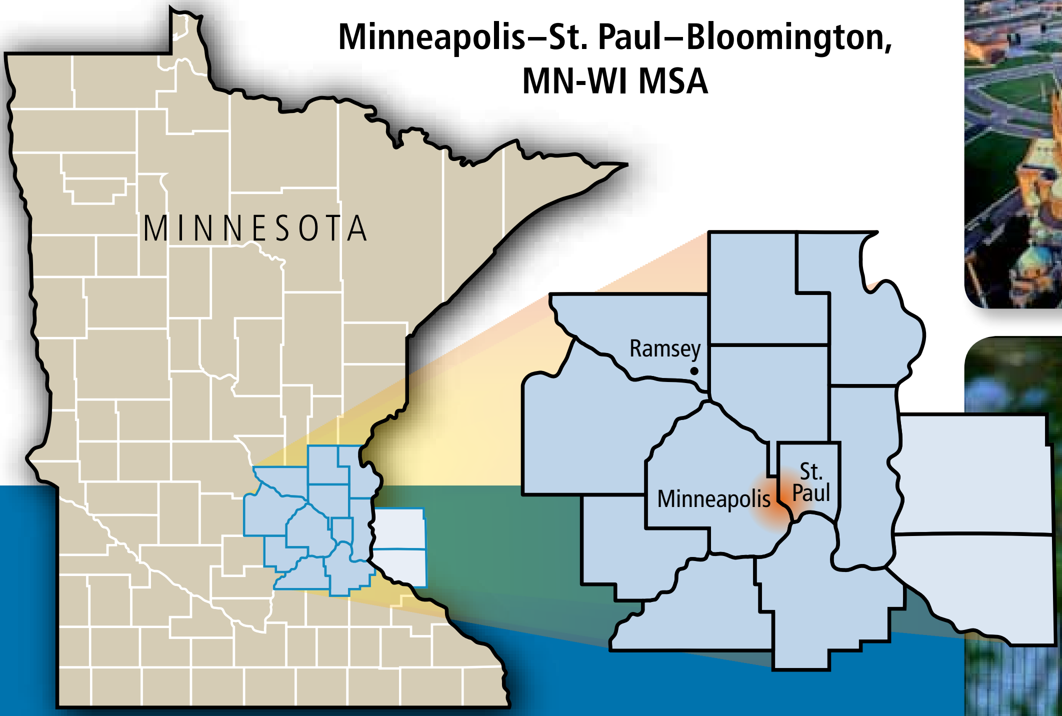




Why Minnesota?

"As the firm continues to look for new opportunities to expand, Minnesota is a perfect fit for our model and future expansion plans,"

— Donan Engineering Co. Inc.

Minnesota offers the best mix of human resources, infrastructure, technology and security—critical variables for business productivity and success—ranking among the top five states in the U.S. for long-term competitiveness.

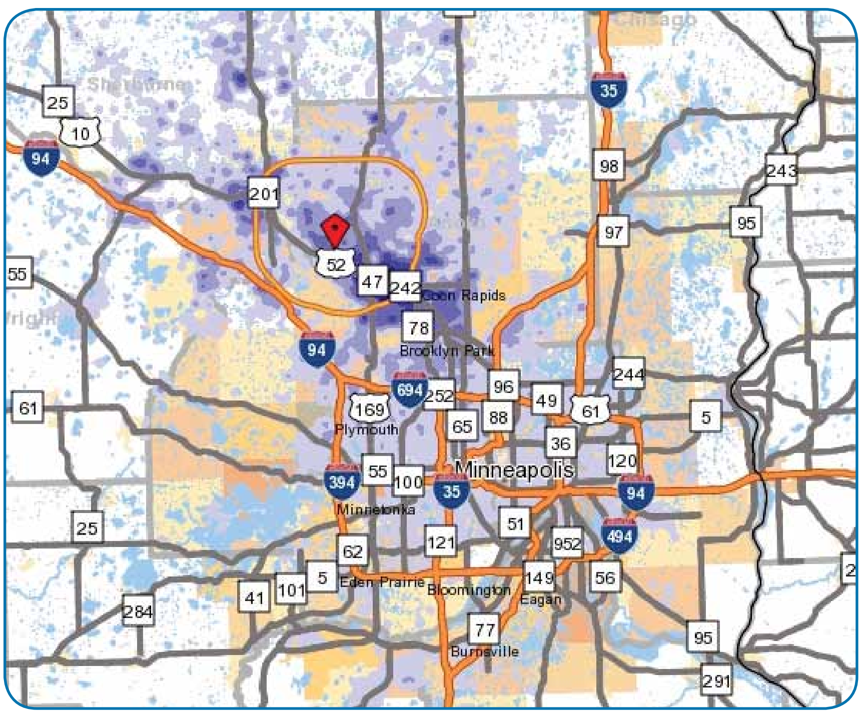
- Minnesota ranked among the **top 5 in the overall 2010 Beacon Hill State Competitive Index,** which measures long-term competitiveness in an area. Illinois is among the least competitive states in the U.S ranking 34th on the Index, while Indiana was 37th, Ohio 43rd, Michigan 33rd and Wisconsin 23rd.
- The Twin Cities metro has been among the **top five "Best U.S. Cities for Business," according to MarketWatch**, since rankings began. Chicago ranks a distant 26th.
- Forbes lists Minnesota among the **top 15 Best States for Business and Careers** 2010, while Illinois placed 37th, Indiana 29th, Ohio 38th, Wisconsin 43rd and Michigan 47th.
- Minnesota's **business taxes rank among the 16 lowest in the nation,** compared to Illinois' and Wisconsin's 17th, Indiana 10th, Michigan 31st and Ohio's 34th place ranking, according to a report by Ernst & Young and the Council on State Taxation, 2009.
- Minnesota **is among the top five states nationwide in the 2010 Camelot Index**, according to State Policy Reports, based on our economy, health, education, crime, society and government.
- **Supportive state and local partners will assist your company** in securing the financial and workforce development resources for the project to be a success.
- Minneapolis-St. Paul **is one of the most logistics friendly areas nationwide**, according to Expansion Management, receiving five stars and ranking high in crucial indicators such as road conditions, trucking and warehousing.
- Minnesota's **favorable income apportionment factors and the absence of a throwback provision reduce effective tax liabilities, benefiting companies with significant sales outside the state**. This makes the corporate income tax system in the state very competitive with others across the country.
- Minnesota **exempts personal property like inventory and machinery from the property tax**, resulting in a lower effective tax rate for businesses. As a result, businesses whose equipment and inventory values are high relative to the real estate value pay a lower effective tax than in states that impose such taxes.
- Minnesota's **electric and natural gas services are dependable and moderately priced**, providing a competitive edge to businesses.
- The Twin Cities' **quality of life is enviable**, as evidenced by a wide range of impartial rankings such as CQ Press' ranking of Minnesota among the **top four most "Livable States,"** for more than a decade.

Minnesota offers a strong workforce, state and local support, and great communities that will help your firm achieve its goals for extraordinary growth and profitability.

Workforce

- The Twin Cities area is located in a state ranked as having the **second most competitive workforce** in the nation, according to the Beacon Hill Institute, 2010. Wisconsin ranked 8th, Illinois ranked far below at 26th, Indiana was 33rd, Ohio ranked 28th and Michigan 35th.
- Minnesota **attracts people from across the country at a higher rate than Illinois, California and New York.** In 2008, the U.S. Census Bureau found that 1.9 percent of Minnesotans had come to the state within the last year.
- Workers stay in Minnesota. **Less than 1 percent of Minnesotans left the state** between 2007 and 2008.
- Minneapolis-St. Paul area workers have **one of the nation's fastest commutes**, outperforming other big markets. The Twin Cities is the only top 20 metro on the list with a population of more than 3 million. Chicago was among the three cities with the worst commute times.

Where Workers Live Who Are Employed in the Ramsey, MN Area of the Twin Cities



- The Twin Cities outstanding commute time means **workers come from across the entire metro**. As an example, workers who commute to the Ramsey area of the metro are shown on the map at left, and span the entire region.

5 - 29 Jobs/Sq.Mile
30 - 102 Jobs/Sq.Mile
103 - 225 Jobs/Sq.Mile
226 - 396 Jobs/Sq.Mile
397 - 616 Jobs/Sq.Mile
Analysis Selection

Your firm can tap into the Twin Cities' large pool of skilled workers and be assured of a growing supply of potential hires.

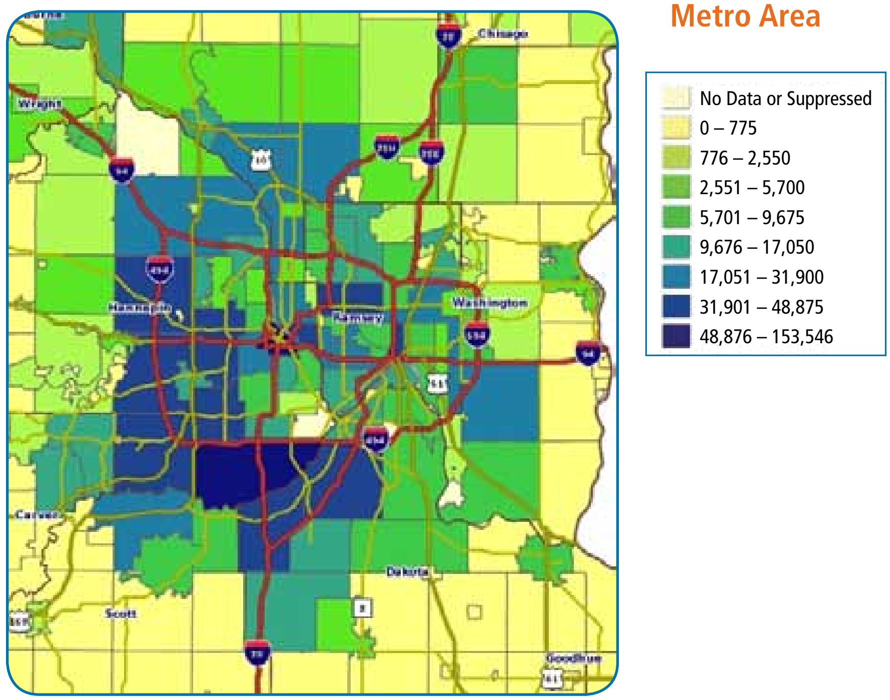
Workforce

- Minneapolis–St. Paul ranks **first in the nation and third in the world for human capital** economic activity, according to the World Knowledge Competitiveness Index 2008.
- Minneapolis–St. Paul is **among America's Top Three Best Cheap Cities for 2009**, according to Forbes, and has one of the highest rankings for cultural activities.
- Minnesota is among the **top 15 most productive states per capita**. Minnesota workers add more value to the products they produce than most other states.
  - 36 percent more than Michigan
  - 23 percent more than Indiana
  - 22 percent more than Ohio
  - 17 percent more than Wisconsin
  - 3 percent more than Illinois
- A worker in Minneapolis making $30,000 would need a comparable salary in Chicago of $31,596:
  - Housing will cost: 15% more
  - Utilities will cost: 12% more
  - Transportation will cost: 12% more
  - Healthcare will cost: 3% more
- Currently, 92.3 percent of the labor force in the Ramsey, MN market area is employed and 7.7 percent are unemployed. Over 10,000 workers are employed in the manufacturing industry within a seven mile radius surrounding the city.

The expansion is fantastic. It has made it easier to get things done. Morale went way up and my stress level went way down."

— Nordic Ware

Where Workers are Concentrated in the Minneapolis-St. Paul Metro Area



With a strong work ethic and high labor force participation rate, your firm is sure to find the quality workers it needs.

Workforce

- The Minneapolis-St. Paul metro **offers a labor pool of over 1.7 million workers**.
- Minnesota's hard-working ethic is reflected in the **fifth-highest labor force participation rate** in the nation.

Labor Force for Selected Metros, 2009

Location	Employment
Chicago-Naperville-Joliet, IL-IN-WI	4,099,878
Minneapolis-St. Paul-Bloomington, MN-WI	**1,656,702**
Detroit-Warren-Livonia, MI	1,647,435
Cincinnati-Middletown, OH-KY-IN	956,678
Indianapolis, IN	827,148
Milwaukee-Waukesha, WI	778,778

Labor Force Participation Rates, 2009

State	Labor Force Participation Rate	Rank
Minnesota	**71.9%**	**5**
Wisconsin	70.2%	12
Illinois	66.8%	22
Ohio	66.0%	25
Indiana	65.1%	31
Michigan	63.1%	41

Employment for Selected Production Occupations by Location

Occupation	Minneapolis-St. Paul-Bloomington, MN-WI	Chicago-Naperville-Joliet, IL-IN-WI	Cincinnati-Middletown, OH-KY-IN	Indianapolis, IN	Milwaukee-Waukesha-West Allis, WI	Detroit-Livonia-Dearborn, MI
General and Operations Managers	**20,930**	47,190	7,210	510	8,080	5,770
First-Line Supervisors/Managers of Production and Operating Workers	**8,410**	22,780	5,190	450	5,530	3,970
Structural Metal Fabricators and Fitters	**670**	1,650	660	na	550	na
Assemblers and Fabricators All Other	**7,480**	9,870	2,020	170	2,160	5,220
Forging Machine Setters Operators and Tenders Metal and Plastic	**200**	1,090	60	na	na	150
Rolling Machine Setters Operators and Tenders Metal and Plastic	**370**	3,660	700	na	240	290
Cutting Punching and Press Machine Setters Operators and Tenders Metal and Plastic	**3,410**	9,100	2,030	420	3,590	2,860
Grinding Lapping Polishing and Buffing Machine Tool Setters Operators Metal and Plastic	**1,590**	3,090	760	120	1,720	490
Milling and Planing Machine Setters Operators and Tenders Metal and Plastic	**320**	1,400	130	na	170	160
Metal-Refining Furnace Operators and Tenders	**220**	960	na	na	170	na
Model Makers Metal and Plastic	**110**	440	na	na	100	120
Molding Coremaking and Casting Machine Setters Operators Metal and Plastic	**3,310**	4,490	1,050	na	2,750	440
Multiple Machine Tool Setters Operators and Tenders Metal and Plastic	**760**	3,160	1,160	na	1,440	890
Tool and Die Makers	**1,380**	3,270	640	110	1,460	1,630
Welders Cutters Solderers and Brazers	**4,370**	9,090	2,310	na	3,330	1,380
Welding Soldering and Brazing Machine Setters Operators and Tenders	**260**	1,020	1,260	na	390	na
Heat Treating Equipment Setters Operators and Tenders Metal and Plastic	**120**	1,010	na	40	440	200
Lay-Out Workers Metal and Plastic	**40**	160	40	na	50	na
Metal Workers and Plastic Workers All Other	**660**	1,970	510	na	280	160
Production Workers All Other	**5,730**	21,100	2,140	380	1,480	4,050

na: not available.
Source: U.S. Bureau of Labor statistics, Occupational and Employment Statistics, May 2009.

Workforce

- The Twin Cities has an incredible **manufacturing sector that encompasses 177,000 workers**, with an additional 123,000 elsewhere in the state. In addition, the state has over 69,000 workers in management of companies.

Median Wages for Selected Production Occupations by Location

Occupation	Minneapolis-St. Paul-Bloomington, MN-WI	Chicago-Naperville-Joliet, IL-IN-WI	Cincinnati-Middletown, OH-KY-IN	Indianapolis, IN	Milwaukee-Waukesha-West Allis, WI	Detroit-Livonia-Dearborn, MI
General and Operations Managers	$100,360	$107,420	$97,850	$97,990	$102,860	$100,080
First-Line Supervisors/Managers of Production and Operating Workers	$56,170	$56,230	$55,430	$49,190	$57,370	$63,300
Structural Metal Fabricators and Fitters	$40,840	$38,050	$33,690	na	$41,370	$32,060
Assemblers and Fabricators All Other	$27,330	$24,070	$28,630	$40,730	$42,570	$58,420
Forging Machine Setters Operators and Tenders Metal and Plastic	$37,500	$37,670	$35,370	na	$35,350	$34,090
Rolling Machine Setters Operators and Tenders Metal and Plastic	$41,180	$46,150	$31,700	na	$32,750	$38,890
Cutting Punching and Press Machine Setters Operators and Tenders Metal and Plastic	$34,250	$29,060	$30,320	$25,420	$33,370	$56,260
Grinding Lapping Polishing and Buffing Machine Tool Setters Operators Metal and Plastic	$34,740	$30,770	$35,040	$29,420	$29,170	$61,640
Milling and Planing Machine Setters Operators and Tenders Metal and Plastic	$36,130	$38,340	$36,870	na	$39,820	$36,230
Metal-Refining Furnace Operators and Tenders	$36,390	$47,000	$34,120	na	$34,920	na
Model Makers Metal and Plastic	$56,760	$54,720	$37,350	na	$54,950	$53,730
Molding Coremaking and Casting Machine Setters Operators Metal and Plastic	$30,150	$29,090	$30,590	na	$29,120	$28,450
Multiple Machine Tool Setters Operators and Tenders Metal and Plastic	$35,870	$33,710	$34,300	$32,060	$29,690	$32,090
Tool and Die Makers	$48,210	$51,710	$44,900	$39,060	$50,460	$67,660
Welders Cutters Solderers and Brazers	$41,320	$33,870	$36,550	na	$36,010	$36,520
Welding Soldering and Brazing Machine Setters Operators and Tenders	$37,750	$29,660	$33,540	$28,910	$37,030	na
Heat Treating Equipment Setters Operators and Tenders Metal and Plastic	$32,990	$31,360	$40,550	$24,910	$29,090	$28,130
Lay-Out Workers Metal and Plastic	$37,600	$39,890	$29,490	na	$42,990	na
Metal Workers and Plastic Workers All Other	$32,740	$34,540	$32,740	na	$41,530	$32,980
Production Workers All Other	$27,320	$28,990	$26,450	$20,680	$25,660	$55,860

na: not available.

Source: U.S. Bureau of Labor statistics, Occupational and Employment Statistics, May 2009.

Minnesota offers a skilled workforce that can't be found in smaller metros.

Education

- Minnesota ranks **second among states** in the percentage of the population aged 25 years or older that has a high school diploma.
- **Minnesota's population is one of the most educated in the nation.**

Percentage of Population with Bachelor's Degrees and High School Diplomas, 2009

State	Bachelor's Degrees	High School Diplomas
Minnesota	**31.5**	**91.5**
Illinois	30.6	86.4
Wisconsin	25.7	89.8
Michigan	24.6	87.9
Ohio	24.1	87.6
Indiana	22.5	86.6

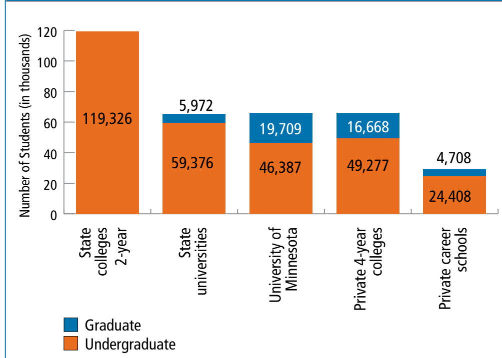
Source: Ranking Tables, 2009 American Community Survey 1-Year Estimates, U.S. Census Bureau.

- Of the **over 272,000 high school students in Minnesota** in 2009-10, **nearly 149,000 (or 55 percent) were located in the Twin Cities**. Over 25,000 more students are located in the ring of counties surrounding the Twin Cities, 9 percent of the state total.
- Minneapolis-St. Paul ranks **fourth in the nation in the education power index**, a measure of educational attainment.
- **Cities in Minnesota are among the most literate in the nation with Minneapolis ranking third and St. Paul seventh**, according to the "America's Most Literate Cities, 2009" report by Central Connecticut State University.
- **Minnesota's average ACT composite score of 22.7 was the highest in the nation** among the 27 states in which more than half the college-bound students took the test in 2009. Only 7 percent of seniors take the SAT but they had a mean grade point average of 3.68 and 76 percent ranked in the top 20 percent of their high school.

College Enrollment Overview

- In fall 2007, there were **397,059 students enrolled** in all types of postsecondary institutions in the state.
- Minnesota ranked **ninth in the nation with 68 percent** of the state's high school graduates enrolling in college directly from high school in 2006.
- Minnesota had **545 graduates in precision metal working** across 19 technical and state colleges in 2009.

Minnesota Undergraduate and Graduate Enrollment by Type of Institution 2007



Source: Minnesota Office of Higher Education

The Twin Cities is a magnet for people from throughout the country, drawing talented and skilled workers.

Education

Statewide Production-Related Training Programs		
Program Title	College Name	Degree/Award
Advanced Pipefitting Apprenticeship	Saint Paul College	Certificate
Advanced Welding	Anoka Technical College	Certificate
Basic Welding	Anoka Technical College	Certificate
Entry Level Welder	Mesabi Range Community and Technical College - Eveleth	Diploma
Entry Level Welder	Ridgewater College - Willmar	Certificate
Fabricator	Anoka Technical College	Certificate
GMAW Production Welder (MIG)	Hennepin Technical College - Brooklyn Park	Certificate
GTAW Production Welder (TIG)	Hennepin Technical College - Brooklyn Park	Certificate
Gas Metal Arc Welding	Dunwoody College of Technology	Certificate
Gas Metal Arc Welding Production Welder	Lake Superior College	Certificate
Gas Tungsten Arc Welding	Dunwoody College of Technology	Certificate
Gas Tungsten Arc Welding Production Welder	Lake Superior College	Certificate
Industrial Technology Welding Specialist	Minnesota State College - Southeast Technical - Winona	Certificate
Industrial Welding	Ridgewater College - Willmar	A.A.S.
Industrial Welding	Ridgewater College - Willmar	Diploma
Integrated Manufacturing Technology - Welding	Lake Superior College	Diploma
Manufacturing Welding Technician	Central Lakes College - Brainerd	Diploma
Manufacturing Welding Technician	Central Lakes College - Staples	Diploma
Pipe Welder	Anoka Technical College	Certificate
Pipe Welding	Saint Paul College	Certificate
Pipefitting	Saint Paul College	Diploma
Pipefitting Apprenticeship Building Trades	Saint Paul College	Diploma
Pipefitting Apprenticeship Service	Saint Paul College	Diploma
Pipefitting Construction	Saint Paul College	Certificate
Production Welding	Northland Community and Technical College - Thief River Falls	Certificate
Structural Iron and Repair	Hennepin Technical College - Brooklyn Park	Certificate
Welder	Ridgewater College - Hutchinson	Certificate
Welding	Anoka Technical College	A.A.S.
Welding	Dunwoody College of Technology	Certificate
Welding	Hennepin Technical College - Brooklyn Park	Diploma
Welding	Mesabi Range Community and Technical College - Eveleth	Diploma
Welding	Ridgewater College - Hutchinson	Diploma
Welding	Ridgewater College - Willmar	Diploma
Welding	Riverland Community College - Albert Lea	Certificate
Welding	Saint Paul College	Certificate
Welding - Metal Fabrication	Saint Paul College	Certificate
Welding Fabrication	Saint Paul College	Diploma
Welding Process Technology	Northland Community and Technical College - Thief River Falls	Certificate
Welding Process Technology	Northland Community and Technical College - Thief River Falls	Diploma
Welding Technologies	Dunwoody College of Technology	Certificate
Welding Technology	Alexandria Technical and Community College	Diploma
Welding Technology	Central Lakes College - Online	Certificate
Welding Technology	Dakota County Technical College	Diploma
Welding Technology	Minnesota State College - Southeast Technical - Winona	Diploma
Welding Technology	Northland Community and Technical College - East Grand Forks	Diploma
Welding Technology	Northland Community and Technical College - Online	Certificate
Welding Technology	Northwest Technical College - Online	Certificate
Welding Technology	Pine Technical College - Online Campus	Certificate
Welding Technology	Saint Paul College - Online	Certificate
Welding Technology	St. Cloud Technical and Community College - Online	Certificate
Welding and Fabrication	Central Lakes College - Brainerd	A.A.S.
Welding and Fabrication	Central Lakes College - Brainerd	Diploma
Welding and Metal Fabrication	Dunwoody College of Technology	A.A.S.
Welding and Metal Fabrication	Minneapolis Community and Technical College	Certificate
Welding and Metal Fabrication	MRC-Minnesota Resource Center	CEU
Welding/Fabrication	St. Cloud Technical and Community College	Diploma

The state's higher education sector is a critical driver in building and maintaining a competitive workforce.

Logistics

- An efficient and ever-growing freight system is essential for Minnesota businesses. **The state is home to 21 Fortune 500 companies, including 20 in the metro, and 32 Fortune 1,000 companies**, 12 of which are in the metro.
- Prominent companies such as **Supervalu, CHS, General Mills, Land O'Lakes, Hormel Foods, Polaris Industries, Target, Nash Finch, Best Buy, Cargill, C.H. Robinson and Toro** are headquartered in the state.
- Minnesota is a **global competitor** that exports to nearly 200 countries, ranking ninth for outbound interstate shipments. Two-thirds of all freight tonnage moving in Minnesota crosses the state's borders.
- Minnesota was **ranked among the top 12 states for transportation infrastructure** by CNBC for 2009.

Highways and Trucking

- The Minneapolis-St. Paul metro is considered one of the **largest trucking centers in the United States** and is a hub for more than 150 motor freight companies that provide overnight and four- to five-day delivery throughout the country.
- Businesses in Minneapolis-St. Paul have quick, efficient access to workers with some of the quickest commute times in the nation — and **the fastest commute time for a metro of over 3 million.**

"Unassuming yet consistently innovative... ranking first in transportation, Minneapolis features intelligent transportation solutions like highway sensors, electronic surveillance of intersections and ramp meters on 61 percent of its roads and highways.

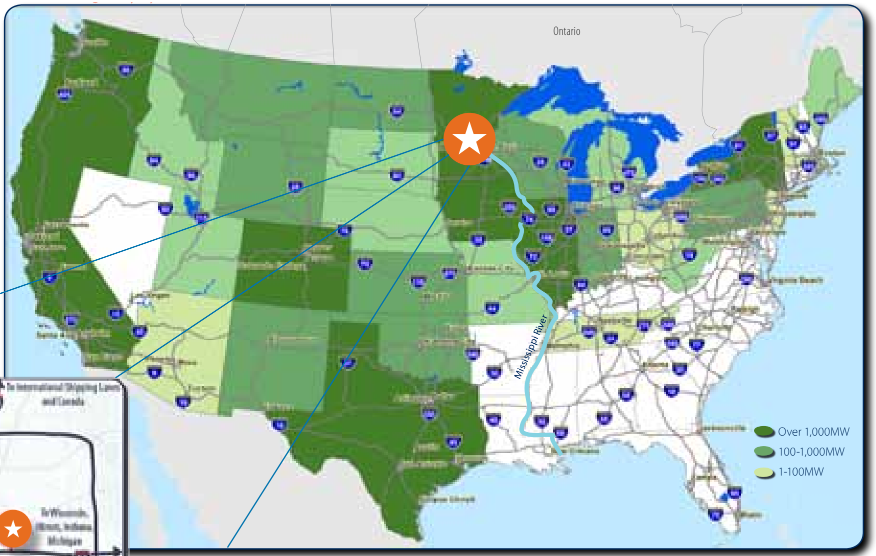
— Popular Science

Commuting Times

Metropolitan Area	Population (2008)	Average commuting time to work (minutes)	Rank
Milwaukee, WI	1,550,451	22.16	5
Cincinnati-Middletown, OH-KY-IN	2,158,643	23.75	12
Indianapolis, IN	1,720,796	23.93	15
Minneapolis-St. Paul-Bloomington, MN-WI	**3,237,612**	**24.13**	**16**
Detroit-Warren-Livonia, MI	4,423,781	26.06	35
Chicago-Naperville-Joliet, IL-IN-WI	9,515,636	31.08	50

na: not applicable
Source: Business First ranking of 52 major markets.

Interstate Highway System



American Wind Energy Association (AWEA)

The Twin Cities are centrally located in North America, making it easy to ship across the continent.

Metro

As the headquarters to many prominent companies, Minnesota has tremendous transportation networks.

Logistics

Rail

- Six rail lines in the state are integrated with both the U.S. and Canadian railway systems, offering competitive rates to companies that use rail service.
- Rail accounts for about 33 percent of freight tonnage in Minnesota. **Twenty-three railroad companies and three private industries** haul rail freight in the state.

River Shipping

- Minneapolis-St. Paul is served by two waterway systems — the **Mississippi River and the Great Lakes/St. Lawrence Seaway**. These bodies of water provide a low-cost and effective means of transporting goods.
- The Mississippi River system connects Minnesota with the international port of New Orleans. Barge tows and diesel towboats haul a wide range of commodities.
- The **Port of Duluth**, an international seaport, is located two hours north of the Twin Cities. It is the western terminus of the Great Lakes/St. Lawrence Seaway and connects the region to the East Coast and world markets beyond.

Major Railroads

American Wind Energy Association (AWEA)

Metro

Your firm would be connected to U.S. and global locations through top-notch infrastructure and logistical advantages.

Logistics

Airports

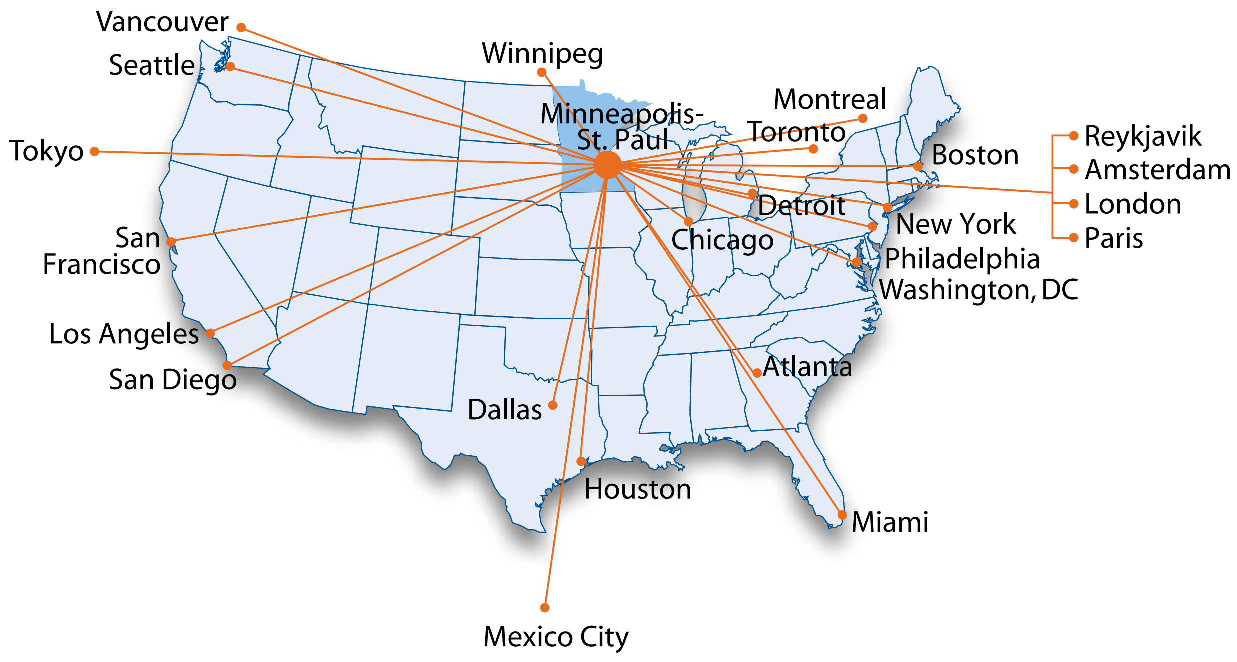
- Minneapolis-St. Paul International Airport (MSP) was recognized as the **Best Airport in North America** among airports serving between 25 million and 40 million passengers a year in 2009, and ranks as the **third Best Airport in the World** in that size category, according to Airports Council International.
- There are 14 airports in Minnesota that support scheduled air cargo operations. An additional 18 airports provide on-demand charter operations for air cargo.
- Minneapolis-St. Paul International is **among the top cargo operations airports in the country**, ranking 23rd with 1.2 billion pounds of landed cargo.
- MSP airport serves **148 nonstop markets**, including 122 domestic and 26 international markets, ranking second for non-stop markets per capita in the nation.
- MSP ranked **12th in the country and 15th in North America in passenger traffic**, serving 32 million people, according to Airports Council International.

Ranking of Major Airport On-Time Arrival Performance Year-to-Date Through December 2010

January 1 - April 30, 2010	%	Rank
Minneapolis/St. Paul, MN (MSP)	**78.59**	**19**
Chicago, IL (ORD)	77.97	23
Detroit, MI (DTW)	77.79	24
Indianapolis, IN	not among the major airports	
Cincinnati-Middletown, OH	not among the major airports	
Milwaukee, WI	not among the major airports	

Source: U.S. Bureau of Transportation Statistics.

Selected Non-Stop Destinations from MSP Airport



Minneapolis-St. Paul International Airport offers safe, efficient and reliable access to customers and suppliers.

Transportation

Northstar Commuter Rail Line and Ramsey, Minn.

- Northstar, **Minnesota's first commuter rail line, has a proposed rail stop in Ramsey, Minn**. It provides fast, convenient, hassle-free service in one of the region's fastest growing corridors. The 40-mile line operates between Big Lake and downtown Minneapolis, with stops in Elk River, Anoka, Coon Rapids and Fridley.

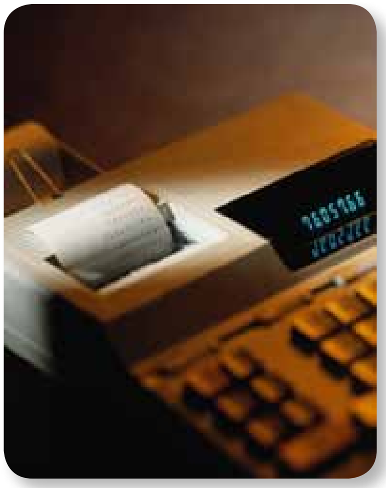
Light Rail

- The 12-mile Hiawatha line, **linking downtown Minneapolis, the Minneapolis-St. Paul International Airport and the Mall of America**, provided 10 million rides in 2008, an average of 30,500 per weekday.
- The Twin Cities long-range transportation plan calls for developing additional bus and rail "transitways" in six corridors by 2020. The plan includes construction of the region's second light rail transit line in the Central Corridor between **downtown St. Paul and downtown Minneapolis**, connecting there with the Hiawatha light rail line and the Northstar commuter rail line.

Northstar Commuter Rail Line

The 11-mile Central Corridor light rail line between St. Paul and Minneapolis will open for passenger service in 2014.

Business Costs



Minnesota Business Taxes are Very Competitive

- **Minnesota's business taxes rank among the 16 lowest in the nation,** according to a report by Ernst & Young and the Council on State Taxation, which assessed business taxes as a share of private sector gross state product for fiscal year 2009. Minnesota's tax ranking was better than that for California, Texas, New York, Ohio and Illinois.
- **Minnesota is among the Top States for Business 2009**, **ranking sixth** overall, according to a CNBC report. That report found that Minnesota's economic competitiveness was better than such states as California, Pennsylvania, New Jersey, New York, Ohio, Georgia, North Carolina, Massachusetts and Illinois.

Corporate Income Tax

- **Minnesota's lack of a throwback rule** (sales to states without income taxes "thrown back" to the taxing state for apportionment purposes) **reduces net income, and a generous carryforward period helps reduce tax liabilities.**

"...the move solidifies GE's 'center of excellence' in Minnesota and its commitment to growing its $300 million business here for the long term".

— GE Water & Process Technologies

Corporate Income Tax

State	Corporate Income Tax Rate	Apportionment Formula (sales/property/payroll)	Throwback Rule	Carryforward	R&D Credit
Minnesota	**9.80%**	**90/5.0/5.0***	**No**	**Yes (0 back, 15 forward)**	**Yes**
Illinois	4.8% (plus 2.5% personal property replacement tax)	One-factor sales	Yes	Yes (0 back, 12 forward)	Yes
Ohio	Commercial Activity Tax (CAT) on gross receipts: $150,000 - 1 million = $150; over $1 million = $150 plus 0.26% multiplied by 100%.	Triple weighted sales	No	Yes (0 back, 20 forward)	Yes
Indiana	8.50%	One-factor Sales	Yes	Yes (2 back, 20 forward)	Yes
Michigan	4.95% Michigan Business Tax (MBT) and modifited gross receipts tax of 0.8% on receipts of $350,000 or more.	One-factor sales	No	Yes (0 back, 10 forward)	na
Wisconsin	7.90%	One-factor Sales	Yes	Yes (0 back, 15 forward)	Yes

na: Not applicable.
*Minnesota is phasing in a single sales apportionment by 2014.
Source: 2011 State Tax Handbook, CCH Inc. A Practical Guide to Research and Development Tax Incentives, Second Edition, CCH Inc. State websites.

Because of Minnesota's favorable tax provisions, bottom-line tax liability is very competitive.

Business Costs

Sales and Use Tax

- **Minnesota exempts capital equipment used in the manufacturing process from the sales tax, and there are several other major exemptions for businesses, including fees for equipment installation and repair, and most services.** Also exempted are utilities, chemicals and gases used in industrial production. In Minnesota, only certain services are taxable.

Sales and Use Tax

State	State Sales and Use Tax Rate	Maximum Local Sales Tax Rate	Total State and Local Sales Tax Rate	Tax on Manufacturing Machinery
Illinois	6.250%	3.5% (Chicago)	9.750%	No
Minnesota	**6.875%**	**0.9% (Minneapolis), 0.25% (Ramsey)**	**7.125%**	**No***
Ohio	5.50%	1.25% (Middletown)	6.75%	No
Indiana	7.00%	1.0% (Indianapolis)	8.00%	No
Michigan	6.000%	0.0% (Detroit)**	6.000%	No
Wisconsin	5.000%	0.6% (Milwaukee)	5.600%	No

*Refunded.
**A local income tax is assessed.
Source: 2011 State Tax Handbook, CCH Incorporated.

Commercial and Industrial Property Tax

- **Minnesota exempts personal property like machinery and inventory from the property tax**, resulting in a lower effective tax rate for real and personal property. As a result, businesses whose equipment and inventory values are high, relative to their real estate value, pay a lower effective tax rate than in states that impose such taxes.

Property Tax Base

State	Tax on Personal Property	Tax on Intangible Property	Tax on Inventories
Minnesota	**No**	**No**	**No**
Illinois	No	No	No
Ohio	Yes	No	No
Indiana	Yes	No	No
Michigan	Yes	No	No
Wisconsin	Yes	No	No

Source: 2011 State Tax Handbook, CCH Incorporated.

- **The effective tax rate for industrial businesses in Minneapolis (1.294 percent) is lower than those of other cities** in the Midwest such as Detroit (2.723 percent); Kansas City (2.158 percent); and Des Moines (1.740 percent).

Property Tax on a $2.5 Million-Valued Urban Industrial Property, Payable Year 2009

State	City	Net Tax	Effective Tax Rate	Rank
Indiana	Indianapolis	$51,900	2.076%	7
Minnesota	**Minneapolis**	**$32,342**	**1.29%**	**24**
Illinois	Chicago	$28,331	1.13%	32
Ohio	Columbus	$22,226	0.889%	42
Michigan	Detroit	$68,072	2.72%	2
Wisconsin	Milwaukee	$26,039	1.04%	37

Source: Minnesota Taxpayers Association, "50-State Property Comparison Study," April 2010.

Business Costs

Workers' Compensation Insurance

- Minnesota's workers' compensation **costs are 30 percent below** the median total cost per claim among a 15-state sample, according to a 2010 report by the non-profit Workers Compensation Research Institute (WCRI).
- Employers generally arrange workers' compensation coverage with private insurers at a market rate. Minnesota's insurance industry is very competitive, allowing for substantially reduced market-rate premiums.

Workers' Compensation Insurance

State	Overall Cost per $100 (rank)	Office Worker Cost per $100 (rank)	Mfg Assembly Cost per $100 (rank)
Minnesota	**$2.27 (16)**	**$0.25 (39)**	**$5.48 (13)**
Illinois	$3.05 (3)	$0.31 (23)	$8.69 (2)
Ohio	$2.24 (17)	$0.32 (19)	$10.74 (1)
Indiana	$1.16 (50)	$0.20 (44)	$2.69 (45)
Michigan	$2.12 (23)	$0.26 (36)	$3.64 (31)
Wisconsin	$2.21 (19)	$0.28 (31)	$3.04 (42)

Source: Oregon Workers' Compensation Premium Rate Ranking 2010, February 2011, Oregon Dept of Consumer and Business Services.

Unemployment Insurance Tax

- Minnesota companies with the most favorable employment histories received an unemployment insurance base tax rate of 0.5 percent in 2010.

2008 Unemployment Insurance Tax

State	Tax Rate as Percent of Taxable Wages	Average State Tax Per Worker at Tax Base
Minnesota	**2.98%**	**$209**
Illinois	2.92%	$263
Ohio	2.14%	$278
Indiana	3.60%	$288
Michigan	2.39	$299
Wisconsin	3.65	$438

Source: ETA 205 Unemployment Insurance Service, Employment and Training Administration, U.S. Department of Labor.

Utilities

Electricity Cost

- Minnesota's **low electricity costs** give you a competitive advantage. Minnesota's low rate is comparable to areas with a far smaller supply of skilled workers.
- The average electricity price for industrial consumers in Minnesota is **17 percent lower** than Illinois, 13 percent lower than Michigan, and 6 percent lower than Wisconsin.

Electricity Average Retail Price for Industrial Customers, 2009

State	Cents per Kilowatthr	Rank
Indiana	5.72	15
Minnesota	**6.28**	**24**
Ohio	6.69	28
Wisconsin	6.70	29
Michigan	7.17	34
Illinois	7.53	35
U.S. Average	6.84	

Source: U.S. Department of Energy, Energy Information Administration.

Connexus Energy

- Connexus Energy is the Ramsey, MN energy provider. If Metal-Matic moved to a location in Ramsey, it is probable they will qualify for a 5-year discounted electric rate. To encourage economic development, Connexus is offering this discounted rate to new or expanding large electrical users taking firm service (i.e. large users being greater than 1,000 kW peak demand). Based upon Metal-Matic's required service of 2,000 amps at 480V, they will likely meet the "large user" criteria. The discounted rate is a customer specific contract based on their pro forma load profile. As an example, the discount will be approximately 25% year one,then decreasing each year with year five being a 5% discount.

Connexus Energy's current average rate by load factor is reflected in Table 1.

Table 1

2011 Rates

Load Factor	Average $/kWh
50%	$0.084
60%	$0.078
70%	$0.073
80%	$0.069

- An estimate of the first year discounted rate (i.e. the approximate 25% discount) as applied to current rates is reflected in Table 2.

Table 2

Estimated Year 1 Discounted Rate

Load Factor	Average $/kWh
50%	$0.063
60%	$0.059
70%	$0.055
80%	$0.052

- Connexus Energy also offers an expansive portfolio of energy-efficiency rebates. The rebates provide capital upfront to offset the incremental expense of installing high efficiency equipment.

Utilities

Natural Gas Cost

- The natural gas price for industrial consumers in Minnesota was 40 percent lower than Michigan, 30 percent lower than Wisconsin, **22 percent lower** than Illinois, 42 percent lower than Ohio, and was **among the 10 lowest** in the nation for 2009.
- Natural gas is mostly supplied by pipelines entering the state from Canada and North and South Dakota. The state ships over four-fifths of the natural gas it receives to Iowa and Wisconsin, on the way to other markets in the Midwest.
- Minnesota does not charge a sales tax on energy/chemicals used in the manufacturing process.

Natural Gas Average Retail Price for Industrial Customers, Annual 2009

State	Price (Dollars per Thousand Cubic Feet)	Rank*
Ohio	9.88	34
Michigan	9.64	33
Wisconsin	8.12	24
Illinois	7.29	22
Indiana	6.20	16
Minnesota	**5.71**	**10**
U.S. Average	5.27	

*Among those states with available data.
Source: U.S. Department of Energy, Energy Information Administration.

Quality of Life

Quality of Life

- Minneapolis is one of **America's best long-term real estates bets, ranking fourth nationwide, according to Forbes**. The magazine evaluated the 40 largest metropolitan areas, using 25 years of data from the National Association of Home Builders.
- Minneapolis was **called "Design City" by Newsweek** due to stunning buildings such as the Guthrie Theater, the Minneapolis Central Library, the Walker Arts Center and the Minneapolis Institute of Arts.
- Minneapolis is the **Safest City In America** according to Forbes magazine.
- Minneapolis was rated among the **top 10 Fun Cities** by Portfolio.com.
- **No other state in the nation has five cities among the top 20 in Money Magazine's annual list of America's Top 100 Best Places to Live**. All five are located in the Twin Cities. Eden Prairie is ranked first in the nation, Plymouth 11th , Woodbury 13th, Eagan 15th and Apple Valley at 20th.
- Minnesota is the **healthiest state in the country,** according to 2008 annual rankings by CQ Press. The state has been among the top five states since 1996 and among the top three since 2006.
- According to the 2009 Forbes' Most Wired Cities report, Minneapolis **ranks seventh among the 30 most wired cities in the country**. Across Minnesota, more than 76 percent of individuals use the Internet, ranking fourth in the nation.

Attractions

- Minneapolis-St. Paul **ranks among the top seven cities nationwide for recreational opportunities**, according to Places Rated Almanac. The Twin Cities have more than 150 golf courses, about 63,130 acres of recreation areas, 192,000 acres of lakes and rivers, nearly 150 professional sporting events annually, more than 530 movie theater screens, two zoos and three amusement parks.
- **The Mall of America features over 400 stores and more than 2.5 million square feet of shopping**. It draws more visitors than any other tourist attraction in the country.
- The Twin Cities area offers a **wide variety of family entertainment**, including the Minnesota Zoological Gardens, Como Zoo and Conservatory, the Children's Museum, and the Science Museum of Minnesota.
- **More than 8 million people visit Minnesota's state parks annually.** Minnesota's state park system includes 72 state parks and recreation areas, eight waysides, one state trail and 54 state forest campgrounds and day-use areas totaling 267,000 acres.
- **Minneapolis was named the top vacation spot in the nation** by National Geographic, putting the city at the top of their "10 Best Trips of Summer 2011" list. The area has endless summer celebrations, farmers' markets, miles of bike trails, the Twins and their new stadium and many museums that create a "welcoming Midwest vibe".

International and U.S. magazines are saying what Minnesotans already know: The state is one of the best places to work and live.

Why Ramsey

Overview:

- In 1998, the city of Ramsey began a comprehensive planning process that resulted in the launching of a 400-acre development referred to as the COR (Center of Ramsey). The COR has created significant energy for Ramsey and is resulting in a number of new developments in recent years. These developments have resulted in $15 million in current construction. This **construction includes both the Allina clinic and the VA clinic** which are terrific additions to the city and a benefit to the employment base.
- An additional element to Ramsey's continued growth is the **Northstar Commuter Rail Station stop** for the COR area. Final design of this stop is complete and six funding sources are identified for this $13.5 million project that is expected to provide transit options to and from Minneapolis for residents. In addition, Legacy Christian Academy, a private interdenominational K-12 school, has agreed to purchase 80 acres for a 225,000 square foot campus and is scheduled to begin construction in 2011.
- Of particular note for Metal-Matic is the **close proximity of the Anoka Technical College (ATC)**, a two-year technical college on Highway 10. This educational facility is less than two miles from the proposed location for Metal-Matic in Ramsey. Its biggest single core concentration is manufacturing and construction. ATC offers degrees and certificates in areas such as CNC Machining, CNC Manufacturing Technology, Mechanical CAD Drafting, Fabrication, Pipe Welding, Electronic Engineering, Computer Servicing, etc. ATC also works with businesses through its Corporate Center to create training programs for existing workers.
- The City of Ramsey is located within the seven county metropolitan area and enjoys many of **the amenities of a large city while retaining the benefits of a small community**. By highway, access is approximately thirty minutes to downtown Minneapolis and thirty-seven minutes to downtown St. Paul.

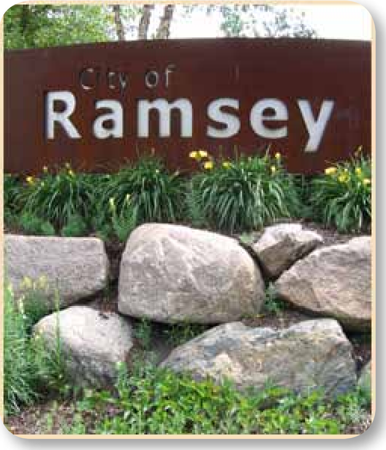
Energy Costs:

- Electricity for the proposed site will be provided by Connexus Energy. Connexus Energy is the largest electric distribution cooperative in the state of Minnesota. The attached letter defines the terms of the discounted electrical rate proposed over the initial 5 years for users needing greater than 1,000 kW during peak demand in addition to the 2011 standard rates. For Metal-Matic and other new high capacity users, Connexus Energy is proposing a **rate of $.063 $/kWh in year one** that reflects a 25% discount over standard low rates. This discount will then reduce by 5% for each subsequent year over a five year period.

Demography:

- Located in Anoka County, the City of Ramsey recorded a 2010 population of 23,668. Average household size within Ramsey is approximately 3.0 people and over 85% of all houses are owner occupied and the rental market makes up close to 15%. The median age for the area is approximately 34 years of age and over 40% of the population over 25 has earned a post-secondary degree. The city of Ramsey is young, vibrant, well-educated and vested in making the city a great place to raise a family.

Why Ramsey



- In terms of population growth over the past ten years, Anoka County grew by 11% and the city of Ramsey grew by 28%. This growth rate represents the highest rate of growth of any city in Anoka County with a population of at least 10,000. The city of Ramsey's median household income in 2009 was $78,418 versus the statewide average of $55,616. Ramsey has one of the highest household incomes within Anoka County.

Employers:

- Anoka County has the **highest percentage of employees working in manufacturing jobs within the seven county metropolitan area**. Approximately 23% of males and 13% of female residents within the city of Ramsey work in manufacturing industries. Fully 13 of the top 15 largest private employers within the city are manufacturers. This confirms Ramsey's support for manufacturers within the city. Life Fitness is the largest employer with about 500 workers, followed by Vision Ease with 400 and Connexus Energy with 230.

Proposed Site:

- The site being proposed for Metal-Matic is city-owned and is used by Bury & Carlson, a processor of aggregates. This site is 19.88 acres and will allow for a total facility build-out of approximately 300,000 square feet. The site is also properly zoned and surrounding neighbors support and complement Metal-Matic's proposed use.
- The city of Ramsey proposes to sell the Bury & Carlson site to Metal-Matic. The city currently leases the land to Bury & Carlson. The city of Ramsey purchased the property from Bury & Carlson for $1,756,400 in March of 2008. With early termination costs of the lease amounting to $446,000, the city will have invested around $2.2 million into the 19.88 acre parcel, or approximately $2.54 per sq. ft. To facilitate Metal-Matic's expansion, staff will recommend setting up a TIF district to make the site extremely cost effective.

Why Ramsey

Proposed Site:

Why Minneapolis

Minneapolis
City of Lakes

Strong, Diversified Business Community

Minneapolis has one of the most robust business climates in the country. The city's diverse economic base is built on companies—large and small, young and established, traditional and cutting edge—in areas of finance, merchandising, healthcare, education, professional services, manufacturing, and distribution services. Minneapolis and the surrounding 11-county region consistently rank among the best places to do business in the U.S.

Proposed Site: Highway 47 and 37th Ave NE

State and Local Assistance

"We are very excited to expand our medical device technology design and manufacturing facilities in St. Paul. This expansion will position us well to continue to bring value to the growing medical device market while also enhancing our presence and impact in the local community,"

— Minnetronix

Financial Assistance

- **Minnesota's Office of Business Development has a program with financing of up to $500,000.** Depending on the number of jobs added to Minnesota within two years of the plant's opening, the Minnesota Investment Fund could provide for fixed assets such as machinery and equipment. Availability of this program depends on the funding the department has at any given time in its fiscal year.
- **Minnesota Job Skills Partnership** — Minnesota companies have extensively used the Job Skills Partnership Program through educational partners in Minnesota to create and implement training programs. DEED will eagerly pursue any options that call for customized training.

  The maximum grant is $400,000, which is awarded to the educational institution to help underwrite the cost of developing curriculum and delivering it. Training can be done on your premises. Access to the full available grant depends upon formulation of the training package that would use the full amount and be matched by your company with a cash or in-kind contribution.
- **Tax Increment Financing** — In Minnesota, cities and development authorities may use tax increment financing to help finance costs of real estate development. TIF uses the increased property taxes that a new real estate development generates to finance up-front costs of the development.

City of Ramsey staff members are recommending the following to the City Council. However, this is subject to City Council review and approval.

1. The City would sell the Bury & Carlson site for $950,000. This equates to a net cost to Metal-Matic of $1.10 per sq. ft for the land.
2. The City would set up a TIF district to cover the difference between the purchase price paid by Metal-Matic and the investment made by the City.
3. The write-down on the cost of the land is predicated on Metal-Matic building a 100,000 sq. ft. manufacturing facility and employing 40 people by the end of 2011.
4. The sale of the property is dependent on City Council approval of a "Development Agreement" between the parties and the establishment of a TIF District encompassing the property.
5. The City Council by "Findings of Fact" must determine that the Metal-Matic project is eligible for Tax Increment Financing at the selected site.
6. Sale of the property is dependent on the timely relocation of the existing lessee of the property (Bury & Carlson).

State and Local Assistance

"The Minneapolis area is rich with resources vital to a biotechnology company's growth needs…".

— Biovest International, Inc.

Financial Assistance

- **Foreign Trade Zones** — Currently there are eight General Purpose Zone sites in Minnesota including six in the Minneapolis/St. Paul area (FTZ#119) one site in Duluth (FTZ#51) and one site in International Falls (FTZ#259).

  The locations for the sites are as follows:

  - Minneapolis Convention Center
  - St. Paul
  - Eagan Industrial Park
  - The Greater Airport Bloomington Site
  - Mid-City Industrial Park
  - Seaway Port Authority of Duluth
  - International Falls
  - Bloomington Central Industrial Area
  - Subzones

  While it is easier and less expensive for a company to realize benefits by utilizing the General Purpose Zones in the Twin Cities area, any company in Minnesota can apply to make its existing facility a Subzone of FTZ #119.

  FTZs can help business by minimizing duty payments.

- **The Innovative Business Development Public Infrastructure Program** provides grants to local governmental units on a competitive basis statewide for up to 50 percent of the capital cost of the public infrastructure necessary to expand or retain jobs.

  The projects must be publicly owned infrastructure related to new development, including projects that target manufacturing, technology, warehousing and distribution, research and development, innovative business incubator, agricultural processing; or industrial, office, or research park development that would be used by an innovative business.

  Funds from this program can also be used for land acquisition and preparation, telecommunications, bridges, parking ramps, demolition, hazard remediation, pre-design, construction, equipment and furnishings.

- **The Minnesota Office of Business Development partners with MetCouncil Environmental Services** to work with companies to lower their overall sewer access charges (SAC) through SAC transfers from communities or by lowering the up-front cost by amortizing the expense over a 10-year period at 2 to 4 percent interest.

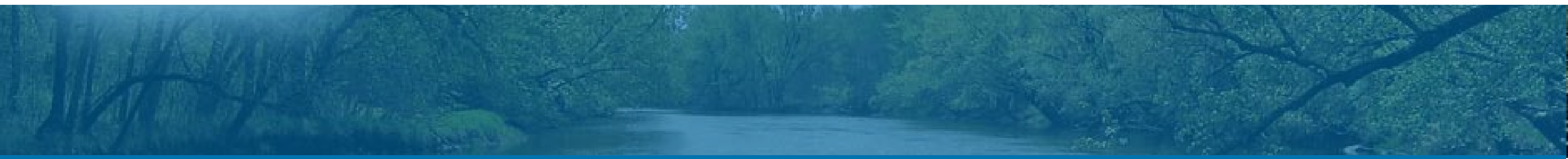
Production or assembly operations within a Foreign Trade Zone can result in significant savings for a business.

State and Local Assistance

Positively Minnesota

- **Minnesota's Office of Business Development** coordinates metro area projects in concert with the many local community and economic development partners in the area.
- **Industry Specialists** — Provide information to businesses in targeted industries on financial programs, supply sources, business planning assistance, trade opportunities, strategic partners and venture partners. In addition to technical assistance with proposed projects, specialists actively market Minnesota and provide information on markets, technologies, buildings and sites, transportation and other Minnesota advantages in response to your inquiries and at industry gatherings (www.PositivelyMinnesota.com/bizdev/industryspecialists.htm).
- **MetroMSP** — MetroMSP.org is a powerful economic development and site selection tool covering the 11-county Minneapolis/St. Paul region. It has two sides that are seamlessly linked so users can go back and forth with ease.
  - The static, narrative side makes a business case for locating or expanding in the MSP region (MetroMSP.org).
  - The interactive, data side makes it easy for users to identify the ideal site on which to locate or expand a business in the 11-county region.
- **Minneapolis-St. Paul Regional Economic Development Partnership** — The REDP is a Private-Public Partnership (501C3), funded by business, institutions, and government, whose mission is to stimulate economic growth and prosperity, and a resultant higher quality of life for all citizens of the Minneapolis — St. Paul Metropolitan Region (MSA). Its primary role is to be a value-added resource to all economic development organizations and activities in the region. The efforts of the REDP, and the resulting investment and prosperity, will lessen the burden of government and contribute to a brighter future for all residents of the region.
- **DEED Business Service Specialists Support** — These specialists are your personal connection to a comprehensive statewide network of information and resources, including:
  - Recruitment — Provide help with posting vacancies online via MinnesotaWorks.net, sourcing applicants, interviewing and other services.
  - Connect you with WorkForce Center staff that can advise on job fair participation — booth logistics for easy resume collection, networking and conducting all-important first interviews.
  - Training — Identify state and local resources for basic and customized training.
  - Planning and Consulting — Offer information about state financing options, employment law, income tax credits, hiring incentives and business workshops.
- **Minnesota Trade Office** — The Minnesota Trade Office (MTO) promotes and assists in the expansion of exports that contribute to the growth of the Minnesota economy. The MTO's services are tailored for new exporters as well as experienced international companies, and include education and training, information and marketing, and counseling.

  The MTO also sponsors and coordinates trade missions to targeted countries, including missions led by the governor. Participating companies find these events an excellent way to establish trade contacts and gain firsthand knowledge of new markets.



Gene Goddard
Senior Business Development Specialist
High Value Projects and Metro Region Representative

Office of Business Development
Minnesota Department of Employment and Economic Development

332 Minnesota Street, Suite E200
St. Paul, MN 55101
651-259-7436
Gene.Goddard@state.mn.us

POSITIVELY Minnesota
Department of Employment and Economic Development

www.PositivelyMinnesota.com/business

Economic Development Authority (EDA) **4. 2.**

Meeting Date: 06/09/2011

By: Aaron Backman, Administrative Services

Title:

Game Fair Financial Participation

Background:

Since 1982 Game Fair has been Minnesota's finest outdoor hunting show. This sport and outdoor show is held on 80 acres of woodlands and water (Lake Eddy). The hosts and organizers for the past 30 years are Chuck and Loral Delaney. Thousands of visitors come to to the community as a result of this event that is patterned after European Fall Festivals. 2011 Game Fair has everything people need for the outdoors. This year's show will feature many of the favorites from years' past (inc. concessions) as well as many new exhibits, renovated grounds and new dog events. Visitors can see, try and buy the latest in hunting equipment and to learn from a variety of expert sportsmen and sportswomen. Special exhibits include everything from duck boats, archery, decoys, art, dogs, dog accessories, taxidermy to all the latest in hunting equipment for the outdoor enthusiast. Fair-goers are encouraged to bring their dogs (leashed) and their guns or bows (cased) so they can participate in the numerous activities in this outdoor setting. Activities for children of all ages include: slingshots, air rifles, archery and darts.

The 2011 Game Fair will be held on August 12, 13, 14, 19, 20 and 21. With the number of attendees and vehicles, this special event does require security. The Ramsey PD does provide these services during both weeks. Last year the total cost to provide security was $9,417.00, with the HRA, the EDA, and the Delaneys each paying one-third of the cost. Staff proposes to split the cost of security of this large event in a similar manner as last year. Staff proposes paying up to $3,500 to provide security at the 2011 Game Fair in Ramsey.

Observations:

Funding Source:

EDA Fund

Staff Recommendation:

Staff recommends approving participation in this year's Game Fair security costs.

EDA Action:

Approve paying for one third of the total security costs for the 2011 Game Fair located in the City of Ramsey, up to a maximum of $3,500.00.

Form Review

Inbox	Reviewed By	Date
Aaron Backman (Originator)	Aaron Backman	06/03/2011 04:01 PM

Form Started By: Aaron Backman Started On: 06/03/2011 03:37 PM

Final Approval Date: 06/03/2011

Economic Development Authority (EDA) **4. 3.**

Meeting Date: 06/09/2011

By: Aaron Backman, Administrative Services

Title:

Buxton Study Follow-up

Background:

In May of 2008 Brandon Norell of the Buxton Group, a Texas company, presented to the Ramsey EDA a proposal to develop a Retail Economic Development Strategy for the community (a revised proposal from July 2008 is attached). The cost of the study was $65,000. Subsequently the Buxton Group completed the SCOUT, trade area, and site assessment portions of the study authorized by the EDA. The Ramsey Retail Site Assessment was completed in August of 2008 (see attachment). It included information re Ramsey's retail sites, Retail Site 1 & 2 Analyses (Ramsey Town Center and the 167th Commercial Node), Site Comparison, Brief Segment Descriptions, Leakage & Demand Analysis, and a Demographic Report.

Following the presentation of the Retail Market Analysis report in September, the Buxton Group provided a list of retail matches by location for the study. Mr Norell presented the findings of the Retail Market Analysis at the October 2008 EDA meeting. The EDA was provided a list of retail matches by location for the study. Buxton was defining the trade area, identifying and profiling customers, matching customers to retailers. Certain retailers were identified as not a match.

At the 2011 ICSC members of the Ramsey team talked with Joseph Fackel of Buxton. He indicated that the original agreement with Ramsey did not mention including a "refresh" as part of the cost. He indicated that a project refresh cout be done as part of an annual SCOUT subscription. Mr. Fackel will be in the Twin Cities in July and would be willing to make a presentation to the Ramsey EDA regarding the SCOUT program. Staff is seeking to verify whether an update or "refresh" option was in place for this study. Staff will provide more information about the Buxton study and follow-up at the EDA meeting.

Observations:

Funding Source:

N/A

Staff Recommendation:

Informational at this time.

EDA Action:

No action is requested at this time.

Attachments

Final Buxton Proposal

Retail Market Analysis

Form Review

Inbox	Reviewed By	Date
Aaron Backman (Originator)	Aaron Backman	06/03/2011 04:40 PM

Form Started By: Aaron Backman Started On: 06/03/2011 04:01 PM

Final Approval Date: 06/03/2011

CommunityID®

Proposal to Develop:

A RETAIL ECONOMIC DEVELOPMENT STRATEGY

For:
City of Ramsey, MN

From:
Brandon Norrell

July 18, 2008

Expiration Date: October 20, 2008

INDEX

I. SUMMARY

CommunityID® is a proven retail development strategy that can be immediately implemented by Ramsey.

Buxton integrated proprietary technical capabilities with more than 500 cumulative years experience in retail management and local economic development to create CommunityID®. This unique strategy has brought both innovation and a disciplined approach to municipal retail development efforts.

During the 60 business days it takes to complete CommunityID®, civic leaders are actively involved in the process and make important decisions that guide the direction and results. The four main phases of the process are:

Researching and Verifying Ramsey's Retail Trade Area
This phase starts with the in-depth collection of the same location variables that Buxton uses to qualify locations for retail clients. Because of Buxton's unique capabilities, we can translate this retail-specific information into market intelligence that community leaders need to attract and grow their retail sectors.

Evaluating Ramsey's Retail Potential
The evaluation phase will clarify what makes Ramsey distinctive and valuable from a retailer's viewpoint. Through daily involvement in retail location analysis, Buxton has acquired the unmatched ability to evaluate a community's retail potential.

Matching Retailers and Restaurants to Ramsey's Market Potential
The consumer profile of Ramsey's trade area will be matched against the customer profiles of over 5,000 retailers and restaurants in Buxton's proprietary database. The final match list is developed with the input of community leaders so that it reflects the needs and desires of the residents.

Delivering Ramsey's Marketing Packages
Individual marketing (pursuit) packages for each retailer match are delivered in both hard copy and in SCOUT®. Our exclusive online marketing system, SCOUT® helps you to showcase your city in the best light. It gives you the ability to create presentations and quality documents and to share information in the match reports.

With CommunityID®, Ramsey can unleash its full retail potential, seize new retail opportunities and expand existing businesses.

II. INTRODUCTION TO BUXTON

Since our founding in 1994, Buxton has been a leading force in retail location and development. We are recognized for creating solutions that provide results.

Buxton began as a service to help retailers make informed site selection decisions by understanding their customers and precisely determining their markets. Buxton leaders soon realized that the company's expertise in retail location and market analysis could also be leveraged to benefit communities desiring retail expansion. Please note that in this proposal the term "retail" is inclusive of all retail concepts.

Community*ID*®

Designed specifically for use in community economic development programs, Buxton's Community*ID*® process has assisted more than 350 public sector clients nationwide, resulting in the development of more than 15 million square feet of retail space. We integrate our impressive technical capabilities with more than 500 cumulative years of retail management and local economic development experience to help municipalities achieve their retail goals.

More than simply providing data, Community*ID*® supplies custom marketing materials and strategies targeting the unique location requirements of retailers, developers and commercial real estate brokers. Community*ID*® clients achieve outstanding success using our tools for retail identification, selection and recruitment. And our clients benefit from our unique understanding of retail site selection from the retailer's point of view. The combination of technical expertise and professional guidance gives municipalities the capacity to immediately implement an effective retail development program.

Benefits of Community*ID*®

With Community*ID*® *you* have immediate access to:

- **Retail Industry Expertise.** Gain a competitive position by working with professionals who have years of retail management experience plus current insights into your community and site selection processes and trends.

- **Community Development Best Practices.** Expand and sharpen your retail development focus by incorporating best practices discovered by Buxton through daily work with municipalities across the nation.

- **Proprietary Systems.** Gather useful information by having Buxton's technology specialists analyze your trade area accessing data stored on Buxton's in-house databases.

- **Personalized Content.** Advance your retail recruitment program by receiving personal guidance from our staff and ongoing insight into key industry topics via our monthly e-newsletter, webcasts and other interactive tools.

- **Long-Term Partnership.** As a Buxton client and partner you have unlimited access to our staff to help optimize your marketing efforts at the International Council of Shopping Centers (ICSC) annual meeting in Las Vegas, NV.

- **Marketing Data and Tools.** Enhance your marketing messages and presentations by using SCOUT®, Buxton's online trade area database and marketing tool, available to you for one year after project delivery.

- **Add-On Research.** Keep your Community*ID*® updated and focused by getting special rates on additional research, including retail marketing packages and refreshes of basic information.

III. NEEDS/CHALLENGES

Ramsey wants to understand and then capitalize on the retail development opportunities.

As communities increasingly compete for retail dollars, attracting the attention of retailers has become more challenging than ever. Marketing your community plays a dominant role in today's competitive economy. The challenge for the community is to attract retailers and developers by providing trade area information that is complete, accurate and up-to-date.

Using our proprietary methodologies, Buxton will collect and analyze your community's trade area information and give it to you in a format that is easy-to-use and appealing to real estate executives and developers. The best information, however, is useless without a plan for using it. Much more than data collection, Community*ID*® is an execution strategy that can help you build or revitalize your existing marketing and economic development program.

With Community*ID®,* you will be prepared to:

- Achieve your retail potential by establishing a long-term partnership with Buxton
- Integrate retail development into your economic development program
- Increase your success by preparing Ramsey to meet the needs of retailers
- Effectively position your community by leveraging your locations' strengths and minimizing weaknesses
- Convey Ramsey's advantages over competitors' advantages
- Establish credibility with retail decision makers
- Maximize time and resources by not pursuing unqualified prospects
- Win the confidence and trust of prospects by understanding their priorities
- Use competitive analysis to close the sale

IV. GOALS AND DESIRED RESULTS

The primary goal of Community*ID*® is to prepare Ramsey to successfully expand its retail sector.

Community*ID*® serves as the framework for developing a sustainable marketing program that not only achieves short-term goals but also endures to ensure the economic viability of the retail sector over the long-term. Such a marketing program will bring the following desired results:

- Residents' desires to shop and dine at home will be fulfilled
- Retail leakage will be minimized
- Tax revenues (property and sale/use taxes) will increase
- Employment opportunities will grow
- Ramsey's ability to capture other economic opportunities will be enhanced

V. PROCEDURES/SCOPE OF WORK

Once you have engaged Buxton to work with you in developing Community*ID*, a project team will be assigned to guide you through the entire process—from initial data collection to final presentation of the results. This team consists of:

- Client services manager, who will serve as your primary source of communication during the project
- Geographic Information System specialist, who will analyze your trade areas and create customized maps and reports
- Professionals with backgrounds as retail executives and economic development practitioners, who will address your unique challenges and help maximize Ramsey's retail opportunities

Staff Visits
During visits to the community, Buxton's staff is able to make clear and candid assessments of the community's strengths, weaknesses and potential. Our daily involvement with over 1,700 retail and restaurant clients in finding optimal locations keeps us current on retail location trends. This provides a rational and analytical basis for helping Ramsey decide how to best focus resources on the most promising retail opportunities.

Data Collection
Buxton uses over 250 consumer and business databases that are updated throughout the year, and in some cases, every month. Although it is possible to obtain these databases for less expense on a community or regional basis, Buxton buys and is licensed to use the complete U.S. datasets. With this information Buxton will compare Ramsey's potential location to the universe of all retail locations operating in the U.S.

The following are some of the more well-known sources used in our studies, but there are dozens more that we employ to provide additional insight:

- Mediamark
- Acxiom
- InfoUSA
- Claritas
- National Research Bureau
- Navteq Geographic Data
- Dunn & Bradstreet Business Data

Identify Market Influencers

All communities have special and often unique features that impact the local retail market and have to be taken into consideration to fully understand the market potential of the community. Such influencers include larger ethnic populations, significant new or expanded developments, military bases, universities and colleges, destination tourist attractions, prisons, medical facilities or major employers.

After identifying these market influencers in your community, Buxton will quantify and qualify their influence on the retail market and help to match retailers that can capitalize on these customer bases.

You will benefit from the project team's expertise and insight in these four areas:

1. Researching and verifying Ramsey's retail trade area
2. Evaluating Ramsey's retail potential
3. Matching retailers and restaurants to Ramsey's market potential
4. Delivering Ramsey's marketing packages

These four major components comprise the Community*ID*® process. Each component is explained in detail as follows:

1. Researching and Verifying Ramsey's Retail Trade Area

The location decision process for all retailers begins with the collection, analysis and evaluation of numerous location variables such as demand density, customer buying habits, economic trends, competition, traffic volumes, and available sites, to name a few.

The Community*ID*® process for Ramsey will also start with the in-depth collection of data using the same location variables that we use for our retail clients to qualify sites for the location of their retail stores and restaurants. One goal is to define current retail situations in Ramsey, in the trade area and in any neighboring communities that impact on Ramsey's retail environment. The other goal is to understand the community's expectations and desires. This analysis includes personal visits to the community, collection of data components necessary to conduct the analysis and identification of market influencers.

Drive-Time Trade Area Definition

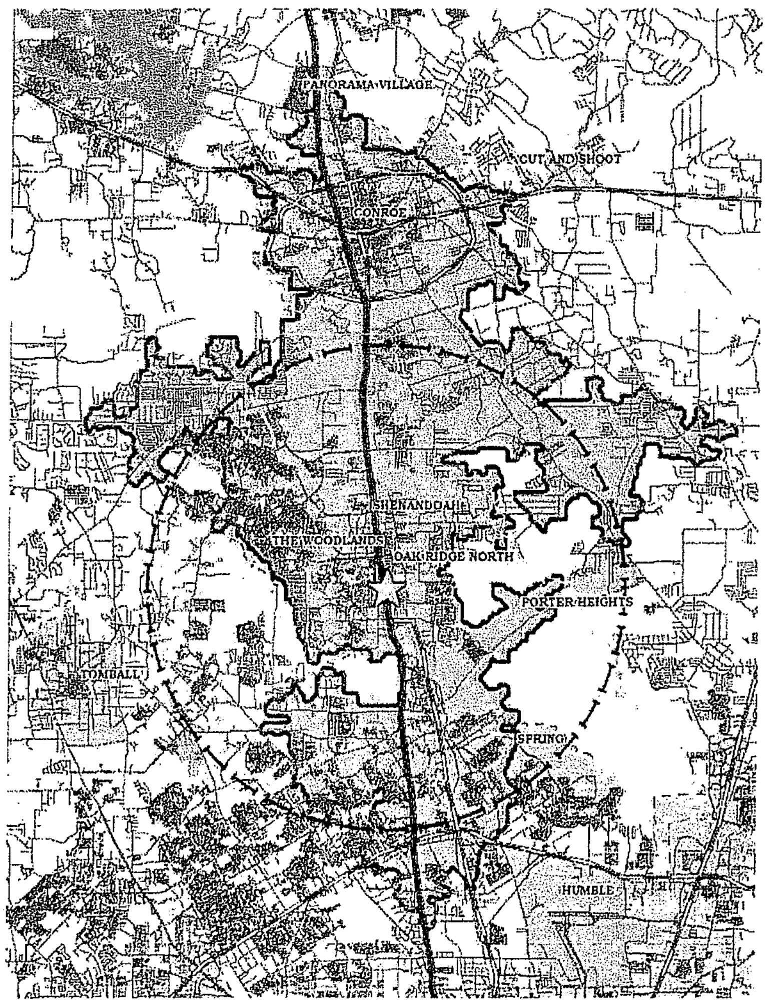
Customers today shop by convenience, measuring distance based on time, not mileage. Community*ID*® will employ a custom drive-time analysis to determine Ramsey's trade area. An example of a drive-time trade area is shown in Figure1.

This custom analysis is developed using an in-house database supported by our knowledge of individual retail client's actual trade areas.

The resulting drive-time trade area map will be a polygon that more accurately depicts consumer shopping patterns than trade rings.

To assure the accuracy of the drive-time trade area, the draft maps are reviewed with community leaders and verified before proceeding with the next step.

Figure 1.Example - Drive-Time Trade Area



2. Evaluating Ramsey's Retail Potential

The purpose of the evaluation phase is to understand what makes Ramsey distinctive and valuable from a retailer's viewpoint and scrutiny.

Our evaluations capitalize on Buxton's knowledge about the retail marketplace and the location requirements and expectations of retailers. Combining this knowledge with our economic development competencies allow us to evaluate and recommend proven community practices. Our evaluations do not rely on dated government research or national/state statistics, all of which fail to reflect local realities. Rather, we implement our real-world experience gained from working with municipalities that have opened more than 15 million square feet of new or expanded retail space. We know how to help Ramsey sharpen your retail marketing strategy, aggressively market the city and improve your competitive performance.

Retail Leakage/Supply Analysis

The Retail Leakage/Supply Analysis provides an estimate of retail dollars flowing in or out of the trade area.

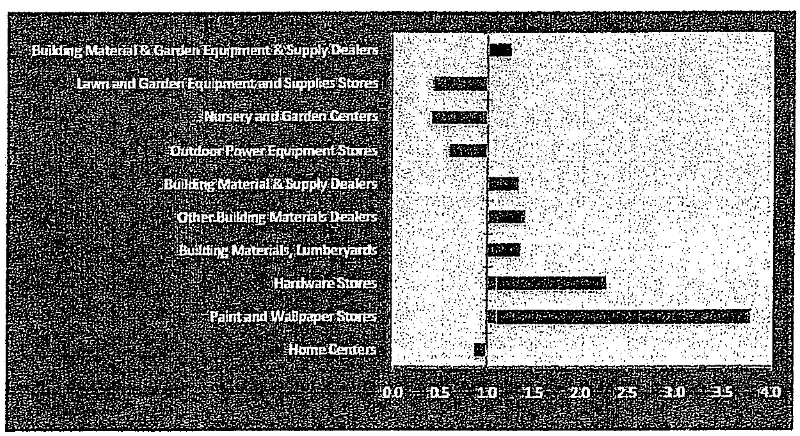
The two main components of this analysis are: 1) current actual sales (supply) by retail store type and products, in dollar amounts, and 2) estimated sales potential (demand) for retail store type and products, in dollar amounts.

We first calculate a sales gap index that illustrates your ability to capture your residents' expenditures. An example of this index is shown in Figure 2.

The sales gap index provides a relative comparison of leakage/surplus and an estimate of the dollars that are being spent outside the trade area (leakage) and the amount of dollars coming in from outside the trade area (surplus).

This report can be run via SCOUT at any location within the map view.

Figure 2.Example - Sale Gap Index

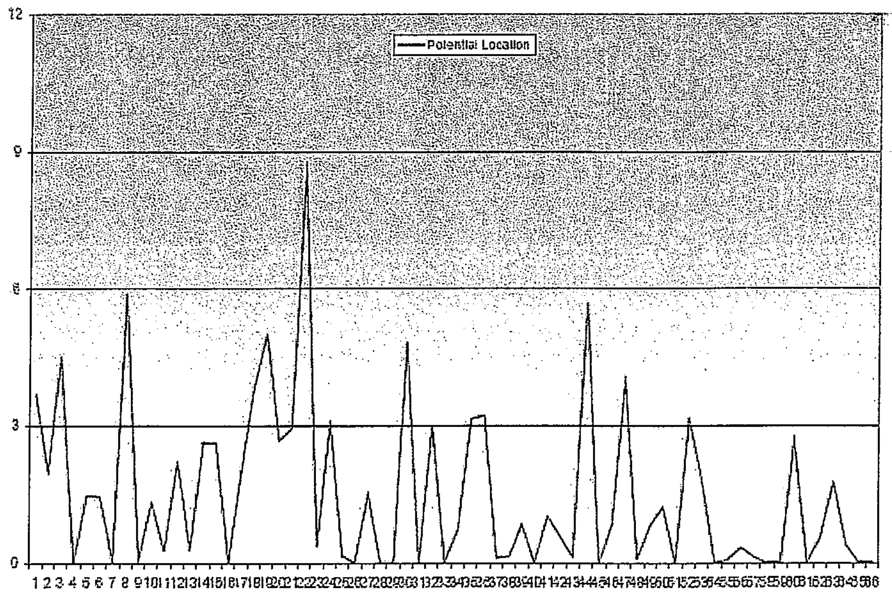


Customer Profiling

The Community*ID*® process will identify and analyze all the households in Ramsey's drive-time trade area. Based on more than 4,500 categories of lifestyles, purchase behaviors and media reading and viewing habits (psychographics), the households in your trade area are assessed to gain an understanding of the types of retailers that would be attracted to your community. Our in-house databases include both traditional demographic data and the most current psychographic lifestyle information for over 120 million households in the United States (as well as up to seven individuals living in each of these households).

Each household in a trade area falls into one of 66 market segments reflecting the buying habits of customers in the household. The blue line in Figure 3 graphically profiles the households in a city's trade area.

Figure 3: Example - Psychographic Profile



Retail Site Assessment

Two (2) sites are submitted by Ramsey for analysis.. Based on our collective experience in retail locations, the following factors are considered:

- Psychographic analysis of households in trade area
- Demand for retail goods and services
- Site setting, situation and configuration
- Growth plans and relevant development
- Retail goals of the community

Buxton will develop a demand density profile of Ramsey's trade area. Demand density measures the bottom-line value of the customers in the trade area—who they are, how many there are and what they buy. One of the significant advantages of Buxton is our ability to take the demand density data and to creatively translate it into a proactive market strategy tailored to take advantage of Ramsey's strengths and to achieve its retail goals.

3. Matching Retailers and Restaurants to Ramsey's Market Potential

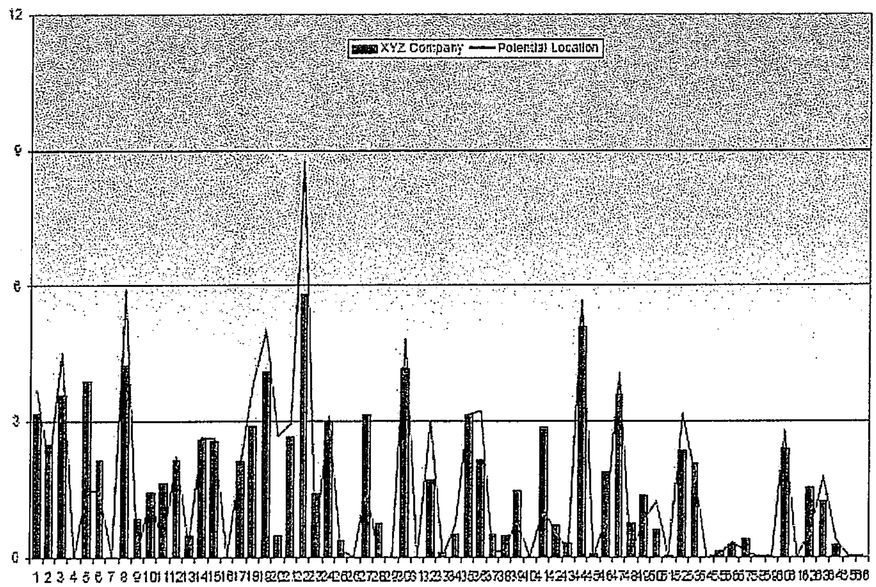
Once the consumer profiles in Ramsey's trade area have been determined, the CommunityID® process will match these profiles against the customer profiles of 5,000+ retailers in our proprietary database.

In Figure 4, the blue line indicates the customer profile of households in a community's trade area. The red line represents a specific retailer's customer profile. A similarity between the two profiles as shown in Figure 4 analyzed using Buxton's proprietary retail matching algorithm concludes that this site is an opportunity for a specific retailer to open a successful store.

This matching results in a list of possible retailers. To develop the preliminary retail match list, Buxton analyzes a number of factors about each possible retailer to qualify it. This analysis is designed to eliminate those retailers that for any reason would not be a candidate for Ramsey. Considered in this analysis are such factors as, verification of a retailer currently operating or expanding into your market, location of operations in similar cities, and competition and cannibalization from nearby locations.

Once this analysis is complete, the preliminary list of retailers will be discussed and reviewed with Ramsey. Based on the selections by the sponsor, a final list of up to twenty (20) retailers will be created for the development of marketing (pursuit) packages.

Figure 4: Example - Trade Area Consumers Matched with Retailer Customer Profile



4. Delivering Ramsey's Marketing Packages

Buxton will assemble individualized marketing (pursuit) packages for each targeted retailer. At Ramsey's request, Buxton will customize each marketing package for presentation to individual retailers, developers, real estate brokers or potential franchisees. Because it is tailored to the specific needs of the target audience, each marketing package is ready to use as collateral marketing materials providing compelling and precise information that demonstrates Ramsey's qualifications as a location.

Each marketing pursuit package contains:

1. Map of the retail site and trade area
2. Map of retailer's potential customers
3. Retailer match report that compares the site's trade area characteristics with the retailer's locations in similar trade areas
4. Demographic and psychographic profiles of the households in the trade area
5. Contact information for the person at the retailer who has location decision responsibilities

Community*ID*® targets not only specific companies but also the individual in the company who has the responsibility for location decisions. To provide the best possible reception when Ramsey contacts the targeted retailer, Buxton notifies each company that Ramsey has been qualified by Buxton as a potential viable location for a store, restaurant or development and should expect to be contacted by a representative of the city.

Figure 5: Example - Retail Match Report (Retail Match Report summarizes a city's location advantages for a specific retailer).

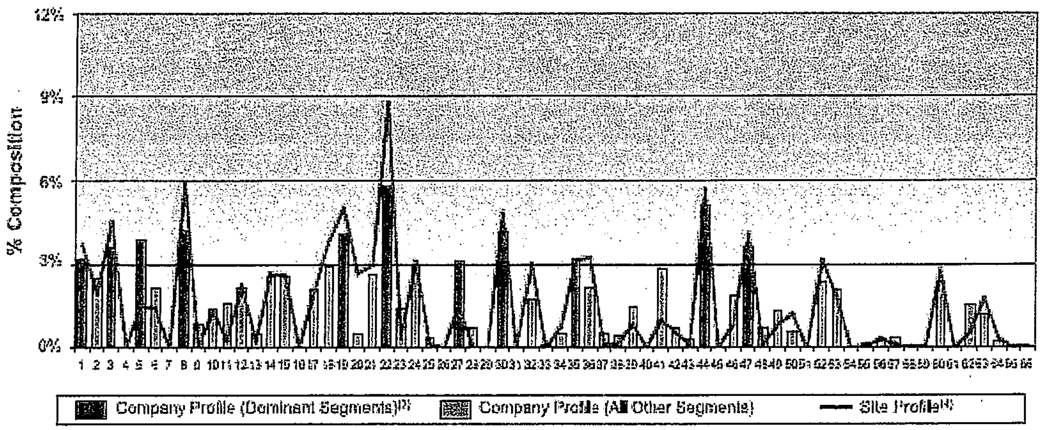
CommunityID®

Retailer Match Report

Company: XYZ Company
Report Date: 4/15/2005

Site: State Highway 384 & Grice Road
Your Community, USA

Segmentation Profile(1) (15 Minute Drive Time)(2)



Trade Area Comparison (15 Minute Drive Time)

	XYZ Company Average Trade Area(5)	Your Community, USA Site Trade Area 2003 Estimated	Your Community, USA Site Trade Area 2008 Projected
Total Population	43,925	44,596	47,311
Total Households	17,278	17,817	18,903
Retailer Dominant Segment Households	9,772	12,870	13,612
Daytime (Workday) Population(6)	19,170	27,160	29,827

(1) Segmentation Profile — Every U.S. household is classified into one of 66 distinct segments described by that household's lifestyle and spending habits.
(2) Drive Time — Drive time is used to define the trade area.
(3) Dominant Segments — Any segment that makes up at least three percent of a retailer's targeted profile (RED BARS).
(4) Site Profile — Those segments within the site's drive time trade area (BLUE LINE).
(5) Average Trade Area — XYZ Company trade areas used in the comparison are similar in population and market type to Your Community, USA.
(6) Daytime Population — The number of persons employed in the drive time trade area

DELIVERABLES

Community*ID*® deliverables will be presented to Ramsey in two bound hard copies and in SCOUT®, an electronic format (described below).

SCOUT® is an online marketing system that will allow you to effectively use Community*ID*® by enabling you to showcase your best retail site to achieve maximum results. You can access Community*ID*® reports via SCOUT® to reproduce maps, site-specific data and generate your own custom marketing presentations.

With SCOUT® you are directly tied to Ramsey password protected data, maintained and updated in Buxton's databanks. Using your computer you can tailor reports and presentations and immediately respond to questions or information requests from retailers or developers. SCOUT® allows you to:

- Graphically display and count the households that appeal to specific target retailers
- Create a Leakage/Surplus Analysis report for any location in your community
- Manage all your retail-specific data, from maps to photos to zoning information, in a central location
- Merge your community's existing marketing materials with Community*ID*®
- Select the information that best makes your case
- Store and retrieve information on retail buildings and sites
- Organize all relevant retail information in a central data center
- Present all materials electronically to recruit retailers and developers

Beginning in the second year, additional retail marketing packages will be available through SCOUT at the rate of five (5) retailers each month until all matches identified in the initial project are delivered. Beginning in the third year, a complete refresh will be provided using updated data.

Deliverables include the following:

- Drive Time Trade Area Map
- Retail Site Assessment – includes Retail Leakage/Supply Analysis and Customer Profile
- Retail Match List
- Final Report and Marketing (Pursuit) Packages
- An electronic presentation highlighting the Community*ID*® process and findings will be a part of the deliverables. It is designed for local presentations to chambers of commerce, civic clubs and other groups interested in the retail development of Ramsey.

VI. PROJECT TEAM

Team members for your project will include Buxton personnel with strong retail and economic development backgrounds as well those from operations: the Territory Business Manager, appropriate Senior Vice President and Client Services representative.

Brandon Norrell
Territory Business Manager
Community*ID*® Division

As a Community*ID*® territory business manager, Brandon works with municipalities in their retail economic development efforts. By understanding what retailers need to make site selection decisions, Brandon enables community leaders to understand and "speak retail." Brandon brings a strong knowledge of the Community*ID*® retail economic development strategy and a solid background in client service to his position. Brandon received his B.S. degree from the University of Minnesota and his M.B.A. from the University of St. Thomas. Brandon is a member of the International Council of Shopping Centers (ICSC).

Joseph Fackel
Senior Vice President
Community*ID*® Division, Northern Region
Buxton

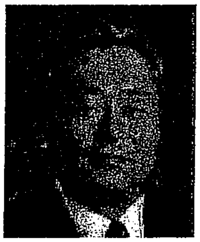
Joe has been a trusted advisor to nearly one hundred public and private sector entities across the United States on issues related to economic development and retail recruitment strategy. Recognized as a leader in this field, Joe has been a featured presenter at numerous conferences throughout the industry, including the National League of Cities, the International City/County Management Association, Texas Municipal League, the Northeast Economic Development Association and the International Downtown Association. Joe received his B.A. degree from the University of Missouri and is a member of the International Council of Shopping Centers (ICSC).

Philip Davis
Manager/Senior GIS Analyst
Community*ID*® Division

As senior analyst for the Community*ID*® division, Philip oversees every aspect of Community*ID*® projects in Buxton's GIS department. His duties include supervising daily operations, working with clients, managing projects and serving as a liaison between analysts and the sales team. Philip has managed the GIS function for more than 350 Community*ID*® projects for such clients as San Jose, CA; Atlanta, GA.; and Birmingham, AL. Working on projects for two divisions in the company has given Philip a complete understanding of both the retail industry and municipal needs, adding to his expertise in community retail recruitment. Philip graduated from the University of North Texas with a degree in Geography.

Bill R. Shelton, CEcD
Partner
Community*ID*® Division

Bill is a founding partner of Community*ID*®, Buxton's retail development program for communities. For more than 20 years, Bill worked for the Fort Worth Chamber of Commerce, serving 16 years as its president. He is a Certified Economic Developer and is past chair of the American Economic Development Council. A founding member of the Texas Economic Development Council, he has served as the organization's president. Bill was honored with a lifetime membership to the International Economic Development Council. Bill's professional service also includes serving as dean of the Basic Economic Development Course at Texas A&M University. Bill holds a bachelor's degree in marketing from the University of Texas at Austin, and he completed post-graduate studies at Texas A&M University.



Harvey H. Yamagata
Chief Marketing Officer & President
Community*ID*® Division

Clients benefit from the expertise Harvey has gained during 35 years in retail, including leadership roles in brick and mortar, catalog and website retailing. His 20-year career at Tandy Corporation covered the time when the company grew from $350 million to $3.5 billion in sales and took him from retailing in Europe to opening distributors in Asia. He headed the marketing efforts of the RadioShack Business Products division at a time when they held the major share in the burgeoning personal computer market. Harvey received a bachelor's degree from the University of Wisconsin and a master of business administration degree from Texas Christian University.

VII. PROJECT REQUIREMENTS

To effectively initiate this project, we request that you provide the following:

1. Project Liaison

- Ramsey will designate a project manager who will serve as Buxton's primary contact during the project.

2. Community Information and Reports

- City logo (vector file – request your ad agency and/or printer)
- Addresses and descriptive information for the site that will be evaluated
- Current traffic count data
- List of planned retail, commercial or mixed use (either proposed or in development) in the community
- List of major, national or regional retailers that have closed, left or moved from the community
- General community marketing materials, data and economic reports

Project Launch

A conference call with representatives of Ramsey and the Buxton Project Team will officially launch the project. The project launch will occur when:

1. An agreement is executed
2. The initial payment is received, and
3. The Community Information and Reports are received

VIII. TIMELINE

The following timeline is sequential and cumulative. It starts on the day of the project launch conference call.

Business Days	Client Responsibilities	Buxton Responsibilities
Start	Provide to Buxton all necessary community information.	
Day 1	Participate in the launch call.	Participate in the launch call.
Day 6		Trade Area Map ships.
Day 13	Approve Trade Area Map.	
Day 18		Retail Site Assessment ships.
Day 25	Approve Retail Site Assessment	
Day 40		Retail Match List ships.
Day 50	Submit selections of all retail matches to be included in the Final Report and Retail Marketing Packages.	
Day 60		Final Report and Retail Marketing Packages ship.

By adhering to this timeline, the Community*ID*® deliverables (Retail Match Reports – both the hard-copy and SCOUT®, the electronic version) will be sent on or before 60-days after the launch date.

Any missed target dates can delay the final delivery date. If there are extenuating circumstances that prevent target dates from being met, a new timeline will be developed.

Delays of more than 45 days in timeline schedule by the community will result in an administrative fee of five percent (5%) of the contract price to be charged.

IX. FEE FOR SERVICES

The Cost of Community*ID*® *is* $65,000; payable as follows:

1. $32,500 due upon execution of this agreement
2. $19,500 due upon delivery of retail site assessment
3. $13,000 due upon delivery of retail marketing packages

Hard copies of all Community*ID*® deliverables including marketing packages will be provided.

SCOUT® will be delivered for two years with this agreement and includes the following:

1. Waived - Monthly maintenance fee of $1,000 per month
2. Waived - Set Up fee of $3,000
3. Marketing (Pursuit) Packages at no cost (20 initial packages; 5 packages each month beginning in the 2nd year)

After two years there will be a $1,000 per month SCOUT® maintenance fee. Ramsey may cancel SCOUT® at any time with thirty (30) days written notice. If cancellation is within the first two years, the $3,000 set up fee will be charged.

For services specifically requested by Ramsey and performed by Buxton outside the scope of this agreement, an hourly rate of $200 will apply.

X. SIGNATURE PAGE

This agreement is between Ramsey and Buxton (the "Parties") for the performance of services described in this proposal. The Parties agree that an independent contractor/employer relationship is created as a result of this agreement. Buxton will not be considered an agent or employee of Ramsey for any purpose.

This agreement may be terminated by Ramsey at any time upon written notice of thirty (30) days. If this agreement is terminated, Buxton will be paid for services performed up to the date the written notice is received.

This agreement shall be administered and interpreted under the laws of the State of Texas. In order to avoid paying State of Texas Sales and Use Tax, Ramsey may be required to provide Buxton with a certificate indicating it is a non-profit corporation and not subject to Texas Sales and Use Tax.

Agreed and accepted this 23rd day of July, 2008.

James Steffen Vice Chair/Treasurer Ramsey EDA 7550 Sunwood Dr NW Ramsey, MN 55303	David Glover Chief Financial Officer Buxton 2651 S. Polaris Drive Fort Worth, TX 76137
(Signature)	(Signature)

City of RAMSEY

Retail Site Assessment

August 2008

Table of Contents

Buxton Community*ID* Staff

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All Buxton personnel may be reached by phone at 817.332.3681

Data Sources: Claritas, Inc., Prizm®NE, 2008, InfoUSA, Inc., © 2008 , National Research Bureau, © 2008 , MediamarkResearch, Inc., © 2008 , Geographic Data Technology, Inc. © 2008

Ramsey, Minnesota: Overview

Shopping Centers

GLA in thousands

1000+

500 to 1000

City Limits

Site 2

Site 1

Miles

0 0.5 1

2651 S. Polaris Dr. Fort Worth, Texas 76137 tel: 817.332.3681 fax:817.332.3686 e-mail:buxton@buxtonco.com http://www.buxtonco.com

Ramsey's Retail Sites

To begin the Community*ID* process, the City of Ramsey selected two sites to be analyzed for possible retail development or revitalization. The locations of both sites are shown on the opposite page.

To aid in the retail recruitment process, Buxton has analyzed the retail potential of the each site based on the following analyses:

- A primary twelve-minute drive-time trade area was delineated for each site
- The customers in each trade area were segmented according to buying habits and lifestyles
- A profile of Ramsey's customers within each trade area was developed
- The surplus and leakage for more than 36 product types and 74 store types was determined for each potential trade area

The purpose of these analyses is to develop Ramsey's Customer Profile. The Customer Profile is a snapshot of the customers that reside in Ramsey's trade area. Even though these consumers are complex and diverse, Buxton is able to capture and catalogue the extent to which potential demand for a retailer's goods and services are being met within the trade area.

By overlaying Ramsey's Customer Profile with over 4,500 retail matching profiles in Buxton's proprietary database, we are able to identify major categories of retail that are candidates for location in Ramsey. This matching provides the basis for determining Ramsey's viability to attract retailers and restaurants and forms the basis for Buxton's recommendations and conclusions.

With this analysis and Buxton's recommendations, Ramsey can make a more informed decision about investments in infrastructure and can focus resources on areas of higher retail development potential.

Data Sources: Claritas, Inc., Prizm®NE, 2008 , InfoUSA, Inc., © 2008 , National Research Bureau, © 2008 , MediamarkResearch, Inc., © 2008 , Geographic Data Technology, Inc. © 2008

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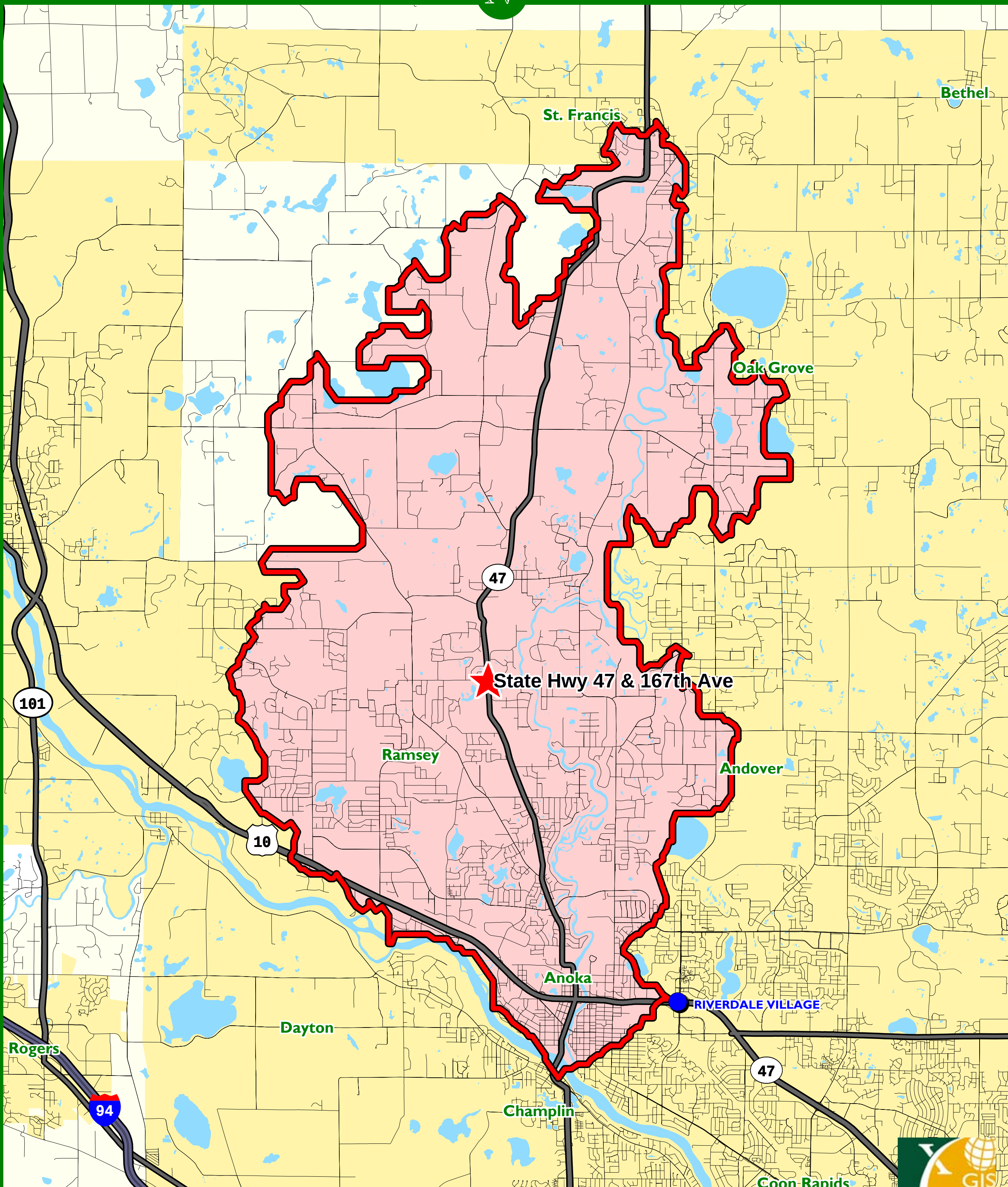


Ramsey, Minnesota: Trade Area

City of RAMSEY

Shopping Centers

GLA in thousands

1000+

500 to 1000

12 Minute Drive Time

Site 1

Miles

0 1 2

CommunityID

2651 S. Polaris Dr. Fort Worth, Texas 76137 tel: 817.332.3681 fax:817.332.3686 e-mail:buxton@buxtonco.com http://www.buxtonco.com

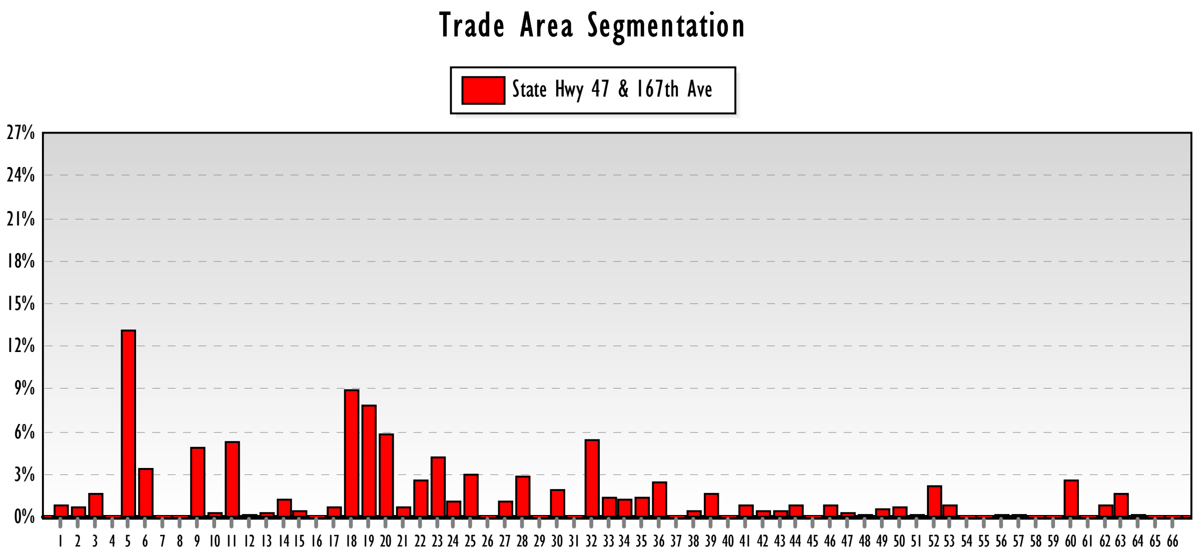
Site 1 Analysis: State Hwy 47 & 167th Ave

Drive-Time Trade Area

The map on the opposite page depicts the primary trade area for Site 1. The primary trade area consists of a twelve-minute polygon, determined by Buxton's proprietary drive-time technology.

Psychographics

The psychographic profile of the households within a twelve-minute drive-time of Site 1 is presented below.



Source: Claritas, Inc, PRIZM® NE, © 2008

Dominant Segments

A segment that represents at least three percent of a trade area is a dominant segment. Following is a description of the dominant segments for Site 1.

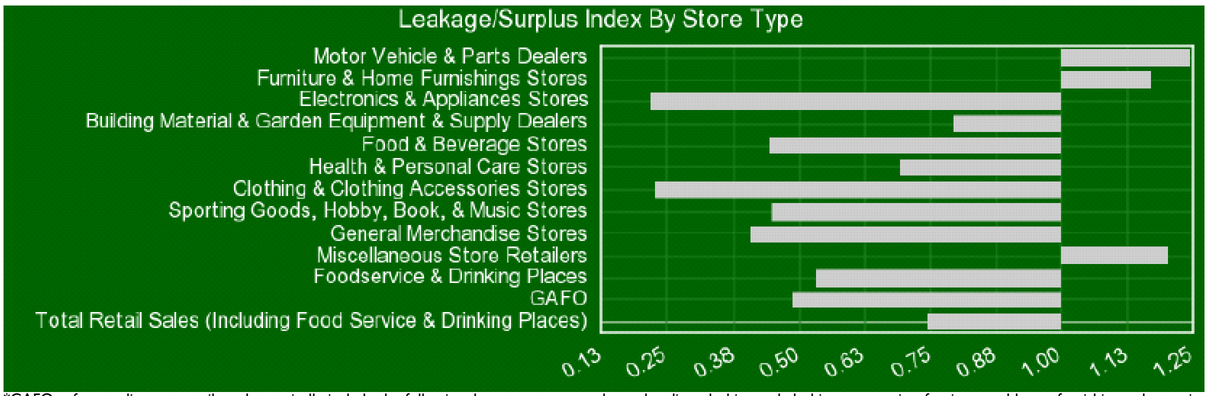
Dominant Segments	Description	Households	% of All Households
5	COUNTRY SQUIRES	1,937	13.15%
6	WINNER'S CIRCLE	500	3.39%
9	BIG FISH, SMALL POND	721	4.89%
11	GOD'S COUNTRY	771	5.23%
18	KIDS & CUL-DE-SACS	1,310	8.89%
19	HOME SWEET HOME	1,148	7.79%
20	FAST-TRACK FAMILIES	853	5.79%
23	GREENBELT SPORTS	614	4.17%
25	COUNTRY CASUALS	445	3.02%
32	NEW HOMESTEADERS	793	5.38%

Source: Claritas, Inc, PRIZM® NE, © 2008

Site 1 Analysis (continued)

Leakage Analysis

The following table represents an overview by store type of the leakage or surplus within the studied trade area. This is represented by an index with 1.0 being the baseline. A leakage is reflected by an index less than 1.0 and a surplus is reflected by an index greater than 1.0. Please see Appendix A for detailed demand and actual sales by category.



*GAFO refers to discount retailers that typically include the following departments: general merchandise; clothing and clothing accessories; furniture and home furnishings; electronics and appliances; sporting goods, hobby, books and music; and office supplies

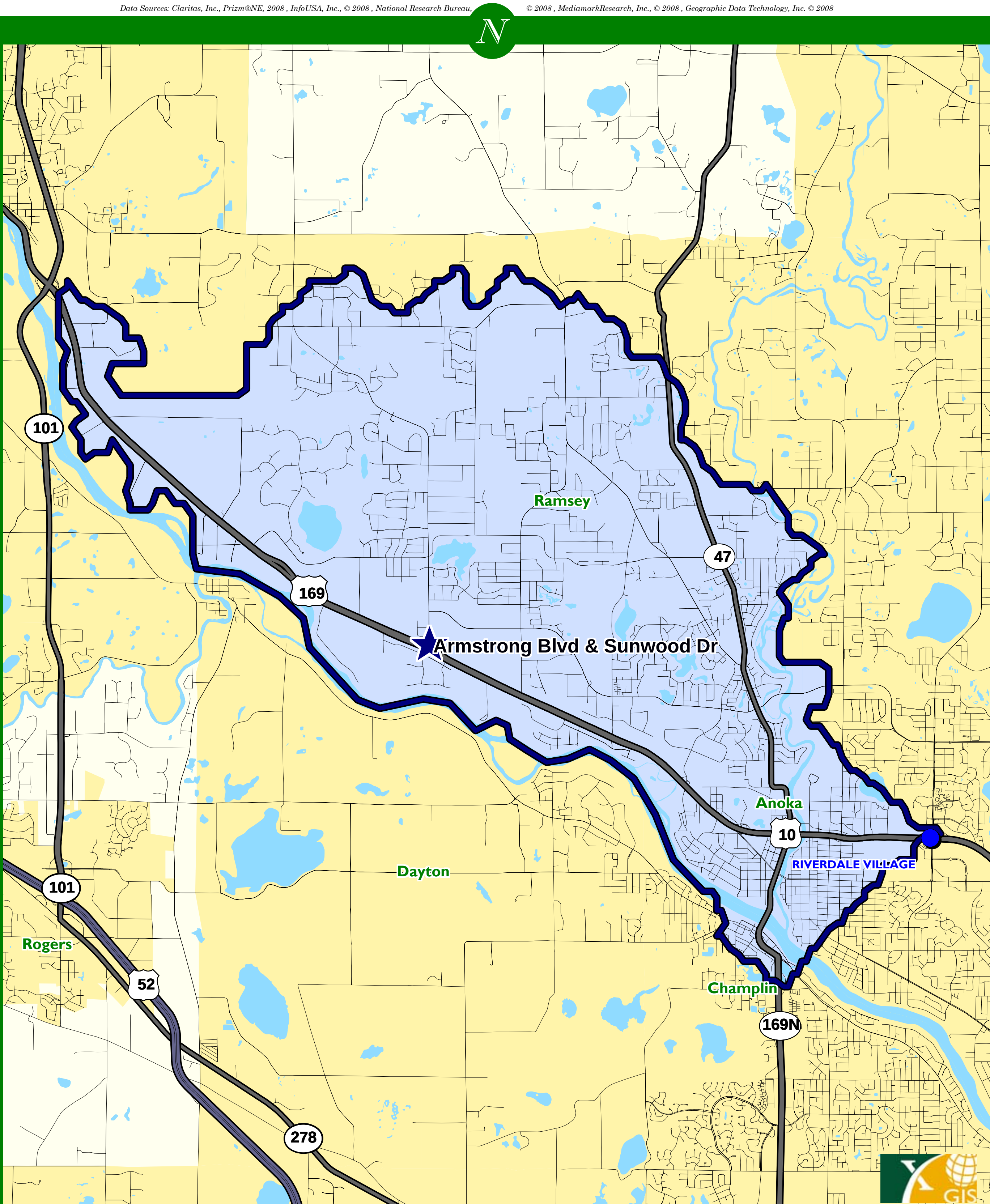
Source: Claritas, Inc, RETAIL MARKET POWER, © 2008

The following table presents the trade potential variables for Site 1:

Trade Potential Variables	Site 1
Estimated Household Count	14,733
Number of Households in Dominant Segments	9,092
Traffic Count	9,600
Total Demand	$754,662,615
Total Supply	$562,622,535
Leakage/Surplus	($192,040,080)

Source: Claritas, Inc, RETAIL MARKET POWER, PRIZM® NE, © 2008

Data Sources: Claritas, Inc., Prizm®NE, 2008 , InfoUSA, Inc., © 2008 , National Research Bureau, © 2008 , MediamarkResearch, Inc., © 2008 , Geographic Data Technology, Inc. © 2008



Ramsey, Minnesota: Trade Area

City of RAMSEY

CommunityID

Shopping Centers

GLA in thousands

1000+

500 to 1000

12 Minute Drive Time

Site 2

Miles

0 1 2

2651 S. Polaris Dr. Fort Worth, Texas 76137 tel: 817.332.3681 fax:817.332.3686 e-mail:buxton@buxtonco.com http://www.buxtonco.com

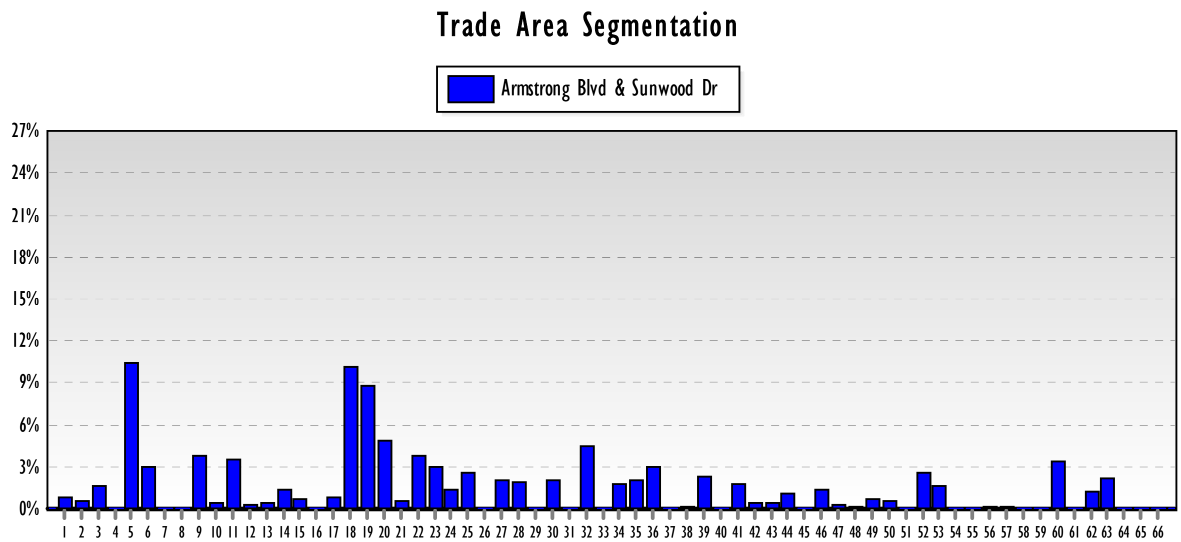
Site 2 Analysis: Armstrong Blvd & Sunwood Dr

Drive-Time Trade Area

The map on the opposite page depicts the primary trade area for Site 2. The primary trade area consists of a twelve-minute polygon, determined by Buxton's proprietary drive-time technology.

Psychographics

The psychographic profile of the households within a twelve -minute drive-time of Site 2 is presented below.



Source: Claritas, Inc, PRIZM® NE, © 2008

Dominant Segments

A segment that represents at least three percent of a trade area is a dominant segment. Following is a description of the dominant segments for Site 2.

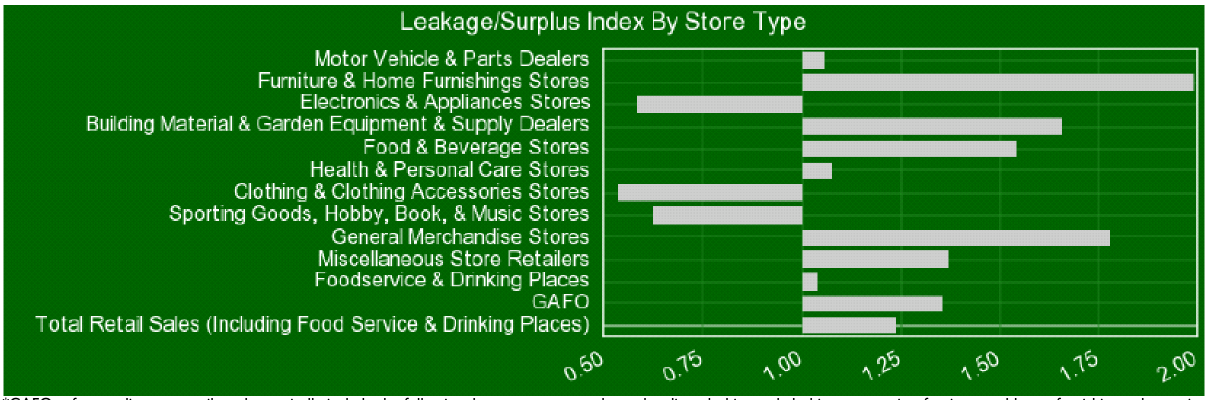
Dominant Segments	Description	Households	% of All Households
5	COUNTRY SQUIRES	1,410	10.40%
6	WINNER'S CIRCLE	409	3.02%
9	BIG FISH, SMALL POND	506	3.73%
11	GOD'S COUNTRY	484	3.57%
18	KIDS & CUL-DE-SACS	1,382	10.20%
19	HOME SWEET HOME	1,182	8.72%
20	FAST-TRACK FAMILIES	666	4.91%
22	YOUNG INFLUENTIALS	514	3.79%
32	NEW HOMESTEADERS	598	4.41%
60	PARK BENCH SENIORS	464	3.42%

Source: Claritas, Inc, PRIZM® NE, © 2008

Site 2 Analysis (continued)

Leakage Analysis

The following table represents an overview by store type of the leakage or surplus within the studied trade area. This is represented by an index with 1.0 being the baseline. A leakage is reflected by an index less than 1.0 and a surplus is reflected by an index greater than 1.0. Please see Appendix A for detailed demand and actual sales by category.



*GAFO refers to discount retailers that typically include the following departments: general merchandise; clothing and clothing accessories; furniture and home furnishings; electronics and appliances; sporting goods, hobby, books and music; and office supplies

Source: Claritas, Inc, RETAIL MARKET POWER, © 2008

The following table presents the trade potential variables for Site 2:

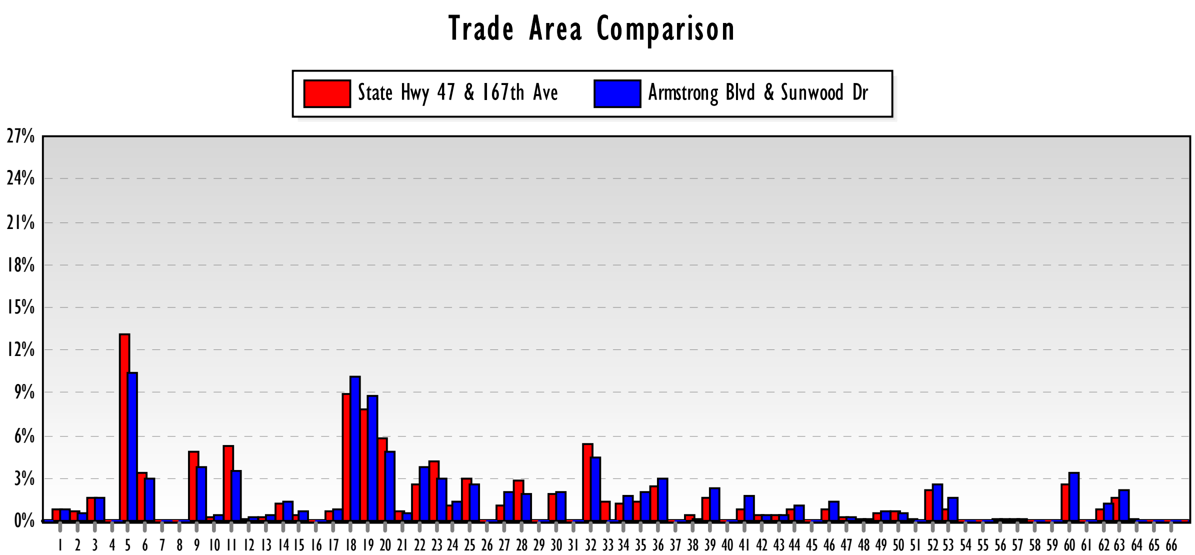
Trade Potential Variables	Site 2
Estimated Household Count	13,554
Number of Households in Dominant Segments	7,615
Traffic Count	39,000
Total Demand	$1,263,042,337
Total Supply	$1,561,717,215
Leakage/Surplus	$298,674,878

Source: Claritas, Inc, RETAIL MARKET POWER, PRIZM® NE, © 2008

Site Comparison

Trade Area Segmentation

This side by side comparison of the two trade areas shows the compositions and characteristics of the households to be very similar. This is not unusual and can be expected in an area with potential sites in close proximity. Both trade areas have the same segmentation, but some segments are dominant in one trade area, and not the other.



Source: Claritas, Inc, PRIZM® NE, © 2008

12- Minute Trade Area Statistics

Trade Potential Variables	Site 1	Site 2
Estimated Household Count	14,733	13,554
Number of Households in Dominant	9,092	7,615
Traffic Count	9,600	39,000
Total Demand	$754,662,615	$1,263,042,337
Actual Sales	$562,622,535	$1,561,717,215
Leakage/Surplus Total	($192,040,080)	$298,674,878

Source: Claritas, Inc, RETAIL MARKET POWER, PRIZM® NE, © 2008

Brief Segment Descriptions

1 UPPER CRUST – The nation's most exclusive address, Upper Crust is the wealthiest lifestyle in America—a haven for empty-nesting couples over 55 years old. No segment has a higher concentration of residents earning over $200,000 a year or possessing a postgraduate degree, and none has a more opulent standard of living.

2 BLUE BLOOD ESTATES – Blue Blood Estates is a family portrait of suburban wealth, a place of million-dollar homes and manicured lawns, high-end cars and exclusive private clubs. The nation's second-wealthiest lifestyle, it is characterized by married couples with children, college degrees, a significant percentage of Asian Americans and six-figure incomes earned by business executives, managers and professionals.

3 MOVERS & SHAKERS – Movers & Shakers is home to America's up-and-coming business class: a wealthy suburban world of dual-income couples who are highly educated, typically between the ages of 35 and 54, often with children. Given its high percentage of executives and white-collar professionals, there is a decided business bent to this segment: Movers & Shakers rank number one for owning a small business and having a home office.

4 YOUNG DIGERATI – Young Digerati are the nation's tech-savvy singles and couples living in fashionable neighborhoods on the urban fringe. Affluent, highly educated and ethnically mixed, Young Digerati communities are typically filled with trendy apartments and condos, fitness clubs and clothing boutiques, casual restaurants and all types of bars—from juice to coffee to microbrew.

5 COUNTRY SQUIRES – The wealthiest residents in exurban America live in Country Squires, an oasis for affluent Baby Boomers who have fled the city for the charms of small-town living. In their bucolic communities noted for their recently built homes on sprawling properties, the families of executives live in six-figure comfort. Country Squires enjoy country club sports like golf, tennis and swimming as well as skiing, boating and biking.

6 WINNER'S CIRCLE – Among the wealthy suburban lifestyles, Winner's Circle is the youngest, a collection of mostly 25- to 34-year-old couples with large families in new-money subdivisions. Surrounding their homes are the signs of upscale living: recreational parks, golf courses and upscale malls. With a median income of nearly $90,000, Winner's Circle residents are big spenders who like to travel, ski, go out to eat, shop at clothing boutiques and take in a show.

7 MONEY & BRAINS – The residents of Money & Brains seem to have it all: high incomes, advanced degrees and sophisticated tastes to match their credentials. Many of these city dwellers—predominantly white with a high concentration of Asian Americans—are married couples with few children who live in fashionable homes on small, manicured lots.

Brief Segment Descriptions

8 EXECUTIVE SUITES – Executive Suites consists of upper-middle-class singles and couples typically living just beyond the nation's beltways. Filled with significant numbers of Asian Americans and college graduates—both groups are represented at more than twice the national average—this segment is a haven for white-collar professionals drawn to comfortable homes and apartments within a manageable commute to downtown jobs, restaurants and entertainment.

9 BIG FISH, SMALL POND – Older, upper-class, college-educated professionals, the members of Big Fish, Small Pond are often among the leading citizens of their small-town communities. These upscale, empty-nesting couples enjoy the trappings of success, belonging to country clubs, maintaining large investment portfolios and spending freely on computer technology.

10 SECOND CITY ELITE – There's money to be found in the nation's smaller cities, and you're most likely to find it in Second City Elite. The residents of these satellite cities tend to be prosperous executives who decorate their $200,000 homes with multiple computers, large-screen TV sets and an impressive collection of wines. With more than half holding college degrees, Second City Elite residents enjoy cultural activities—from reading books to attending theater and dance productions.

11 GOD'S COUNTRY – When city dwellers and suburbanites began moving to the country in the 1970's, God's Country emerged as the most affluent of the nation's exurban lifestyles. Today, wealthier communities exist in the hinterlands, but God's Country remains a haven for upper-income couples in spacious homes. Typically college-educated Baby Boomers, these Americans try to maintain a balanced lifestyle between high-power jobs and laid-back leisure.

12 BRITE LITES, LI'L CITY – Not all of the America's chic sophisticates live in major metros. Brite Lights, Li'l City is a group of well-off, middle-aged couples settled in the nation's satellite cities. Residents of these typical double income, no kids households have college educations, well-paying business and professional careers and swank homes filled with the latest technology.

13 UPWARD BOUND – More than any other segment, Upward Bound appears to be the home of those legendary Soccer Moms and Dads. In these small satellite cities, upper-class families boast dual incomes, college degrees and new split-levels and colonials. Residents of Upward Bound tend to be kid-obsessed, with heavy purchases of computers, action figures, dolls, board games, bicycles and camping equipment.

14 NEW EMPTY NESTS – With their grown-up children recently out of the house, New Empty Nests is composed of upscale older Americans who pursue active—and activist— lifestyles. Nearly three-quarters of residents are over 65 years old, but they show no interest in a rest-home retirement. This is the top-ranked segment for all-inclusive travel packages; the favorite destination is Italy.

Brief Segment Descriptions

15 POOLS & PATIOS – Formed during the postwar Baby Boom, Pools & Patios has evolved from a segment of young suburban families to one for mature, empty-nesting couples. In these stable neighborhoods graced with backyard pools and patios—the highest proportion of homes were built in the 1960's—residents work as white-collar managers and professionals, and are now at the top of their careers.

16 BOHEMIAN MIX – A collection of young, mobile urbanites, Bohemian Mix represents the nation's most liberal lifestyles. Its residents are a progressive mix of young singles and couples, students and professionals, Hispanics, Asians, African-Americans and whites. In their funky row houses and apartments, Bohemian Mixers are the early adopters who are quick to check out the latest movie, nightclub, laptop and microbrew.

17 BELTWAY BOOMERS – The members of the postwar Baby Boom are all grown up. Today, these Americans are in their forties and fifties, and one segment of this huge cohort—college-educated, upper-middle-class and home-owning—is found in Beltway Boomers. Like many of their peers who married late, these Boomers are still raising children in comfortable suburban subdivisions, and they're pursuing kid-centered lifestyles.

18 KIDS & CUL-DE-SACS – Upscale, suburban, married couples with children is the description of Kids & Cul-de-Sacs, an enviable lifestyle of large families in recently built subdivisions. With a high rate of Hispanic and Asian Americans, this segment is a refuge for college-educated, white-collar professionals with administrative jobs and upper-middle-class incomes. Their nexus of education, affluence and children translates into large outlays for child-centered products and services.

19 HOME SWEET HOME – Widely scattered across the nation's suburbs, the residents of Home Sweet Home tend to be upper-middle-class married couples living in mid-sized homes with few children. The adults in the segment, mostly between the ages of 25 and 54, have gone to college and hold professional and white-collar jobs. With their upscale incomes and small families, these folks have fashioned comfortable lifestyles, filling their homes with toys, TV sets and pets.

20 FAST-TRACK FAMILIES – With their upper-middle-class incomes, numerous children and spacious homes, Fast-Track Families are in their prime acquisition years. These middle-aged parents have the disposable income and educated sensibility to want the best for their children. They buy the latest technology with impunity: new computers, DVD players, home theater systems and video games. They take advantage of their rustic locales by camping, boating and fishing.

Brief Segment Descriptions

21 GRAY POWER – The steady rise of older, healthier Americans over the past decade has produced one important by-product: middle-class, home-owning suburbanites who are aging in place rather than moving to retirement communities. A segment of older, mid-scale singles and couples who live in quiet comfort, Gray Power reflects this trend.

22 YOUNG INFLUENTIALS – Once known as the home of the nation's yuppies, Young Influentials reflects the fading glow of acquisitive yuppiedom. Today, the segment is a common address for young, middle-class singles and couples who are more preoccupied with balancing work and leisure pursuits. Having recently left college dorms, they now live in apartment complexes surrounded by ball fields, health clubs and casual-dining restaurants.

23 GREENBELT SPORTS – A segment of middle-class exurban couples, Greenbelt Sports is known for its active lifestyle. Most of these middle-aged residents are married, college-educated and own new homes; about a third have children. And few segments have higher rates for pursuing outdoor activities such as skiing, canoeing, backpacking, boating and mountain biking.

24 UP-AND-COMERS – Up-and-Comers is a stopover for young, mid-scale singles before they marry, have families and establish more deskbound lifestyles. Found in second-tier cities, these mobile twenty-somethings include a disproportionate number of recent college graduates who are into athletic activities, the latest technology and nightlife entertainment.

25 COUNTRY CASUALS – There's a laid-back atmosphere in Country Casuals, a collection of middle-aged, upper-middle-class households that have started to empty-nest. Workers here—and most households boast two earners—have well-paying blue- or white-collar jobs, or own small businesses. Today these Baby-Boom couples have the disposable income to enjoy traveling, owning timeshares and going out to eat.

26 THE COSMOPOLITANS – Educated, mid-scale and multi-ethnic, The Cosmopolitans are urbane couples in America's fast-growing cities. Concentrated in a handful of metros—such as Las Vegas, Miami and Albuquerque—these households feature older home-owners, empty-nesters and college graduates. A vibrant social scene surrounds their older homes and apartments, and residents love the nightlife and enjoy leisure-intensive lifestyles.

27 MIDDLEBURG MANAGERS – Middleburg Managers arose when empty-nesters settled in satellite communities which offered a lower cost of living and more relaxed pace. Today segment residents tend to be middle-class and over 55 years old with solid managerial jobs and comfortable retirements. In their older homes, they enjoy reading, playing musical instruments, indoor gardening and refinishing furniture.

Brief Segment Descriptions

28 TRADITIONAL TIMES – Traditional Times is the kind of lifestyle where small-town couples nearing retirement are beginning to enjoy their first empty-nest years. Typically in their fifties and sixties, these middle-class Americans pursue a kind of granola-and-grits lifestyle. On their coffee tables are magazines with titles ranging from *Country Living* and *Country Home* to *Gourmet* and *Forbes*. But they're big travelers, especially in recreational vehicles and campers.

29 AMERICAN DREAMS – American Dreams is a living example of how ethnically diverse the nation has become: more than half the residents are Hispanic, Asian or African-American. In these multilingual neighborhoods—one in ten residents speaks a language other than English—middle-aged immigrants and their children live in middle-class comfort.

30 SUBURBAN SPRAWL – Suburban Sprawl is an unusual American lifestyle: a collection of mid-scale, middle-aged singles and couples living in the heart of suburbia. Typically members of the Baby Boom generation, they hold decent jobs, own older homes and condos, and pursue conservative versions of the American Dream. Among their favorite activities are jogging on treadmills, playing trivia games and renting videos.

31 URBAN ACHIEVERS – Concentrated in the nation's port cities, Urban Achievers is often the first stop for up-and-coming immigrants from Asia, South America and Europe. These young singles and couples are typically college-educated and ethnically diverse: about a third are foreign-born, and even more speak a language other than English.

32 NEW HOMESTEADERS – Young, middle-class families seeking to escape suburban sprawl find refuge in New Homesteaders, a collection of small rustic townships filled with new ranches and Cape Cods. With decent-paying jobs in white-collar and service industries, these dual-income couples have fashioned comfortable, child-centered lifestyles, their driveways filled with campers and powerboats, their family rooms with PlayStations and Game Boys.

33 BIG SKY FAMILIES – Scattered in placid towns across the American heartland, Big Sky Families is a segment of young rural families who have turned high school educations and blue-collar jobs into busy, middle-class lifestyles. Residents like to play baseball, basketball and volleyball in addition to going fishing, hunting and horseback riding. To entertain their sprawling families, they buy virtually every piece of sporting equipment on the market.

34 WHITE PICKET FENCES – Midpoint on the socioeconomic ladder, residents in White Picket Fences look a lot like the stereotypical American household of a generation ago: young, middle-class, married with children. But the current version is characterized by modest homes and ethnic diversity—including a disproportionate number of Hispanics and African-Americans.

Brief Segment Descriptions

35 BOOMTOWN SINGLES – Affordable housing, abundant entry-level jobs and a thriving singles scene— all have given rise to the Boomtown Singles segment in fast-growing satellite cities. Young, single and working-class, these residents pursue active lifestyles amid sprawling apartment complexes, bars, convenience stores and laundromats.

36 BLUE-CHIP BLUES – Blue-Chip Blues is known as a comfortable lifestyle for young, sprawling families with well-paying blue-collar jobs. Ethnically diverse—with a significant presence of Hispanics and African-Americans—the segment's aging neighborhoods feature compact, modestly priced homes surrounded by commercial centers that cater to child-filled households.

37 MAYBERRY-VILLE – Like the old Andy Griffith Show set in a quaint picturesque berg, Mayberry-ville harks back to an old-fashioned way of life. In these small towns, middle-class couples and families like to fish and hunt during the day, and stay home and watch TV at night. With lucrative blue-collar jobs and moderately priced housing, residents use their discretionary cash to purchase boats, campers, motorcycles and pickup trucks.

38 SIMPLE PLEASURES – With more than two-thirds of its residents over 65 years old, Simple Pleasures is mostly a retirement lifestyle: a neighborhood of lower-middle-class singles and couples living in modestly priced homes. Many are high school-educated seniors who held blue-collar jobs before their retirement, and a disproportionate number served in the military; no segment has more members of veterans clubs.

39 DOMESTIC DUOS – Domestic Duos represents a middle-class mix of mainly over-55 singles and married couples living in older suburban homes. With their high-school educations and fixed incomes, segment residents maintain an easy-going lifestyle. Residents like to socialize by going bowling, seeing a play, meeting at the local fraternal order or going out to eat.

40 CLOSE-IN COUPLES – Close-In Couples is a group of predominantly African-American couples living in older homes in the urban neighborhoods of mid-sized metros. High school educated and empty nesting, these 55-year-old-plus residents typically live in older city neighborhoods, enjoying secure and comfortable retirements.

41 SUNSET CITY BLUES – Scattered throughout the older neighborhoods of small cities, Sunset City Blues is a segment of lower-middle-class singles and couples who have retired or are getting close to retirement. These empty-nesters tend to own their homes but have modest educations and incomes. They maintain a low-key lifestyle filled with newspapers and television by day, and family-style restaurants at night.

Brief Segment Descriptions

42 RED, WHITE & BLUES – The residents of Red, White & Blues typically live in exurban towns rapidly morphing into bedroom suburbs. Their streets feature new fast-food restaurants, and locals have recently celebrated the arrival of chains like Wal-Mart, Radio Shack and Payless Shoes. Middle-aged, high school educated and lower-middle class, these folks tend to have solid, blue-collar jobs in manufacturing, milling and construction.

43 HEARTLANDERS – America was once a land of small middle-class towns, which can still be found today among Heartlanders. This widespread segment consists of middle-aged couples with working-class jobs living in sturdy, unpretentious homes. In these communities of small families and empty-nesting couples, Heartlanders pursue a rustic lifestyle where hunting and fishing remain prime leisure activities along with cooking, sewing, camping and boating.

44 NEW BEGINNINGS – Filled with young, single adults, New Beginnings is a magnet for adults in transition. Many of its residents are twenty-something singles and couples just starting out on their career paths—or starting over after recent divorces or company transfers. Ethnically diverse—with nearly half its residents Hispanic, Asian or African-American—New Beginnings households tend to have the modest living standards typical of transient apartment dwellers.

45 BLUE HIGHWAYS – On maps, blue highways are often two-lane roads that wind through remote stretches of the American landscape. Among lifestyles, Blue Highways is the standout for lower-middle-class couples and families who live in isolated towns and farmsteads. Here, Boomer men like to hunt and fish; the women enjoy sewing and crafts, and everyone looks forward to going out to a country music concert.

46 OLD GLORIES – Old Glories are the nation's downscale suburban retirees, Americans aging in place in older apartment complexes. These racially mixed households often contain widows and widowers living on fixed incomes, and they tend to lead home-centered lifestyles. They're among the nation's most ardent television fans, watching game shows, soaps, talk shows and newsmagazines at high rates.

47 CITY STARTUPS – In City Startups, young, multi-ethnic singles have settled in neighborhoods filled with cheap apartments and a commercial base of cafés, bars, laundromats and clubs that cater to twenty-somethings. One of the youngest segments in America—with ten times as many college students as the national average—these neighborhoods feature low incomes and high concentrations of Hispanics and African-Americans.

Brief Segment Descriptions

48 YOUNG & RUSTIC – Like the soap opera that inspired its nickname, Young & Rustic is composed of young, restless singles. Unlike the glitzy soap denizens, however, these folks tend to be lower income, high school-educated and live in tiny apartments in the nation's exurban towns. With their service industry jobs and modest incomes, these folks still try to fashion fast-paced lifestyles centered on sports, cars and dating.

49 AMERICAN CLASSICS – They may be older, lower-middle class and retired, but the residents of American Classics are still living the American Dream of home ownership. Few segments rank higher in their percentage of home owners, and that fact alone reflects a more comfortable lifestyle for these predominantly white singles and couples with deep ties to their neighborhoods.

50 KID COUNTRY, USA – Widely scattered throughout the nation's heartland, Kid Country, USA is a segment dominated by large families living in small towns. Predominantly white with an above-average concentration of Hispanics, these young working-class households include homeowners, renters and military personnel living in base housing; about 20 percent of residents own mobile homes.

51 SHOTGUNS & PICKUPS – The segment known as Shotguns & Pickups came by its moniker honestly: it scores near the top of all lifestyles for owning hunting rifles and pickup trucks. These Americans tend to be young, working-class couples with large families—more than half have two or more kids—living in small homes and manufactured housing. Nearly a third of residents live in mobile homes, more than any other segment.

52 SUBURBAN PIONEERS – Suburban Pioneers represents one of the nation's eclectic lifestyles, a mix of young singles, recently divorced and single parents who have moved into older, inner-ring suburbs. They live in aging homes and garden-style apartment buildings where the jobs are blue-collar and the money is tight. What unites these residents—a diverse mix of whites, Hispanics and African-Americans—is a working-class sensibility and an appreciation for their off-the-beaten-track neighborhoods.

53 MOBILITY BLUES – Young singles and single parents make their way to Mobility Blues, a segment of working-class neighborhoods in America's satellite cities. Racially mixed and under 25 years old, these transient Americans tend to have modest lifestyles due to their lower-income blue-collar jobs. Surveys show they excel in going to movies, playing basketball and shooting pool.

54 MULTI-CULTI MOSAIC – An immigrant gateway community, Multi-Culti Mosaic is the urban home for a mixed populace of younger Hispanic, Asian and African-American singles and families. With nearly a quarter of the residents foreign born, this segment is a Mecca for first-generation Americans who are striving to improve their lower-middle-class status.

Brief Segment Descriptions

55 GOLDEN PONDS – Golden Ponds is mostly a retirement lifestyle, dominated by downscale singles and couples over 65 years old. Found in small bucolic towns around the country, these high school-educated seniors live in small apartments on less than $25,000 a year; one in five resides in a nursing home. For these elderly residents, daily life is often a succession of sedentary activities such as reading, watching TV, playing bingo and doing craft projects.

56 CROSSROADS VILLAGERS – With a population of middle-aged, blue-collar couples and families, Crossroads Villagers is a classic rural lifestyle. Residents are high school-educated with lower-middle incomes and modest housing; one-quarter live in mobile homes. There's an air of self-reliance in these households as Crossroads Villagers help put food on the table through fishing, gardening and hunting.

57 OLD MILLTOWNS – America's once-thriving mining and manufacturing towns have aged—as have the residents in Old Milltowns communities. Today, the majority of residents are retired singles and couples living on downscale incomes in pre-1960 homes and apartments. For leisure they enjoy gardening, sewing, socializing at veterans clubs or eating out at casual restaurants.

58 BACK COUNTRY FOLKS – Strewn among remote farm communities across the nation, Back Country Folks are a long way away from economic paradise. The residents tend to be poor, over 55 years old and living in older, modest-sized homes and manufactured housing. Typically, life in this segment is a throwback to an earlier era when farming dominated the American landscape.

59 URBAN ELDERS – For Urban Elders—a segment located in the downtown neighborhoods of such metros as New York, Chicago, Las Vegas and Miami—life is often an economic struggle. These communities have high concentrations of Hispanics and African-Americans and tend to be downscale, with singles living in older apartment rentals.

60 PARK BENCH SENIORS – Park Bench Seniors are typically retired singles living in the racially mixed neighborhoods of the nation's satellite cities. With modest educations and incomes, these residents maintain low-key, sedentary lifestyles. Theirs is one of the top-ranked segments for TV viewing, especially daytime soaps and game shows.

61 CITY ROOTS – Found in urban neighborhoods, City Roots is a segment of lower-income retirees, typically living in older homes and duplexes they've owned for years. In these ethnically diverse neighborhoods—more than a third are African-American and Hispanic—residents are often widows and widowers living on fixed incomes and maintaining low-key lifestyles.

Brief Segment Descriptions

62 HOMETOWN RETIRED – With three-quarters of all residents over 65 years old, Hometown Retired is one of the oldest segments. These racially mixed seniors tend to live in aging homes—half were built before 1958—and typically get by on social security and modest pensions. Because most never made it beyond high school and spent their working lives at blue-collar jobs, their retirements are extremely modest.

63 FAMILY THRIFTS – The small-city cousins of inner-city districts, Family Thrifts contain young, ethnically diverse parents who have lots of children and work entry-level service jobs. In these apartment-filled neighborhoods, visitors find the streets jam-packed with babies and toddlers, tricycles and basketball hoops, Daewoos and Hyundais.

64 BEDROCK AMERICA – Bedrock America consists of young, economically challenged families in small, isolated towns located throughout the nation's heartland. With modest educations, sprawling families and blue-collar jobs, many of these residents struggle to make ends meet. One quarter live in mobile homes. One in three has not finished high school. Rich in scenery, Bedrock America is a haven for fishing, hunting, hiking and camping.

65 BIG CITY BLUES – With a population that's half Latino, Big City Blues has the highest concentration of Hispanic Americans in the nation, but it's also the multi-ethnic address for downscale Asian and African-American households occupying older inner-city apartments. Concentrated in a handful of major metros, these young singles and single-parent families face enormous challenges: low incomes, uncertain jobs and modest educations. More than 40% haven't finished high school.

66 LOW-RISE LIVING – The most economically challenged urban segment, Low-Rise Living is known as a transient world for young, ethnically diverse singles and single parents. Home values are low—about half the national average—and even then, less than a quarter of residents can afford to own real estate.

Buxton utilizes the Claritas® PRIZM®*NE* segmentation system in this analysis. PRIZM®*NE* and Claritas® are registered trademarks of Claritas Inc. The PRIZM segment nicknames (e.g., "Blue Blood Estates," Big Sky Families," "Country Squires") are trademarks of Claritas Inc.

Appendix A:

Leakage Analysis

Retail Leakage and Surplus Analysis

The Retail Leakage and Surplus Analysis examines the quantitative aspect of the community's retail opportunities. It is a guide to understanding retail opportunities but it is not an analysis that indicates unconditional opportunities. The analysis is sometimes called "a gap analysis" or "a supply and demand analysis" and can aid in the following:

- Indicating how well the retail needs of local residents are being met
- Uncovering unmet demand and possible opportunities
- Understanding the strengths and weaknesses of the local retail sector
- Measuring the difference between actual and potential retail sales

Understanding Retail Leakage

Retail leakage means that residents are spending more for products than local businesses capture. Retail sales leakage suggests that there is unmet demand in the trade area and that the community can support additional store space for that type of business.

However, retail leakage does not necessarily translate into opportunity. For example, there could be a strong competitor in a neighboring community that dominates the market for that type of product or store.

Understanding Retail Surplus

A retail surplus means that the community's trade area is capturing the local market plus attracting non-local shoppers. A retail surplus does not necessarily mean that the community cannot support additional business. Many communities have developed strong clusters of stores that have broad geographic appeal. Examples of these types of retailers include: sporting goods stores, home furnishing stores, restaurants, and other specialty operations that become destination retailers and draw customers from outside the trade area.

Examining the quantitative aspects (Leakage/Surplus) is only part of the evaluation of community's retail opportunities. Before any conclusions can be drawn about potential business expansion or recruitment opportunities, qualitative considerations such as trade area psychographics and buying habits must be analyzed in context of other market factors.

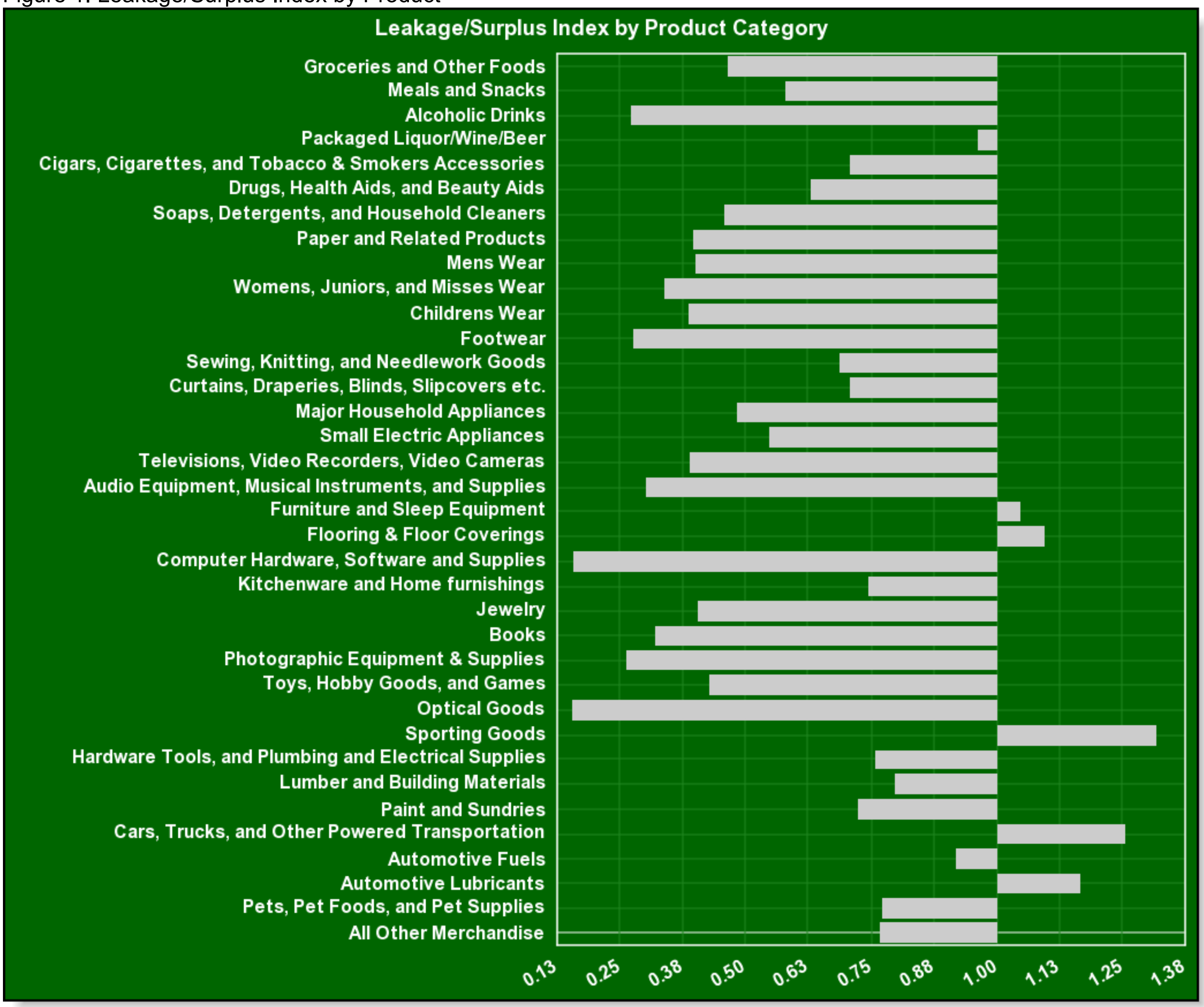
Site	Address	Analysis Geography
1	State Hwy 47 and 167th Ave Ramsey, MN 55303	12 minute drive time

Leakage/Surplus Index by Product

The Leakage/Surplus Index provides a relative comparison of the supply and demand across retail product categories. It is calculated by dividing actual sales by potential sales. An index greater than 1.0 means that the community is attracting retail sales (surplus) from outside the trade area. If the index is less than 1.0 it means that out-shopping is taking place and the community is not successfully drawing its own residents.

Leakage/Surplus Index (Figure 1) shows the strengths and weaknesses of a community's retail market by product.

Figure 1. Leakage/Surplus Index by Product



Site	Address	Analysis Geography
1	State Hwy 47 and 167th Ave Ramsey, MN 55303	12 minute drive time

The sales potential and the actual sales potential by product category and the resulting index are shown in Figure 2.

Figure 2. Sales Potential and Actual Sales by Product

Product Type	Potential	Actual Sales	Leakage/Surplus Index
Groceries and Other Foods	90,717,752	42,236,674	0.5
Meals and Snacks	65,616,311	38,038,204	0.6
Alcoholic Drinks	7,821,568	2,133,119	0.3
Packaged Liquor/Wine/Beer	12,059,987	11,604,911	1.0
Cigars, Cigarettes, and Tobacco & Smokers Accessories	14,063,862	9,967,592	0.7
Drugs, Health Aids, and Beauty Aids	41,357,953	26,130,253	0.6
Soaps, Detergents, and Household Cleaners	4,558,662	2,089,794	0.5
Paper and Related Products	4,603,844	1,817,801	0.4
Mens Wear	15,280,986	6,114,751	0.4
Womens, Juniors, and Misses Wear	28,755,138	9,746,406	0.3
Childrens Wear	7,310,760	2,814,752	0.4
Footwear	11,487,024	3,190,720	0.3
Sewing, Knitting, and Needlework Goods	1,252,971	862,774	0.7
Curtains, Draperies, Blinds, Slipcovers etc.	5,291,767	3,740,982	0.7
Major Household Appliances	6,221,838	3,003,511	0.5
Small Electric Appliances	2,059,130	1,125,269	0.5
Televisions, Video Recorders, Video Cameras	5,366,373	2,079,842	0.4
Audio Equipment, Musical Instruments, and Supplies	8,741,808	2,629,829	0.3
Furniture and Sleep Equipment	13,937,586	14,600,590	1.0
Flooring & Floor Coverings	7,138,207	7,819,018	1.1
Computer Hardware, Software and Supplies	18,155,709	2,851,758	0.2
Kitchenware and Home furnishings	11,061,165	8,243,776	0.7
Jewelry	9,676,302	3,915,560	0.4
Books	4,361,481	1,398,866	0.3
Photographic Equipment & Supplies	2,136,825	563,434	0.3
Toys, Hobby Goods, and Games	7,102,888	3,046,486	0.4
Optical Goods	1,960,303	301,938	0.2
Sporting Goods	12,173,703	16,046,253	1.3
Hardware Tools, and Plumbing and Electrical Supplies	53,593,343	40,591,054	0.8
Lumber and Building Materials	44,049,783	35,048,390	0.8
Paint and Sundries	6,770,039	4,905,221	0.7
Cars, Trucks, and Other Powered Transportation	120,408,652	151,459,386	1.3
Automotive Fuels	54,868,329	50,478,969	0.9
Automotive Lubricants	25,179,448	29,378,254	1.2
Pets, Pet Foods, and Pet Supplies	3,525,739	2,718,871	0.8
All Other Merchandise	25,995,377	19,927,505	0.8

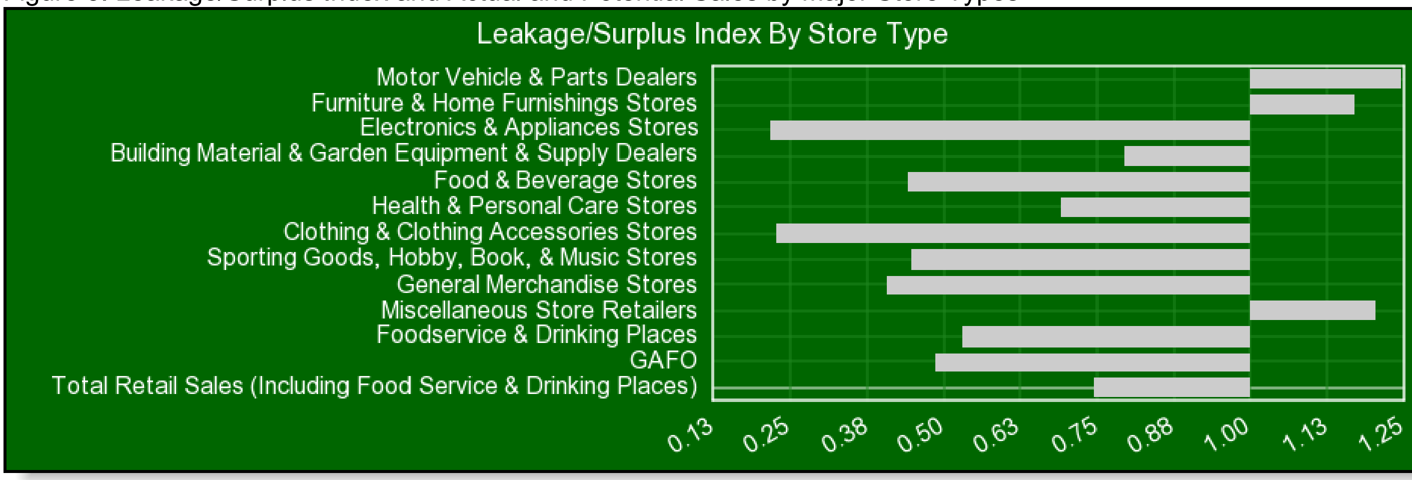
Site	Address	Analysis Geography
1	State Hwy 47 and 167th Ave Ramsey, MN 55303	12 minute drive time

Leakage/Surplus Index by Major Store Type

The quantitative comparison of retail leakage and surplus in the twelve major store types shown in the chart and table below provides an initial measure of market opportunities. Combining this analysis with the knowledge of the local retail situation will take the process of identifying retail possibilities one step further.

Figure 3 provides the leakage/surplus indices and following is the sales potential and actual sales for major store types.

Figure 3. Leakage/Surplus Index and Actual and Potential Sales by Major Store Types



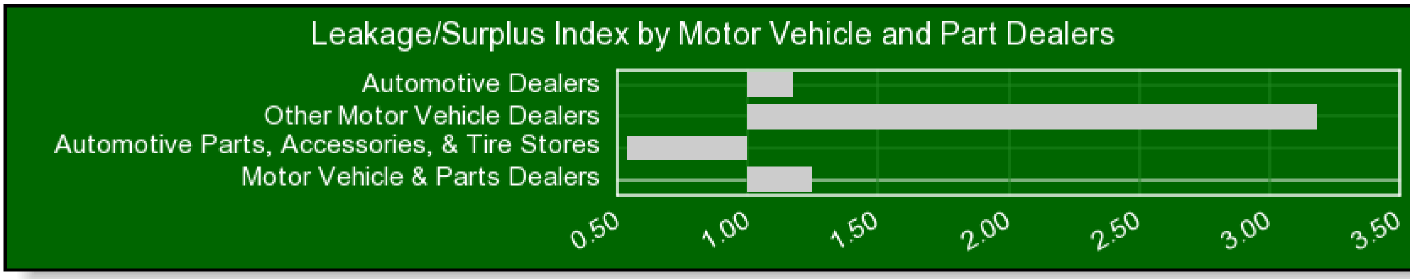
Store Type	Potential	Actual Sales	Leakage/Surplus Index
Motor Vehicle & Parts Dealers	149,388,882	185,933,601	1.24
Furniture & Home Furnishings Stores	22,126,546	25,893,941	1.17
Electronics & Appliances Stores	18,868,384	4,103,340	0.22
Building Material & Garden Equipment & Supply Dealers	97,005,144	77,175,569	0.80
Food & Beverage Stores	80,199,279	35,387,349	0.44
Health & Personal Care Stores	32,717,267	22,570,410	0.69
Clothing & Clothing Accessories Stores	37,514,137	8,563,738	0.23
Sporting Goods, Hobby, Book, & Music Stores	15,432,418	6,904,774	0.45
General Merchandise Stores	89,999,655	36,656,167	0.41
Miscellaneous Store Retailers	21,053,899	25,345,424	1.20
Foodservice & Drinking Places	68,264,518	36,213,574	0.53
GAFO	192,446,310	93,396,758	0.49
Total Retail Sales (Including Food Service & Drinking Places)	754,662,615	562,622,535	0.75

*** GAFO refers to discount retailers that typically include the following departments: general merchandise; clothing and clothing accessories; furniture and home furnishings; electronics and appliances; sporting goods, hobby, books and music; and office supplies.**

Site	Address	Analysis Geography
1	State Hwy 47 and 167th Ave Ramsey, MN 55303	12 minute drive time

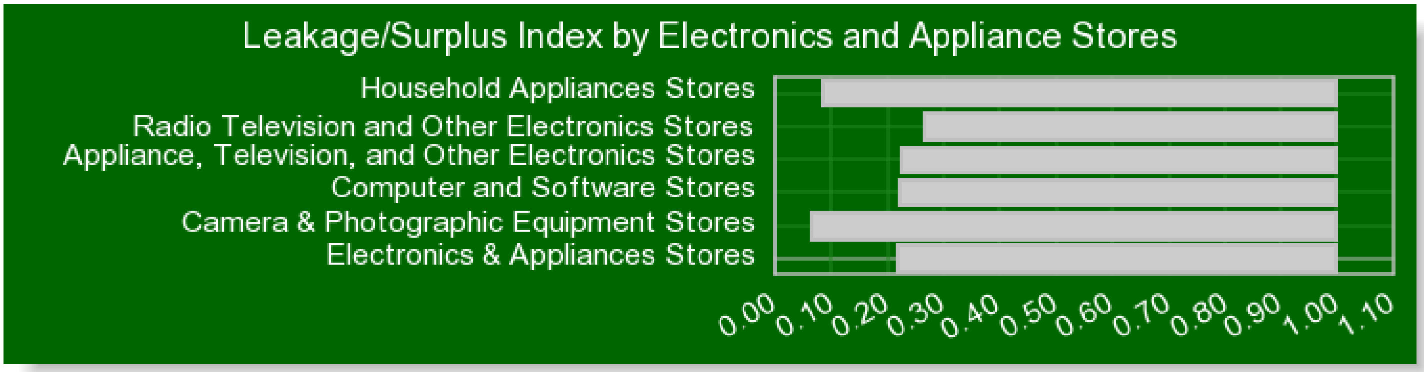
Leakage/Surplus Analysis by Sub-Categories of Major Retail Types

Additional leakage/surplus details are provided on subcategories of stores in each of the twelve major store types. These details can help further identity possible business expansion opportunities.



Motor Vehicle and Parts Dealers	Potential	Actual Sales	Leakage/Surplus Index
Automotive Dealers	129,206,049	151,172,101	1.17
Other Motor Vehicle Dealers	9,019,519	28,760,269	3.19
Automotive Parts, Accessories, & Tire Stores	11,163,312	6,001,229	0.54
Motor Vehicle & Parts Dealers	149,388,882	185,933,601	1.24

Site	Address	Analysis Geography
1	State Hwy 47 and 167th Ave Ramsey, MN 55303	12 minute drive time



Electronics and Appliance Stores	Potential	Actual Sales	Leakage/Surplus Index
Household Appliances Stores	3,188,341	266,177	0.08
Radio Television and Other Electronics Stores	11,162,821	2,958,361	0.27
Appliance, Television, and Other Electronics Stores	14,351,162	3,224,539	0.22
Computer and Software Stores	3,720,946	828,001	0.22
Camera & Photographic Equipment Stores	796,275	50,799	0.06
Electronics & Appliances Stores	18,868,384	4,103,340	0.22

Site	Address	Analysis Geography
1	State Hwy 47 and 167th Ave Ramsey, MN 55303	12 minute drive time

Furniture and Home Furnishings Stores	Potential	Actual Sales	Leakage/Surplus Index
Furniture Stores	11,476,919	12,921,832	1.13
Home Furnishing Stores	10,649,626	12,972,108	1.22
Furniture & Home Furnishings Stores	22,126,546	25,893,941	1.17

Site	Address	Analysis Geography
1	State Hwy 47 and 167th Ave Ramsey, MN 55303	12 minute drive time

Building Material, Garden Equipment and Supply Dealers	Potential	Actual Sales	Leakage/Surplus Index
Home Centers	33,438,154	15,027,819	0.45
Paint and Wallpaper Stores	2,259,630	1,299,428	0.58
Hardware Stores	6,793,838	14,769,305	2.17
Building Materials, Lumberyards	15,701,962	14,213,616	0.91
Other Building Materials Dealers	45,829,569	41,680,807	0.91
Building Material & Supply Dealers	88,321,192	72,777,360	0.82
Outdoor Power Equipment Stores	1,273,354	1,173,868	0.92
Nursery and Garden Centers	7,410,598	3,224,340	0.44
Lawn and Garden Equipment and Supplies Stores	8,683,952	4,398,208	0.51
Building Material & Garden Equipment & Supply Dealers	97,005,144	77,175,569	0.80

Site	Address	Analysis Geography
1	State Hwy 47 and 167th Ave Ramsey, MN 55303	12 minute drive time

Food and Beverage Stores	Potential	Actual Sales	Leakage/Surplus Index
Supermarkets and Other Grocery (except Convenience) Stores	68,529,480	26,947,273	0.39
Convenience Stores	3,836,037	633,482	0.17
Grocery Stores	72,365,518	27,580,756	0.38
Specialty Food Stores	2,381,410	615,241	0.26
Beer, Wine, & Liquor Stores	5,452,350	7,191,351	1.32
Food & Beverage Stores	80,199,279	35,387,349	0.44

Site	Address	Analysis Geography
1	State Hwy 47 and 167th Ave Ramsey, MN 55303	12 minute drive time

Health and Personal Care Stores	Potential	Actual Sales	Leakage/Surplus Index
Pharmacies and Drug Stores	27,914,293	19,946,210	0.71
Cosmetics, Beauty Supplies and Perfume Stores	1,136,261	0	0.00
Optical Goods Stores	1,643,848	184,983	0.11
Other Health and Personal Care Stores	2,022,863	2,439,216	1.21
Health & Personal Care Stores	32,717,267	22,570,410	0.69

Site	Address	Analysis Geography
1	State Hwy 47 and 167th Ave Ramsey, MN 55303	12 minute drive time

Clothing and Clothing Accessories Stores	Potential	Actual Sales	Leakage/Surplus Index
Mens Clothing Stores	1,666,340	997,905	0.60
Womens Clothing Stores	6,880,380	2,446,973	0.36
Childrens and Infants Clothing Stores	1,486,766	0	0.00
Family Clothing Stores	14,134,088	1,736,293	0.12
Clothing Accessories Stores	644,612	12,559	0.02
Other Clothing Stores	1,790,223	52,564	0.03
Clothing Stores	26,602,412	5,246,298	0.20
Shoe Stores	5,171,215	1,016,635	0.20
Jewelry Stores	5,297,263	2,300,804	0.43
Luggage, & Leather Goods Stores	443,245	0	0.00
Jewelry, Luggage, & Leather Goods Stores	5,740,509	2,300,804	0.40
Clothing & Clothing Accessories Stores	37,514,137	8,563,738	0.23

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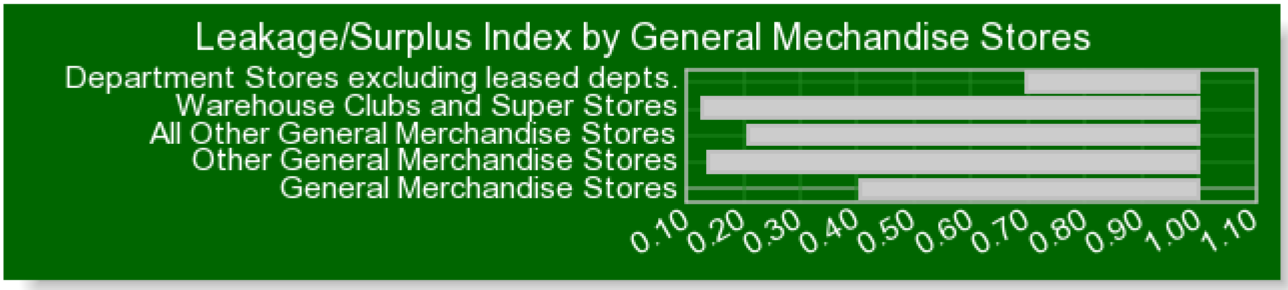
Site	Address	Analysis Geography
1	State Hwy 47 and 167th Ave Ramsey, MN 55303	12 minute drive time

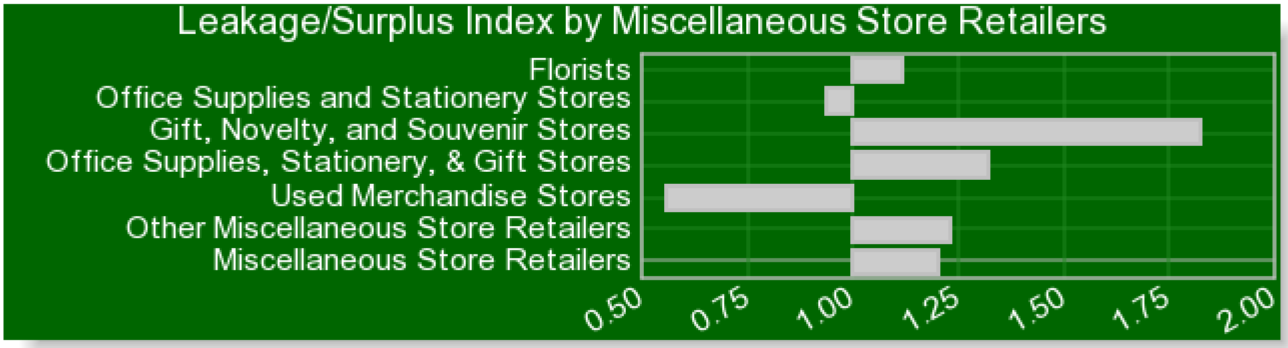
Sporting Goods, Hobby, Book and Music Stores	Potential	Actual Sales	Leakage/Surplus Index
Sporting Goods Stores	5,829,675	3,952,422	0.68
Hobby, Toys and Games Stores	3,486,887	1,339,364	0.38
Sew/Needlework/Piece Goods Stores	787,585	773,011	0.98
Musical Instrument and Supplies Stores	1,008,800	234,735	0.23
Sporting Goods, Hobby, & Musical Instrument Stores	11,112,947	6,299,533	0.57
Book Stores	2,658,552	170,233	0.06
News Dealers and Newsstands	166,748	0	0.00
Book Stores and News Dealers	2,825,300	170,233	0.06
Prerecorded Tape, Compact Disc, and Record Stores	1,494,169	435,008	0.29
Book, Periodical, & Music Stores	4,319,470	605,241	0.14
Sporting Goods, Hobby, Book, & Music Stores	15,432,418	6,904,774	0.45

Site	Address	Analysis Geography
1	State Hwy 47 and 167th Ave Ramsey, MN 55303	12 minute drive time



General Merchandise Stores	Potential	Actual Sales	Leakage/Surplus Index
Department Stores excluding leased depts.	43,406,147	30,193,323	0.70
Warehouse Clubs and Super Stores	39,572,857	5,022,369	0.13
All Other General Merchandise Stores	7,020,650	1,440,474	0.21
Other General Merchandise Stores	46,593,507	6,462,843	0.14
General Merchandise Stores	89,999,655	36,656,167	0.41

Site	Address	Analysis Geography
1	State Hwy 47 and 167th Ave Ramsey, MN 55303	12 minute drive time



Miscellaneous Store Retailers	Potential	Actual Sales	Leakage/Surplus Index
Florists	1,561,361	1,747,458	1.12
Office Supplies and Stationery Stores	4,790,965	4,493,738	0.94
Gift, Novelty, and Souvenir Stores	3,714,202	6,781,057	1.83
Office Supplies, Stationery, & Gift Stores	8,505,168	11,274,795	1.33
Used Merchandise Stores	1,813,431	1,019,179	0.56
Other Miscellaneous Store Retailers	9,173,937	11,303,990	1.23
Miscellaneous Store Retailers	21,053,899	25,345,424	1.20

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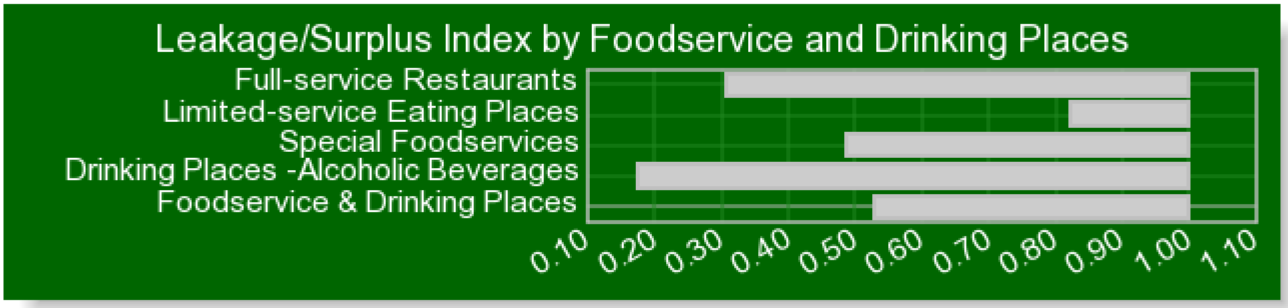

Foodservice and Drinking Places	Potential	Actual Sales	Leakage/Surplus Index
Full-service Restaurants	31,067,619	9,480,903	0.31
Limited-service Eating Places	28,584,321	23,515,254	0.82
Special Foodservices	5,525,415	2,679,126	0.48
Drinking Places -Alcoholic Beverages	3,087,162	538,289	0.17
Foodservice & Drinking Places	68,264,518	36,213,574	0.53

Site	Address	Analysis Geography
1	State Hwy 47 and 167th Ave Ramsey, MN 55303	12 minute drive time

Sources and Methodology

Household demand estimates are derived by combining data from the Consumer Expenditures Survey by the Bureau of Labor Statistics with current household demographic estimates from Claritas. The demand estimates only account for household expenditures. Demand is defined as the estimated dollar amount spent by a household that resides in the area of analysis for a specified retail store type or merchandise line item.

Supply estimates are generated from the Census of Retail Trade, a component of the Economic Census. County-level sales tax data is allocated to low levels of geography using business sales estimates, business locations, and employee counts provided by Claritas' Business Facts® database. Supply includes all products sold at retail outlets in a specified area for a one-year period. Supply is defined as the estimated total retail sales for a retail store type or merchandise line item.

Source: Retail Market Power™ (Claritas).

Retail Leakage and Surplus Analysis

The Retail Leakage and Surplus Analysis examines the quantitative aspect of the community's retail opportunities. It is a guide to understanding retail opportunities but it is not an analysis that indicates unconditional opportunities. The analysis is sometimes called "a gap analysis" or "a supply and demand analysis" and can aid in the following:

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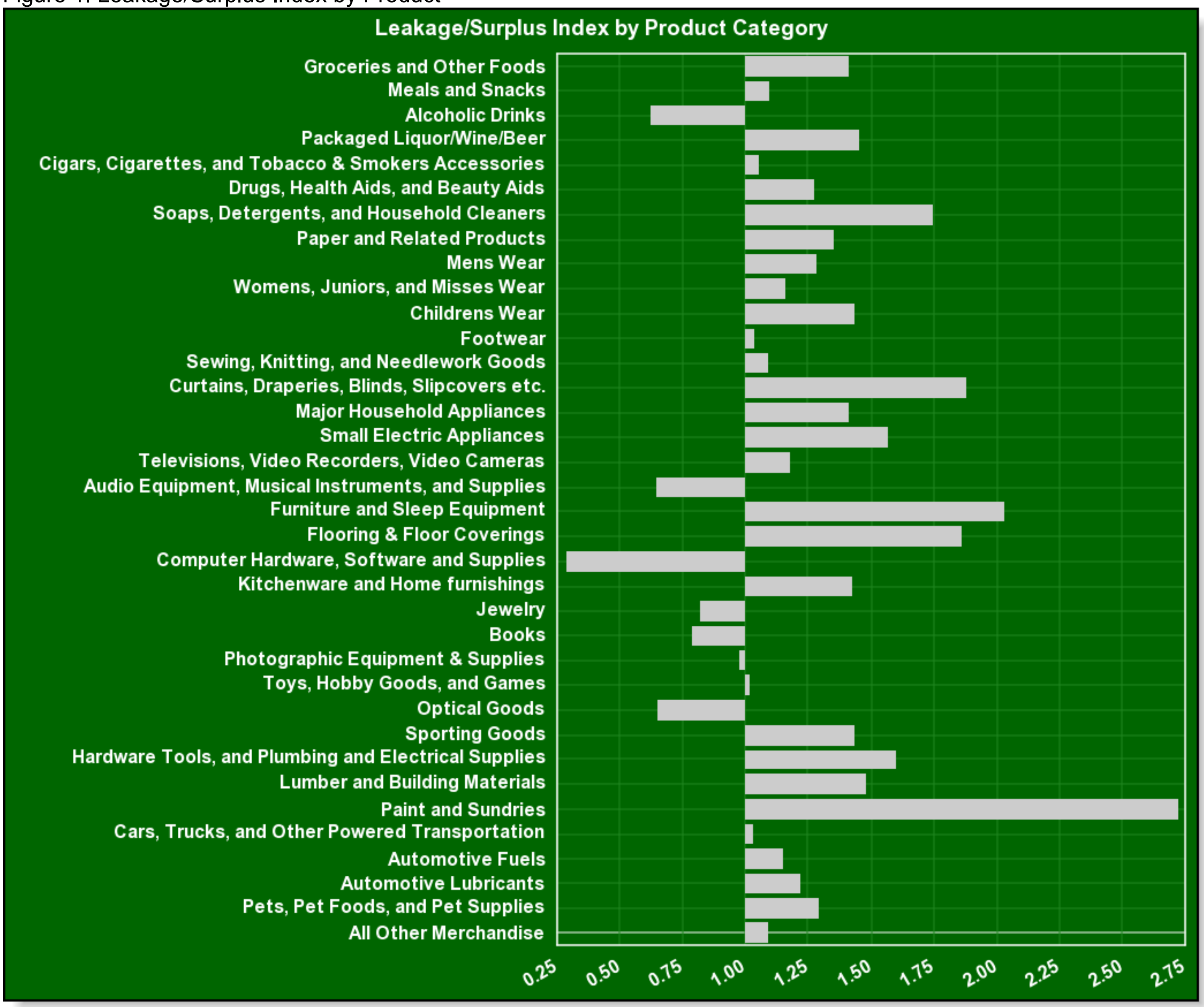
Site	Address	Analysis Geography
2	Armstrong Blvd and Sunwood Dr Ramsey, MN 55303	12 minute drive time

Leakage/Surplus Index by Product

The Leakage/Surplus Index provides a relative comparison of the supply and demand across retail product categories. It is calculated by dividing actual sales by potential sales. An index greater than 1.0 means that the community is attracting retail sales (surplus) from outside the trade area. If the index is less than 1.0 it means that out-shopping is taking place and the community is not successfully drawing its own residents.

Leakage/Surplus Index (Figure 1) shows the strengths and weaknesses of a community's retail market by product.

Figure 1. Leakage/Surplus Index by Product



Site	Address	Analysis Geography
2	Armstrong Blvd and Sunwood Dr Ramsey, MN 55303	12 minute drive time

The sales potential and the actual sales potential by product category and the resulting index are shown in Figure 2.

Figure 2. Sales Potential and Actual Sales by Product

Product Type	Potential	Actual Sales	Leakage/Surplus Index
Groceries and Other Foods	155,668,339	219,618,808	1.4
Meals and Snacks	112,335,244	122,716,270	1.1
Alcoholic Drinks	13,471,662	8,400,432	0.6
Packaged Liquor/Wine/Beer	20,778,005	30,176,394	1.5
Cigars, Cigarettes, and Tobacco & Smokers Accessories	25,676,504	27,009,800	1.1
Drugs, Health Aids, and Beauty Aids	73,044,600	93,001,762	1.3
Soaps, Detergents, and Household Cleaners	7,549,342	13,182,893	1.7
Paper and Related Products	7,719,443	10,447,998	1.4
Mens Wear	24,814,549	31,888,185	1.3
Womens, Juniors, and Misses Wear	46,134,072	53,308,389	1.2
Childrens Wear	12,283,538	17,626,113	1.4
Footwear	18,787,848	19,425,783	1.0
Sewing, Knitting, and Needlework Goods	2,056,543	2,235,997	1.1
Curtains, Draperies, Blinds, Slipcovers etc.	8,560,235	16,072,968	1.9
Major Household Appliances	10,183,683	14,356,223	1.4
Small Electric Appliances	3,501,670	5,481,153	1.6
Televisions, Video Recorders, Video Cameras	9,086,642	10,688,665	1.2
Audio Equipment, Musical Instruments, and Supplies	14,570,163	9,366,892	0.6
Furniture and Sleep Equipment	22,581,302	45,893,118	2.0
Flooring & Floor Coverings	11,027,483	20,540,589	1.9
Computer Hardware, Software and Supplies	29,723,380	8,476,802	0.3
Kitchenware and Home furnishings	17,724,474	25,225,301	1.4
Jewelry	15,173,257	12,467,961	0.8
Books	7,292,337	5,733,850	0.8
Photographic Equipment & Supplies	3,478,498	3,389,265	1.0
Toys, Hobby Goods, and Games	11,691,721	11,867,223	1.0
Optical Goods	3,264,232	2,115,094	0.6
Sporting Goods	19,651,953	28,199,181	1.4
Hardware Tools, and Plumbing and Electrical Supplies	86,063,451	137,406,558	1.6
Lumber and Building Materials	69,345,399	102,737,789	1.5
Paint and Sundries	10,443,865	28,443,106	2.7
Cars, Trucks, and Other Powered Transportation	203,114,436	209,331,922	1.0
Automotive Fuels	93,754,035	107,529,395	1.1
Automotive Lubricants	42,893,802	52,188,837	1.2
Pets, Pet Foods, and Pet Supplies	5,779,297	7,480,332	1.3
All Other Merchandise	43,817,328	47,686,156	1.1

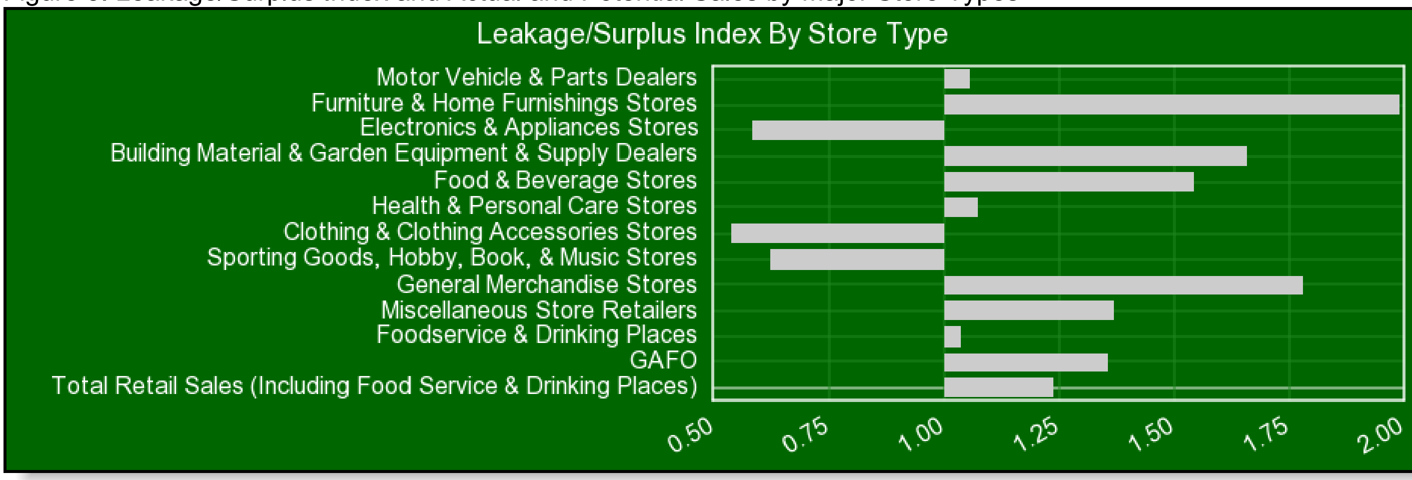
Site	Address	Analysis Geography
2	Armstrong Blvd and Sunwood Dr Ramsey, MN 55303	12 minute drive time

Leakage/Surplus Index by Major Store Type

The quantitative comparison of retail leakage and surplus in the twelve major store types shown in the chart and table below provides an initial measure of market opportunities. Combining this analysis with the knowledge of the local retail situation will take the process of identifying retail possibilities one step further.

Figure 3 provides the leakage/surplus indices and following is the sales potential and actual sales for major store types.

Figure 3. Leakage/Surplus Index and Actual and Potential Sales by Major Store Types



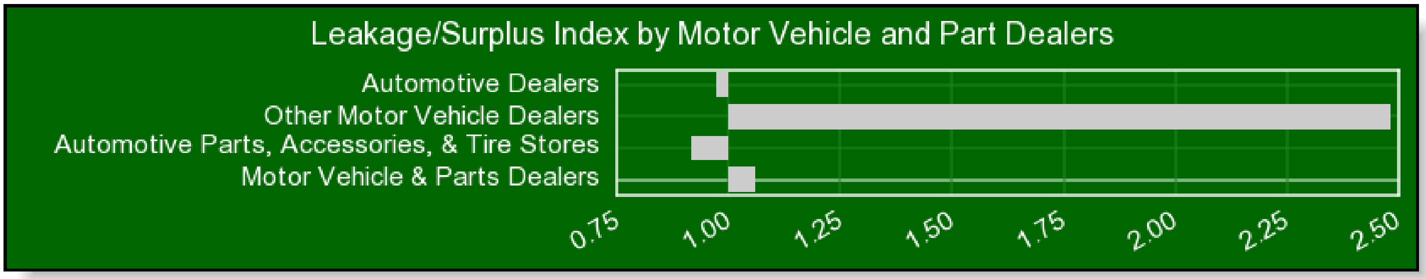
Store Type	Potential	Actual Sales	Leakage/Surplus Index
Motor Vehicle & Parts Dealers	251,781,061	266,569,160	1.06
Furniture & Home Furnishings Stores	35,478,890	70,581,222	1.99
Electronics & Appliances Stores	31,202,427	18,209,743	0.58
Building Material & Garden Equipment & Supply Dealers	154,259,516	256,104,002	1.66
Food & Beverage Stores	137,734,946	212,833,625	1.55
Health & Personal Care Stores	57,060,425	61,242,832	1.07
Clothing & Clothing Accessories Stores	60,625,638	32,693,334	0.54
Sporting Goods, Hobby, Book, & Music Stores	25,456,445	15,868,665	0.62
General Merchandise Stores	150,004,593	266,862,724	1.78
Miscellaneous Store Retailers	35,142,086	48,139,774	1.37
Foodservice & Drinking Places	116,885,829	121,339,023	1.04
GAFO	316,955,810	430,567,060	1.36
Total Retail Sales (Including Food Service & Drinking Places)	1,263,042,337	1,561,717,215	1.24

*** GAFO refers to discount retailers that typically include the following departments: general merchandise; clothing and clothing accessories; furniture and home furnishings; electronics and appliances; sporting goods, hobby, books and music; and office supplies.**

Site	Address	Analysis Geography
2	Armstrong Blvd and Sunwood Dr Ramsey, MN 55303	12 minute drive time

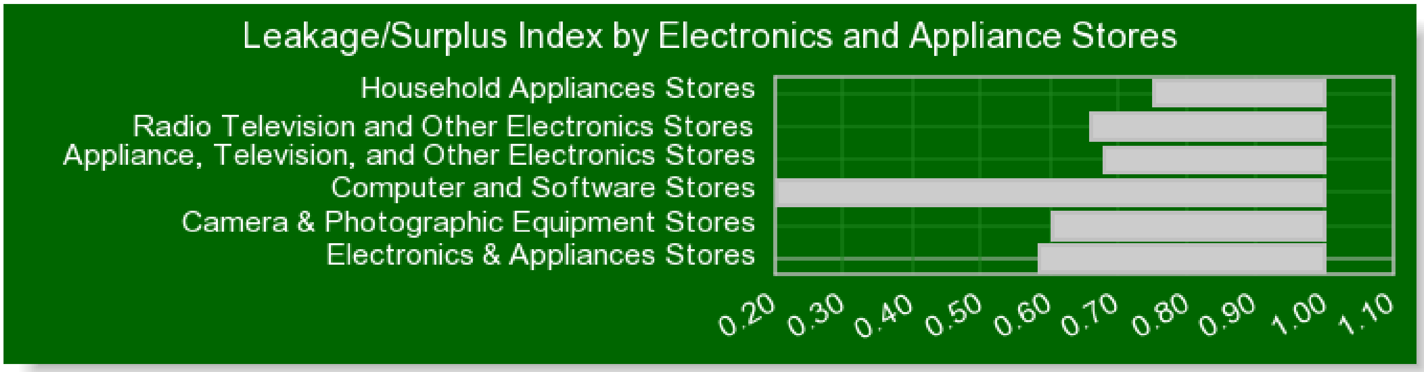
Leakage/Surplus Analysis by Sub-Categories of Major Retail Types

Additional leakage/surplus details are provided on subcategories of stores in each of the twelve major store types. These details can help further identity possible business expansion opportunities.



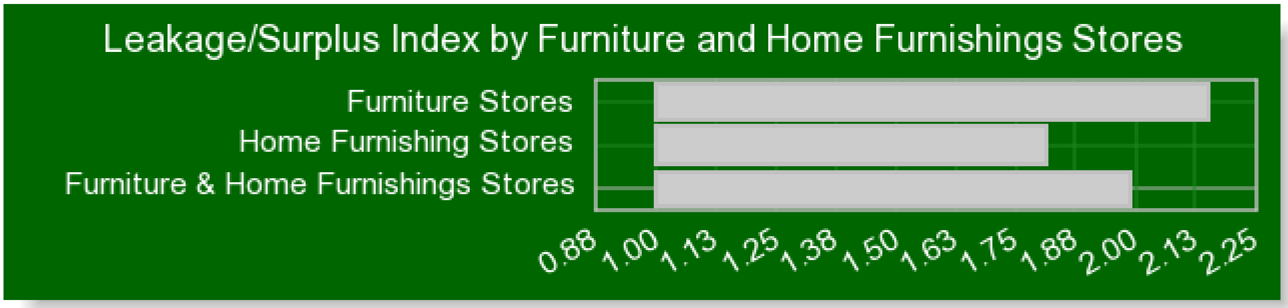
Motor Vehicle and Parts Dealers	Potential	Actual Sales	Leakage/Surplus Index
Automotive Dealers	217,884,214	212,144,520	0.97
Other Motor Vehicle Dealers	14,940,818	37,090,375	2.48
Automotive Parts, Accessories, & Tire Stores	18,956,028	17,334,263	0.91
Motor Vehicle & Parts Dealers	251,781,061	266,569,160	1.06

Site	Address	Analysis Geography
2	Armstrong Blvd and Sunwood Dr Ramsey, MN 55303	12 minute drive time



Electronics and Appliance Stores	Potential	Actual Sales	Leakage/Surplus Index
Household Appliances Stores	5,254,952	3,953,015	0.75
Radio Television and Other Electronics Stores	18,539,684	12,236,159	0.66
Appliance, Television, and Other Electronics Stores	23,794,637	16,189,174	0.68
Computer and Software Stores	6,103,202	1,233,169	0.20
Camera & Photographic Equipment Stores	1,304,587	787,398	0.60
Electronics & Appliances Stores	31,202,427	18,209,743	0.58

Site	Address	Analysis Geography
2	Armstrong Blvd and Sunwood Dr Ramsey, MN 55303	12 minute drive time



Furniture and Home Furnishings Stores	Potential	Actual Sales	Leakage/Surplus Index
Furniture Stores	18,603,911	40,000,979	2.15
Home Furnishing Stores	16,874,978	30,580,242	1.81
Furniture & Home Furnishings Stores	35,478,890	70,581,222	1.99

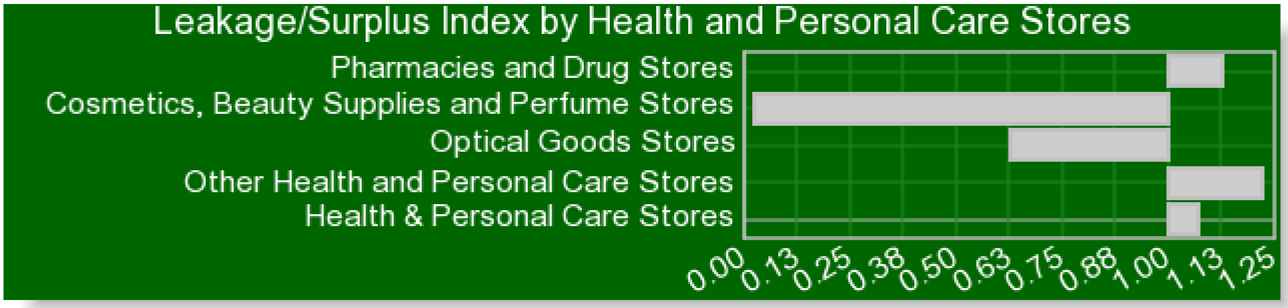
Site	Address	Analysis Geography
2	Armstrong Blvd and Sunwood Dr Ramsey, MN 55303	12 minute drive time

Building Material, Garden Equipment and Supply Dealers	Potential	Actual Sales	Leakage/Surplus Index
Home Centers	53,351,473	161,584,014	3.03
Paint and Wallpaper Stores	3,519,220	11,098,598	3.15
Hardware Stores	11,001,766	19,254,041	1.75
Building Materials, Lumberyards	24,845,716	20,307,788	0.82
Other Building Materials Dealers	72,326,818	59,551,689	0.82
Building Material & Supply Dealers	140,199,278	251,488,343	1.79
Outdoor Power Equipment Stores	2,061,405	1,423,983	0.69
Nursery and Garden Centers	11,998,832	3,191,675	0.27
Lawn and Garden Equipment and Supplies Stores	14,060,238	4,615,658	0.33
Building Material & Garden Equipment & Supply Dealers	154,259,516	256,104,002	1.66

Site	Address	Analysis Geography
2	Armstrong Blvd and Sunwood Dr Ramsey, MN 55303	12 minute drive time

Food and Beverage Stores	Potential	Actual Sales	Leakage/Surplus Index
Supermarkets and Other Grocery (except Convenience) Stores	117,574,365	193,255,979	1.64
Convenience Stores	6,670,371	1,365,779	0.20
Grocery Stores	124,244,737	194,621,759	1.57
Specialty Food Stores	4,067,912	2,276,685	0.56
Beer, Wine, & Liquor Stores	9,422,296	15,935,180	1.69
Food & Beverage Stores	137,734,946	212,833,625	1.55

Site	Address	Analysis Geography
2	Armstrong Blvd and Sunwood Dr Ramsey, MN 55303	12 minute drive time



Health and Personal Care Stores	Potential	Actual Sales	Leakage/Surplus Index
Pharmacies and Drug Stores	48,774,455	55,106,384	1.13
Cosmetics, Beauty Supplies and Perfume Stores	1,993,189	58,206	0.03
Optical Goods Stores	2,738,307	1,726,430	0.63
Other Health and Personal Care Stores	3,554,473	4,351,811	1.22
Health & Personal Care Stores	57,060,425	61,242,832	1.07

Site	Address	Analysis Geography
2	Armstrong Blvd and Sunwood Dr Ramsey, MN 55303	12 minute drive time

Clothing and Clothing Accessories Stores	Potential	Actual Sales	Leakage/Surplus Index
Mens Clothing Stores	2,706,839	1,769,758	0.65
Womens Clothing Stores	11,052,193	7,615,061	0.69
Childrens and Infants Clothing Stores	2,492,592	0	0.00
Family Clothing Stores	22,959,606	10,387,142	0.45
Clothing Accessories Stores	1,026,771	46,173	0.05
Other Clothing Stores	2,890,899	353,967	0.12
Clothing Stores	43,128,903	20,172,104	0.47
Shoe Stores	8,456,967	7,690,767	0.91
Jewelry Stores	8,335,627	4,830,463	0.58
Luggage, & Leather Goods Stores	704,140	0	0.00
Jewelry, Luggage, & Leather Goods Stores	9,039,768	4,830,463	0.53
Clothing & Clothing Accessories Stores	60,625,638	32,693,334	0.54

Site	Address	Analysis Geography
2	Armstrong Blvd and Sunwood Dr Ramsey, MN 55303	12 minute drive time

Sporting Goods, Hobby, Book and Music Stores	Potential	Actual Sales	Leakage/Surplus Index
Sporting Goods Stores	9,443,179	8,202,325	0.87
Hobby, Toys and Games Stores	5,749,767	2,087,389	0.36
Sew/Needlework/Piece Goods Stores	1,295,649	1,128,311	0.87
Musical Instrument and Supplies Stores	1,677,191	877,284	0.52
Sporting Goods, Hobby, & Musical Instrument Stores	18,165,787	12,295,310	0.68
Book Stores	4,447,672	3,018,561	0.68
News Dealers and Newsstands	289,348	0	0.00
Book Stores and News Dealers	4,737,021	3,018,561	0.64
Prerecorded Tape, Compact Disc, and Record Stores	2,553,637	554,793	0.22
Book, Periodical, & Music Stores	7,290,658	3,573,354	0.49
Sporting Goods, Hobby, Book, & Music Stores	25,456,445	15,868,665	0.62

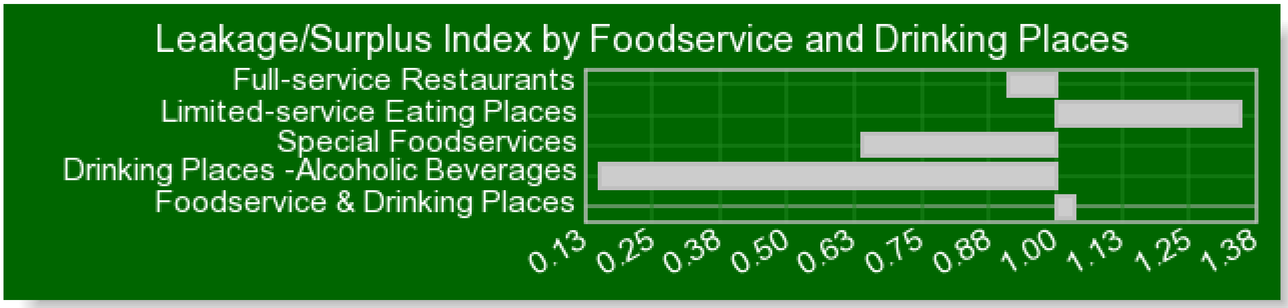
Site	Address	Analysis Geography
2	Armstrong Blvd and Sunwood Dr Ramsey, MN 55303	12 minute drive time

General Merchandise Stores	Potential	Actual Sales	Leakage/Surplus Index
Department Stores excluding leased depts.	71,523,775	204,210,171	2.86
Warehouse Clubs and Super Stores	66,879,971	59,218,558	0.89
All Other General Merchandise Stores	11,600,846	3,433,994	0.30
Other General Merchandise Stores	78,480,817	62,652,553	0.80
General Merchandise Stores	150,004,593	266,862,724	1.78

Site	Address	Analysis Geography
2	Armstrong Blvd and Sunwood Dr Ramsey, MN 55303	12 minute drive time

Miscellaneous Store Retailers	Potential	Actual Sales	Leakage/Surplus Index
Florists	2,533,834	3,579,452	1.41
Office Supplies and Stationery Stores	8,000,027	13,534,338	1.69
Gift, Novelty, and Souvenir Stores	6,187,787	12,817,032	2.07
Office Supplies, Stationery, & Gift Stores	14,187,814	26,351,370	1.86
Used Merchandise Stores	2,982,278	2,157,900	0.72
Other Miscellaneous Store Retailers	15,438,158	16,051,051	1.04
Miscellaneous Store Retailers	35,142,086	48,139,774	1.37

Site	Address	Analysis Geography
2	Armstrong Blvd and Sunwood Dr Ramsey, MN 55303	12 minute drive time



Foodservice and Drinking Places	Potential	Actual Sales	Leakage/Surplus Index
Full-service Restaurants	53,210,694	48,584,771	0.91
Limited-service Eating Places	48,924,313	65,873,607	1.35
Special Foodservices	9,446,474	6,079,168	0.64
Drinking Places -Alcoholic Beverages	5,304,346	801,477	0.15
Foodservice & Drinking Places	116,885,829	121,339,023	1.04

Site	Address	Analysis Geography
2	Armstrong Blvd and Sunwood Dr Ramsey, MN 55303	12 minute drive time

Sources and Methodology

Household demand estimates are derived by combining data from the Consumer Expenditures Survey by the Bureau of Labor Statistics with current household demographic estimates from Claritas. The demand estimates only account for household expenditures. Demand is defined as the estimated dollar amount spent by a household that resides in the area of analysis for a specified retail store type or merchandise line item.

Supply estimates are generated from the Census of Retail Trade, a component of the Economic Census. County-level sales tax data is allocated to low levels of geography using business sales estimates, business locations, and employee counts provided by Claritas' Business Facts® database. Supply includes all products sold at retail outlets in a specified area for a one-year period. Supply is defined as the estimated total retail sales for a retail store type or merchandise line item.

Source: Retail Market Power™ (Claritas).

Appendix B:

Demographic Report

Buxton IDentifying Customers

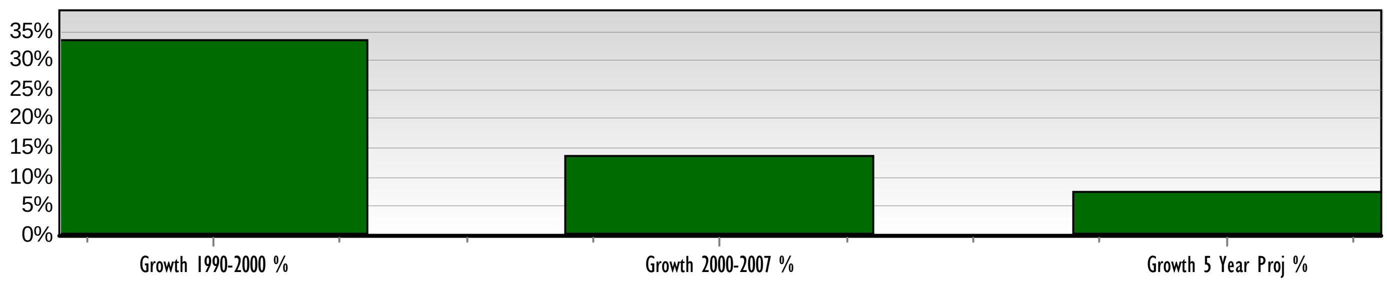
Demographics

Analysis Geography: State Hwy 47 & 167th Ave
Ramsey, MN

Date: 8/17/2008

Population Profile	12 Min Drive Time
2012 Projection	45,230
2007 Estimate	42,128
2000 Census	37,027
1990 Census	27,743

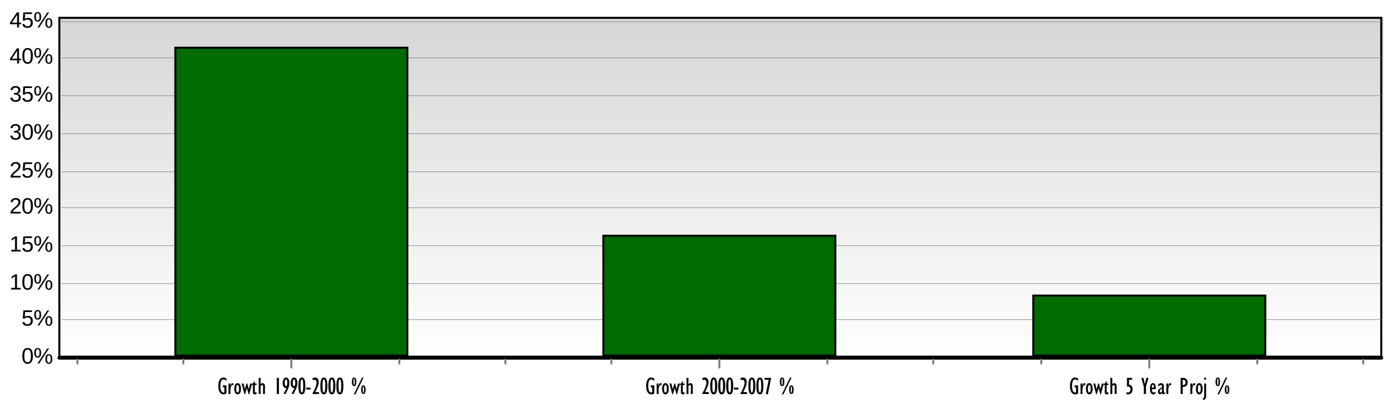
Population Change



Work Place Population	12 Min Drive Time
Total	24,557

Household Profile	
2012 Projection	15,956
2007 Estimate	14,733
2000 Census	12,675
1990 Census	8,960

Household Change



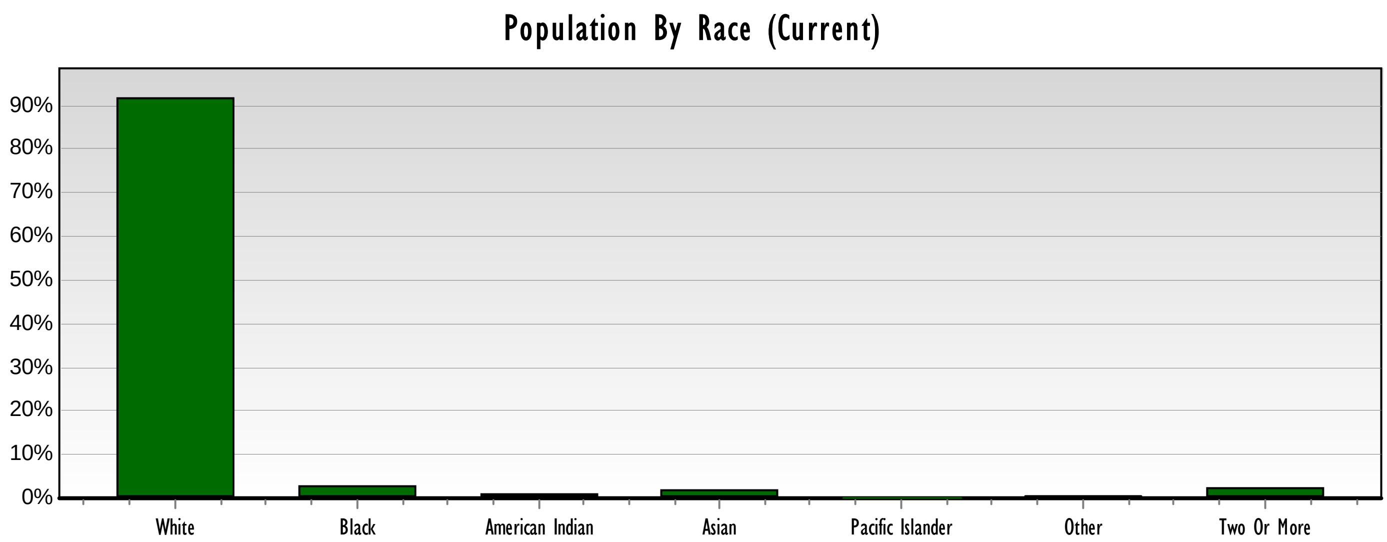
Demographics

Analysis Geography: State Hwy 47 & 167th Ave
Ramsey, MN

Date: 8/17/2008

Population By Race (Current)

	12 Min Drive Time
White	38,600
Black	1,189
American Indian	306
Asian	828
Pacific Islander	7
Other	255
Two Or More	943
Total Population By Race	**42,128**



Population By Hispanic Origin (Current)

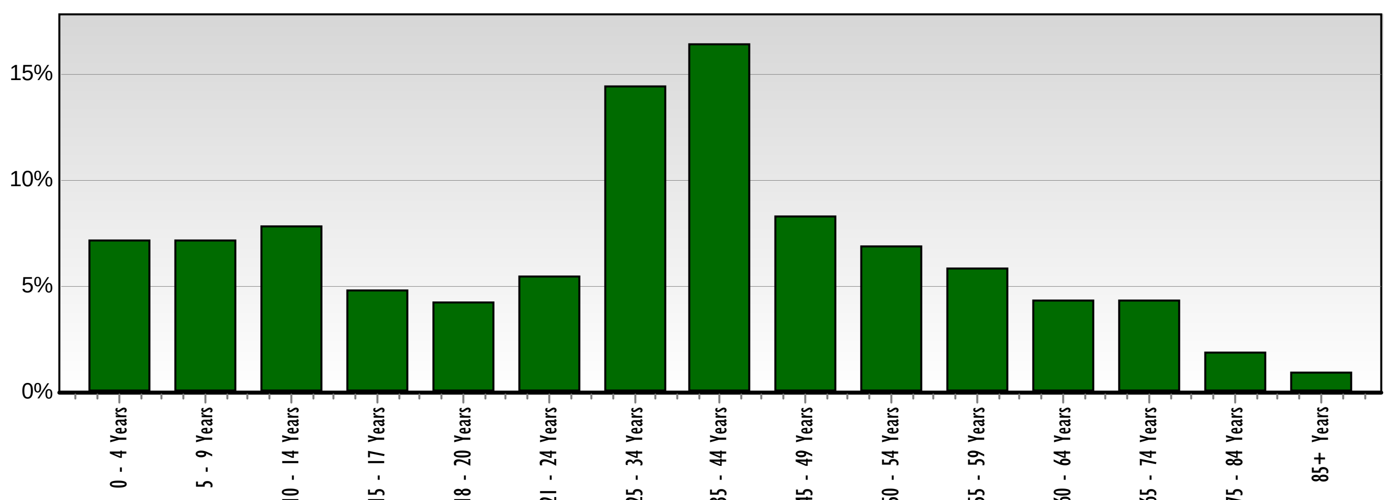
	12 Min Drive Time
Hispanic Origin	1,088
Non Hispanic Origin	41,040

Demographics

Analysis Geography:	State Hwy 47 & 167th Ave Ramsey, MN
Date:	8/17/2008

Population By Age (Current)	12 Min Drive Time
0 to 4 years	3,019
5 to 9 years	3,027
10 to 14 years	3,292
15 to 17 years	2,037
18 to 20 years	1,777
21 to 24 years	2,293
25 to 34 years	6,071
35 to 44 years	6,914
45 to 49 years	3,494
50 to 54 years	2,910
55 to 59 years	2,462
60 to 64 years	1,818
65 to 74 years	1,840
75 to 84 years	791
85+ Years	383
Total Population By Age	**42,128**
Average Age	34.4
Median Age	35.0

Population By Age (Current)



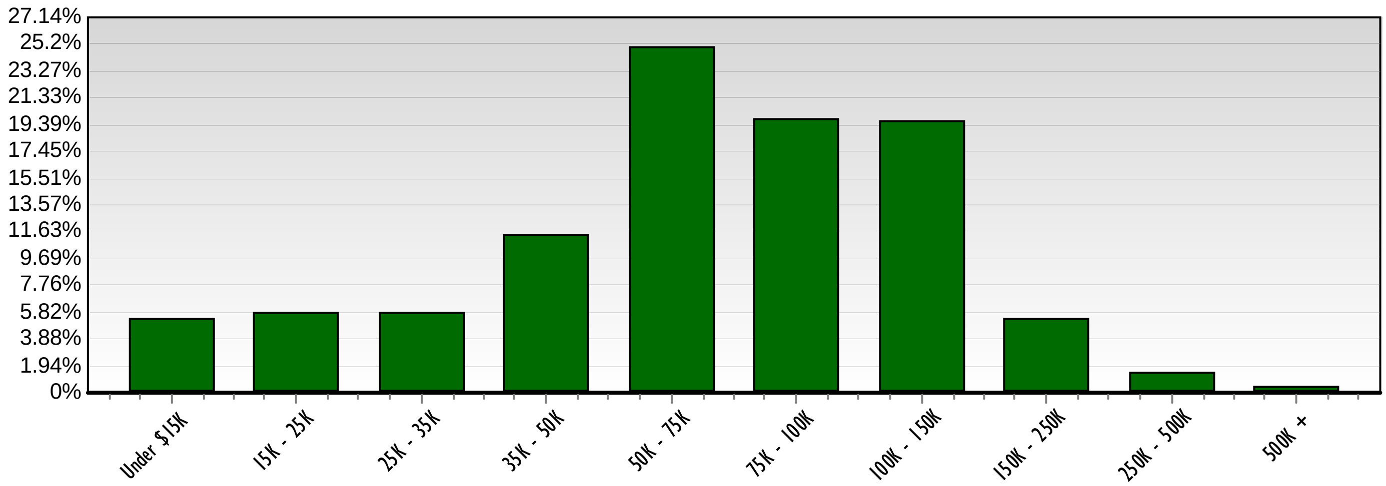
Demographics

Analysis Geography: State Hwy 47 & 167th Ave
Ramsey, MN

Date: 8/17/2008

Households By Income (Current)	12 Min Drive Time
Under $15,000	793
$15,000 to $24,999	856
$25,000 to $34,999	852
$35,000 to $49,999	1,679
$50,000 to $74,999	3,680
$75,000 to $99,999	2,914
$100,000 to $149,999	2,888
$150,000 to $249,999	781
$250,000 to $499,999	220
$500,000 +	70
Total Households By Income	14,733
Average Household Income	$83,052
Per Capita Income	$30,393
Median Household Income	$71,827

Households By Income (Current)

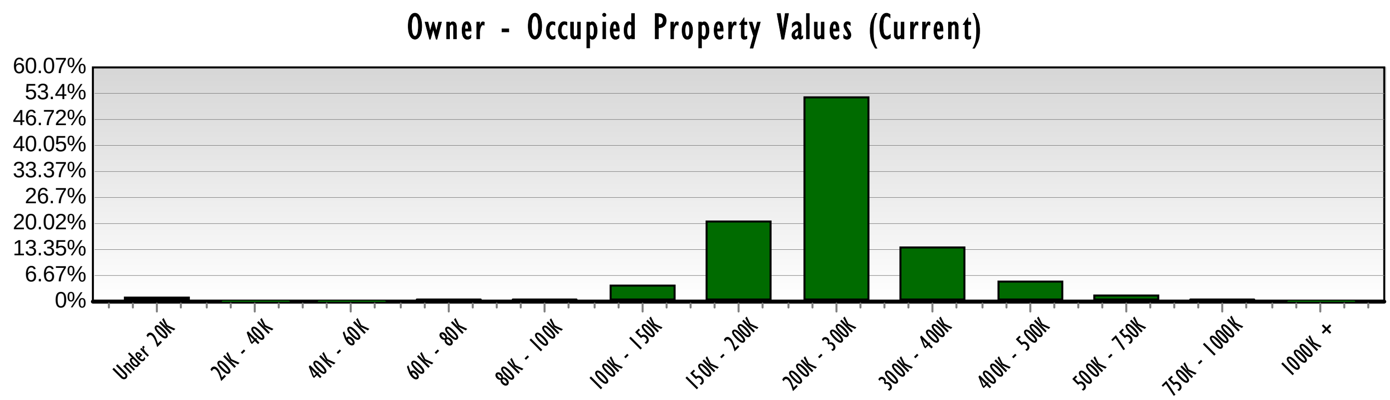


Analysis Geography: State Hwy 47 & 167th Ave
Ramsey, MN

Date: 8/17/2008

Housing Units By Occupancy (Current)	12 Min Drive Time
Owner - Occupied	80.0%
Renter - Occupied	17.8%
Vacant	2.2%

Owner - Occupied Property Values (Current)	
Under $20,000	111
$20,000 to $39,999	18
$40,000 to $59,999	18
$60,000 to $79,999	43
$80,000 to $99,999	34
$100,000 to $149,999	503
$150,000 to $199,999	2,472
$200,000 to $299,999	6,308
$300,000 to $399,999	1,639
$400,000 to $499,999	625
$500,000 to $749,999	205
$750,000 to $999,999	39
$1,000,000 +	30
Total Owner - Occupied Property Values	**12,045**
Median Property Value	**228,066**

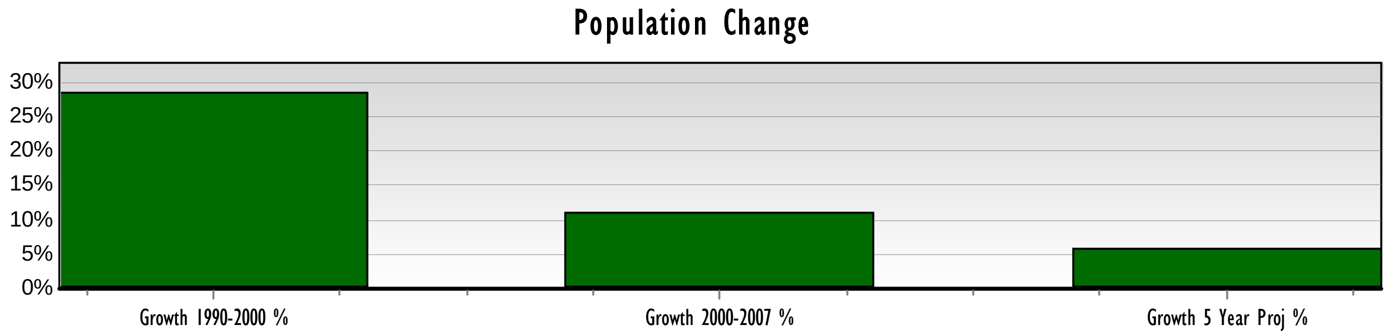


Demographics

Analysis Geography: Armstrong Blvd & Sunwood Dr
Ramsey, MN

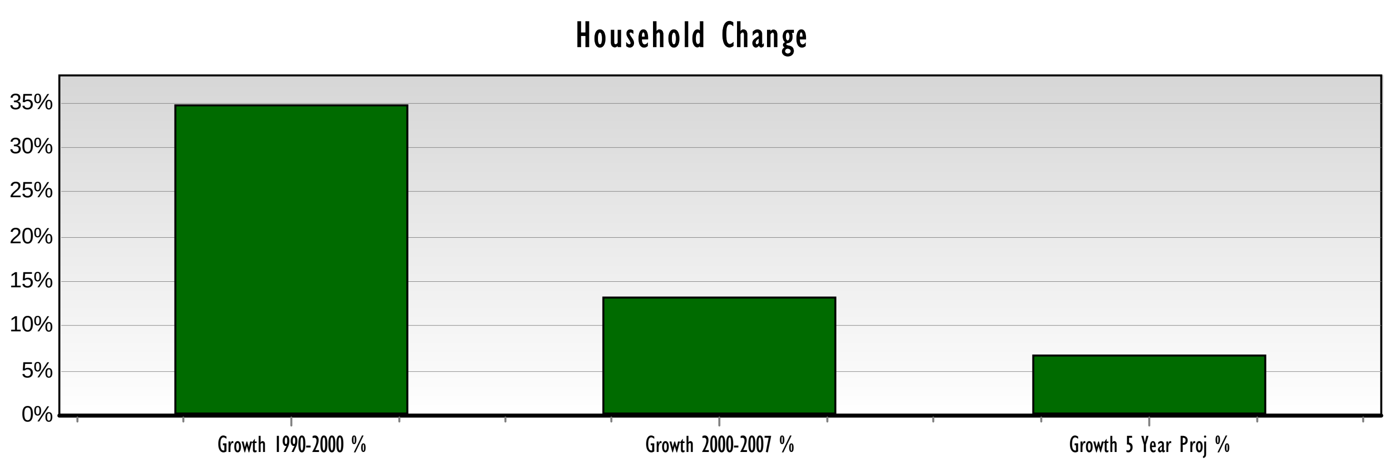
Date: 8/17/2008

Population Profile	12 Min Drive Time
2012 Projection	38,802
2007 Estimate	36,651
2000 Census	32,969
1990 Census	25,670



Work Place Population	12 Min Drive Time
Total	24,390

Household Profile	
2012 Projection	14,474
2007 Estimate	13,554
2000 Census	11,960
1990 Census	8,877

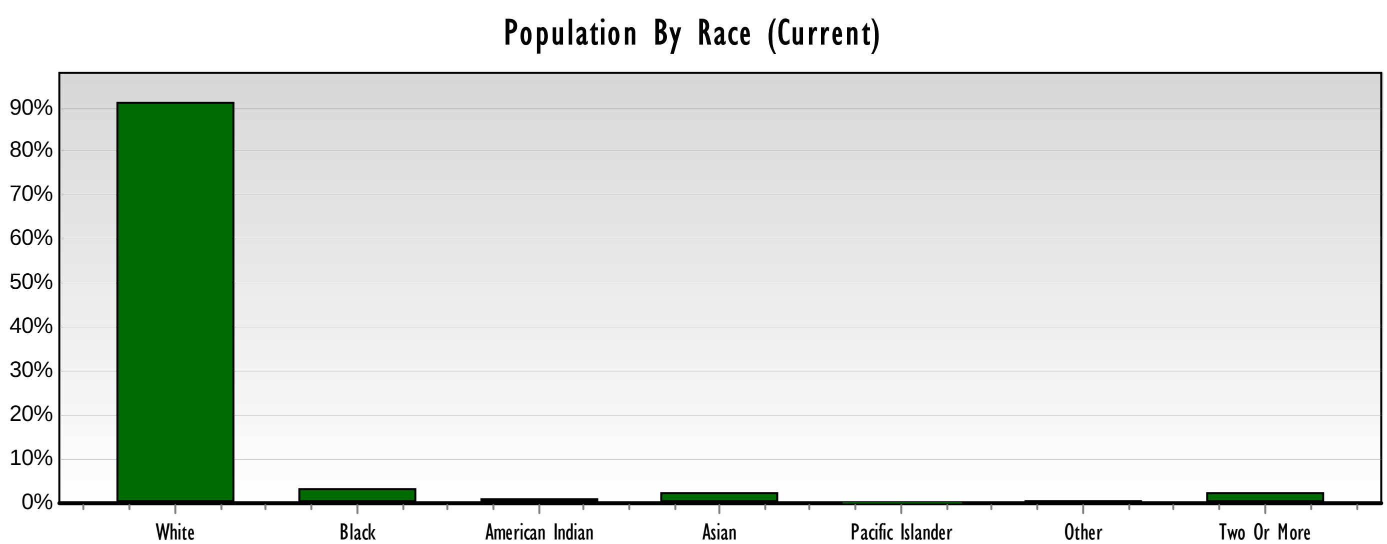


Demographics

Analysis Geography: Armstrong Blvd & Sunwood Dr
Ramsey, MN

Date: 8/17/2008

Population By Race (Current)	12 Min Drive Time
White	33,410
Black	1,101
American Indian	290
Asian	756
Pacific Islander	13
Other	232
Two Or More	849
Total Population By Race	**36,651**



Population By Hispanic Origin (Current)	12 Min Drive Time
Hispanic Origin	999
Non Hispanic Origin	35,652

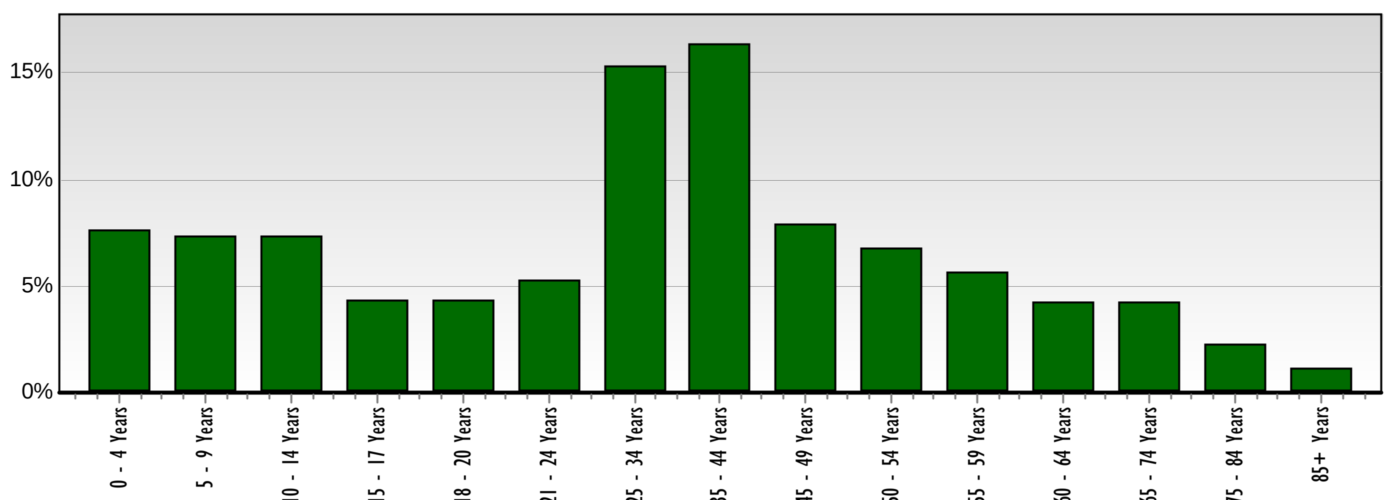
Demographics

Analysis Geography: Armstrong Blvd & Sunwood Dr
Ramsey, MN

Date: 8/17/2008

Population By Age (Current)	12 Min Drive Time
0 to 4 years	2,797
5 to 9 years	2,675
10 to 14 years	2,679
15 to 17 years	1,575
18 to 20 years	1,572
21 to 24 years	1,934
25 to 34 years	5,609
35 to 44 years	5,996
45 to 49 years	2,892
50 to 54 years	2,477
55 to 59 years	2,076
60 to 64 years	1,534
65 to 74 years	1,566
75 to 84 years	840
85+ Years	429
Total Population By Age	**36,651**
Average Age	34.6
Median Age	34.8

Population By Age (Current)

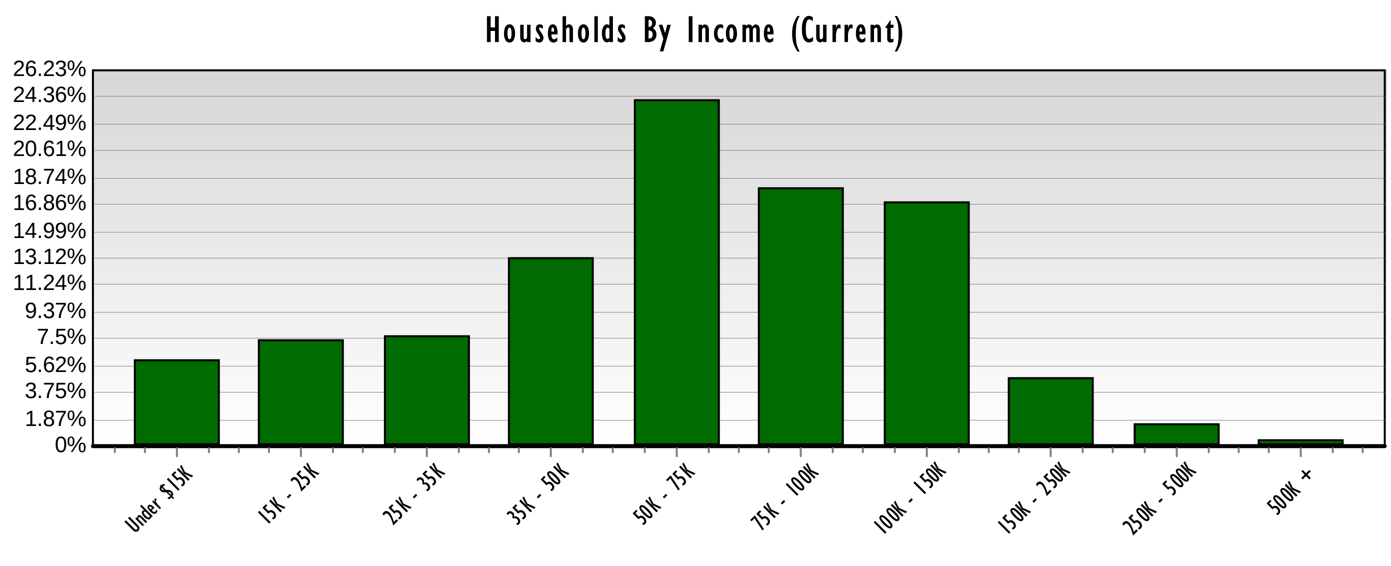


Demographics

Analysis Geography: Armstrong Blvd & Sunwood Dr
Ramsey, MN

Date: 8/17/2008

Households By Income (Current)	12 Min Drive Time
Under $15,000	808
$15,000 to $24,999	997
$25,000 to $34,999	1,038
$35,000 to $49,999	1,770
$50,000 to $74,999	3,272
$75,000 to $99,999	2,446
$100,000 to $149,999	2,308
$150,000 to $249,999	634
$250,000 to $499,999	215
$500,000 +	66
Total Households By Income	13,554
Average Household Income	$78,691
Per Capita Income	$30,604
Median Household Income	$67,373



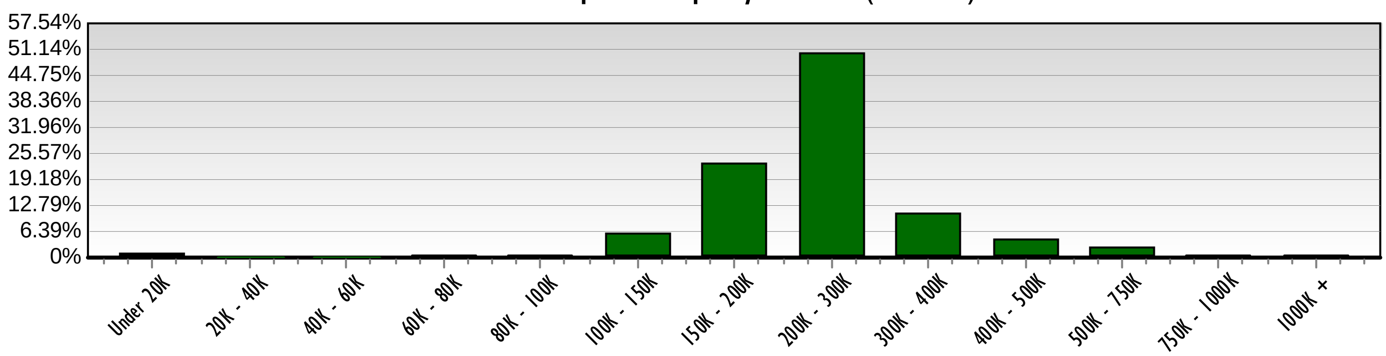
Demographics

Analysis Geography:	Armstrong Blvd & Sunwood Dr Ramsey, MN
Date:	8/17/2008

Housing Units By Occupancy (Current)	12 Min Drive Time
Owner - Occupied	72.5%
Renter - Occupied	25.1%
Vacant	2.5%

Owner - Occupied Property Values (Current)	
Under $20,000	105
$20,000 to $39,999	12
$40,000 to $59,999	9
$60,000 to $79,999	34
$80,000 to $99,999	48
$100,000 to $149,999	601
$150,000 to $199,999	2,329
$200,000 to $299,999	5,051
$300,000 to $399,999	1,068
$400,000 to $499,999	466
$500,000 to $749,999	253
$750,000 to $999,999	56
$1,000,000 +	38
Total Owner - Occupied Property Values	**10,070**
Median Property Value	**217,284**

Owner - Occupied Property Values (Current)



Economic Development Authority (EDA) **4. 4.**

Meeting Date: 06/09/2011

By: Aaron Backman, Administrative Services

Title:

TIF Legislation Passage

Background:

The Economic Development/Marketing Manager is active in the statewide economic development association or EDAM. On May 31, 2011 Governor Dayton signed the Tax Policy Bill. On the last day of the session the MN Legislature did approve a Tax Policy bill (HF1219/SF869) that includes the legislation sought by EDAM that extends the TIF Rules for ED districts, housing projects, and on TIF pooling. It's now official--the TIF provisions (starting on page 50) have been extended (one year for ED districts and TIF pooling and six months for housing projects). More significantly for the City of Ramsey, the legislation included the TIF District provisions for The COR sought by the City of Ramsey.

Please note that we are not done for the 2011 session. I expect that there will be a special session in June or in July. The EDAM Legislative Committee will continue to monitor important funding for DEED programs.

Observations:

Funding Source:

N/A

Staff Recommendation:

Informational

EDA Action:

No action required at this time.

Form Review

Inbox	Reviewed By	Date
Aaron Backman (Originator)	Aaron Backman	06/03/2011 04:48 PM

Form Started By: Aaron Backman Started On: 06/03/2011 04:41 PM

Final Approval Date: 06/03/2011

Economic Development Authority (EDA) **4. 5.**

Meeting Date: 06/09/2011

By: JoAnn Shaw, Community Development

Title:

Staff Project Update

Background:

Staff will present a verbal update at the meeting.

Observations:

Funding Source:

Staff Recommendation:

EDA Action:

Form Review

Inbox	Reviewed By	Date
Aaron Backman	Aaron Backman	06/03/2011 04:39 PM

Form Started By: JoAnn Shaw Started On: 06/03/2011 04:12 PM

Final Approval Date: 06/03/2011

Economic Development Authority (EDA) **4. 6.**

Meeting Date: 06/09/2011

By: JoAnn Shaw, Community Development

Title:

The COR Status Report

Background:

Deputy City Administrator/Community Development Director Heidi Nelson will present an update at the EDA meeting.

Observations:

Funding Source:

Staff Recommendation:

EDA Action:

Form Review

Form Started By: JoAnn Shaw Started On: 06/03/2011

Final Approval Date: 05/06/2011