

City of Ramsey
Agenda
Economic Development Authority (EDA)
Thursday, July 14, 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:
Regular EDA meeting minutes dated Thursday, June 9, 2010
4. **EDA Business**
 1. 2011 Business of the Year Nominations
 2. Minnesota Shovel Ready Program Participation
 3. Buxton Study Refresh
 4. Candidate Forum Sponsorship
 5. Staff Project Update

Staff will present a verbal update at the meeting on the following projects:

Preparations for Business Appreciation Day
Game Fair Update/Booth
TIF District Activities/TIF Reports
EDAM Summer Conference
 6. The COR Status Report
5. **Member/Staff Input**
6. **Adjournment**

Economic Development Authority (EDA)

3. 1.

Meeting Date: 07/14/2011

By: JoAnn Shaw, Community Development

Title:

Approve the following EDA meeting minutes:

Regular EDA meeting minutes dated Thursday, June 9, 2010

Background:

n/a

Observations:

Funding Source:

Staff Recommendation:

EDA Action:

Attachments

06.09.11

Form Review

Inbox
Aaron Backman

Reviewed By
Aaron Backman

Date
07/08/2011 02:55 PM
Started On: 07/08/2011 01:54 PM

Form Started By: JoAnn Shaw

Final Approval Date: 07/08/2011

**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, June 9, 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 (arrived at 8:43 a.m.)

Members Absent: Member Jeff Wise

Also Present: Aaron Backman, Economic Development/Marketing Manager
 Kurt Ulrich, City Administrator (left at 9:16 a.m.)
 Heidi Nelson, Deputy City Administrator/Community Development Director

CALL TO ORDER

Chairperson Riley called the Economic Development Authority meeting to order at 7:33 a.m.

APPROVE AGENDA

Motion by Member LeTourneau, seconded by Member McGlone, to approve the agenda.

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

APPROVE MINUTES

Motion by Member Steffen, seconded by Member LeTourneau, to approve May 12, 2011 minutes as presented.

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

EDA BUSINESS

Case #1: Minneapolis Manufacturing Prospect Update

Economic Development/Marketing Manager Backman presented the Staff Report that discussed the status of the site selection process with the Minneapolis company the company's Board of Directors will be having a meeting this month and will consider the proposal made by the City of Ramsey.

Member Steffen asked if the company had any locations outside of the Twin Cities.

Mr. Backman stated they have a 190,000 square foot building in Chicago. The facility in Minneapolis is a 160,000 square foot building on four and one half (4-1/2) acres with the facility taking up four (4) of those acres.

Case #2: Game Fair Financial Participation

Economic Development/Marketing Manager Backman presented the Staff Report that discussed the Game Fair and cost share of security for the event.

Chairperson Riley asked if the City would be getting a free booth again this year in exchange for the cost share.

City Administrator Ulrich stated they will provide a larger booth, 20x20, and use more of the City of Ramsey logos in the advertising of the event. He stated he thinks it is a good arrangement and beneficial to the City.

Chairperson Riley stated it is a good draw to the City and asked if they knew how many Ramsey residents attended the event.

City Administrator Ulrich stated attendance is approximately 40,000 over the two weekends; however, it is not possible to know how many Ramsey residents attend.

Member McGlone stated staffing the booth is an opportunity to talk to the people and answer questions they may have. He added that it is beneficial for the residents. He asked how the construction on Armstrong Blvd. would affect traffic for the event.

Deputy City Administrator/Community Development Director Nelson stated the project will be done with no change in traffic patterns, however, the project will be further along by the middle of August and there might be some traffic challenge.

Motion by Member Skaff, seconded by Member LeTourneau to 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.

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

CASE #3 Buxton Study Follow-Up

Economic Development/Marketing Manager Backman reviewed the Staff report that discussed the Buxton Study and an update to the retail assessment study.

Members discussed how the study has been used and if an update was part of the original contract.

Motion by Member LeTourneau, seconded by Member Skaff that Staff inquire and follow through in regards to the language in the proposal that indicates in the beginning of the third year a complete refresh of the study would be provided using updated data and that it is part of the original agreement and prepaid.

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

CASE #4 TIF Legislation Passage

Economic Development/Marketing Manager Backman presented the Staff report that discussed the TIF legislation passed by the legislature and signed by the governor.

Deputy City Administrator/Community Development Director described the provisions this legislation will bring to The COR.

Member McGlone stated the importance and difficulty of this accomplishment. He continued that everyone involved in getting this legislation passed did an outstanding job.

Mr. Backman stated there was a lot of effort behind the scenes. The Department of Revenue lobbied the Governor to veto the bill.

Case #5: Staff Project Update

Economic Development/Marketing Manager Backman requested input from the members regarding Business of the Year nominations. He updated the members on the business being highlighted in the next issue of the Ramsey Resident, Access America Transportation. They started with two (2) people and (2) phone lines and now have 56 employees. They hope to have 75 by the end of this year. This is an example of a company that is growing even in this economic downturn.

Member LeTourneau asked that Mr. Backman put together a top 10 list based on the criteria established for Business of the Year.

Mr. Backman stated the four criteria established for the Business of the Year selection.

Chairperson Riley requested that prior year's nominations be reviewed also. He stated City Staff would be a good source for nominations.

Member McGlone stated that Sunfish Express has kept the business open with the new configuration of Sunfish Lake Boulevard.

Mr. Backman stated if there is a business you would like to nominate, email him; he will put together a top ten list and members will discuss and select a business at the July EDA meeting.

Mr. Backman stated he visited RM Golf Carts on Saturday and the owner is very pleased with this location. He has ample room for displays and repair area.

Member McGlone stated the owner of RM Golf Carts complimented Mr. Backman on his helpfulness with the re-location of his business. He is going to be able to increase his sales because he can have more stock on hand.

Mr. Backman thanked Member McGlone for bringing the business to his attention.

Mr. Backman will be bringing three (3) items to the City Council meeting on June 14th; the subsidy agreement with the Falls Café, consider the full restaurant subsidy policy, and consider a lease agreement with Crystal Pierz Marine.

CASE #6: The COR Status Report

Deputy City Administrator/Community Development Director Nelson reviewed the ICSC Conference, shared the new graphics and displayed a picture of the Development Team's booth at the conference.

Member McGlone stated that meetings with franchise development attendees were good. They have 50 or so contacts and the momentum is building.

City Administrator Ulrich stated Ms. Nelson and Development Manager Lazan did a fantastic job on the booth and this was the best year the Ramsey team has had at the conference.

Economic Development/Marketing Manager Backman asked if the team thought there was positive continuity in going each year.

Member McGlone stated absolutely.

Mr. Ulrich stated they meet with people from previous years and tell them what is new in the city.

Ms. Nelson stated that getting an anchor to commit would help with development of The COR.

Ms. Nelson stated the Allina Clinic opened on Monday, June 6th and the VA will open in November. Residence at The COR plans on closing in July and Suite Living in August. Legacy Christian School is planning a spring 2012 start with the school opening in the fall of 2013.

Ms Nelson explained the facts and members discussed an anonymous letter that was sent to residents throughout the city.

Ms. Nelson stated she was part of a NorthStar Rail line tour in May. It was an opportunity to see the development plans of the station sites of each city. The City of Ramsey is the only station with the view of Highway #10. If funding is approved the station ground breaking will be spring of 2012 and operational fall of 2012.

MEMBER INPUT

ADJOURNMENT

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

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

The regular meeting of the Economic Development Authority adjourned at 9:36 a.m.

Respectfully submitted,

Aaron Backman
Economic Development/Marketing Manager

ATTEST:

JoAnn Shaw
Planning Division Secretary

Economic Development Authority (EDA)

4. 1.

Meeting Date: 07/14/2011

By: Aaron Backman, Administrative Services

Title:

2011 Business of the Year Nominations

Background:

The Business of the Year Award has been held for the past 22 years in the City of Ramsey. This award is presented each year during the summer at the Ramsey Business Appreciation Event. The winning business receives recognition at the event, a plaque, and a banner. Nominations have been gathered from attendees to the 2011 Business Expo, from businesses and commissioners, and from past nominations. The EDA Commissioners are asked to consider the following criteria when identifying and selecting a Business of the Year: Has the recipient 1) Expanded or retained jobs that enhance the employment base of the community. 2) Created tax base through a new commercial/industrial business venture or the retention/expansion of an existing business. 3) Acted as a positive influence to the community, such as volunteered or participated in activities that build the community. 4) Developed an innovative business model or an innovative product/service; Or has brought other benefits to the community.

City staff is requesting that the EDA determine which business should be recognized as with the 2011 Business of the Year award at the upcoming Business Appreciation event on August 16, 2011. As an aid in the process, there are two attachments. The first is the list of previous award recipients. The second attachment is the Top Ten list of nominees that the Economic Development/Marketing Manager has put together reflecting input from various parties. The attached matrix of the nominees ranks the businesses based on the level of job creation and retention (this includes the number, quality, and immediacy of the jobs), added tax base (reflecting investments in buildings, equipment, and land), local participation (being a positive influence on the business community and active in the community at large), and innovative products/services or other unique qualities.

The current number of employees and the capital investment in buildings, equipment, and land are shown in the left column. The matrix ranks the nominees in terms of job creation/retention and added tax base. The Commissioners are asked to rank the nominees in terms of local participation and if they bring other benefits to the community.

The EDA members may change the rankings in the first two columns and may also choose to add businesses to the nominee list.

Observations:

Funding Source:

The funding source for the plaque and banner is the EDA levy.

Staff Recommendation:

To select a nominee to be recognized as the Business of the Year at the Business Appreciation event on August 16, 2011.

EDA Action:

Motion to award _____ as the 2011 Business of the Year, to induct said business into the Economic Development Hall of Fame, and to purchase a banner and plaque for the recipient.

Previous Award Recipients

Top Ten Nominees

Form Review

Inbox

Aaron Backman (Originator)

Form Started By: Aaron Backman

Reviewed By

Aaron Backman

Date

07/11/2011 11:32 AM

Started On: 07/08/2011 03:41 PM

Final Approval Date: 07/11/2011

PREVIOUS RAMSEY BUSINESSES THAT WERE BUSINESS OF THE YE

YEAR	BUSINESS
1989	Greenberg Auto
1990	Letourneau's Supervalu
1991	Rum River Plaza
1992	Grosslein Beverage
1993	Altron
1994	Mate Precision Tool & Die
1995	Rum River Hills Golf Course development
1996	Ramsey Sports Center
1997	Harold's Hardware
1998	Sunfish Gateway Plaza
1999	St. Germain Hair Style
2000	Bauer Development/Ramsey Shooting Center
2001	Connexus Energy
2002	ACE Solid Waste
2003	Diamond's Sports Bar and Grill
2004	Life Fitness
2005	RJM/General Paper Products
2006	PSD, LLC
2007	Wells Catering Service
2008	Lano Equipment
2009	Coborn's
2010	Village Bank
2011	

BAR:

INDUCTEE(S)

Donald Greenberg

Leo LeTourneau

Robert Muller

Duke Grosslein

Alan C. Phillips

Nils E. Sundquist

Wesley Bulen

John Noard

Harold Stoltz

Dennis Sharp

Delores St. Germain

Gerald Bauer

Jim and Rosanne Lundeen

James Deal

Mike Auspos and George Wells

Brad Lano

TOP TEN LIST OF NOMINEES FOR 2011 BUSINESS OF THE YEAR

Nominee	Job Creation/ Retention	Added Tax Base	Local Participation	Innovation/ Other
1 Allina Medical Clinic (60 employees?; \$10.0M)	A	A	—	—
2 Acapulco Mexican Restaurant (45 employees--new; \$800K)	A	B	—	—
3 Links at Northfork (25 employees? \$3.2+M)	B	A	—	—
4 MultiSource Manufacturing (80 employees--new; \$2.5M)	A	A	N/A	—
5 Diamond Graphics (85 employees; \$3.4M)	B	A	—	—
6 Access America Transport (56 employees)	A	C	—	—
7 Green Valley Greenhouse (75 employees; \$650+K)	B	B	—	—
8 Jimmy John's (18 employees)	C	C	—	—
9 Hanson Building Materials (13 employees)	C	C	—	—
10 RM Golf Carts (4 employees)	C	C	—	—

Selection Criteria is based on the following criteria. These four elements are ranked A, B, C or N/A (not applicable):

1. Expanded or retained jobs that enhance the employment base of the community.
2. Created tax base through a new commercial/industrial business venture or the retention/expansion of an existing business.
3. Acted as a positive influence to the community, such as volunteered or participated in activities that build the community.
4. Developed an innovative business model or an innovative product/service; Or has brought other benefits to the community.

Economic Development Authority (EDA)

4. 2.

Meeting Date: 07/14/2011

By: Aaron Backman, Administrative Services

Title:

Minnesota Shovel Ready Program Participation

Background:

The State of Minnesota has a certification program that makes the site-selection process easier, faster and more predictable for companies that are looking to grow in Minnesota. Certified shovel-ready status is a standard for sites that are marketed around the country. Being designated for Minnesota's Shovel Ready program means a site has done all the planning, zoning, surveys, title work, environmental studies, soil analysis and infrastructure engineering necessary before development. Minnesota's Certified Shovel Ready sites are marketed at national conferences, trade shows and on the MNPRO.com website, the state's site-selection database. This is particularly important since more than 70% of new site searches begin on the Internet.

John Rhodes, a national site-location consultant with Moran, Stahl & Boyer, assists communities with the certification process. Applications may be submitted to DEED any time. The application fee is \$2,950 and covers the initial review, onsite inspection, final certification and marketing. Currently only nine sites in Minnesota have been certified (Big Lake, Cambridge, Dayton-Rogers, Rosemount, Monticello, St. Cloud, Alexandria, Brainerd and Fergus Falls). The site can consist of more than one parcel, but should be a contiguous area. The certification process has taken some communities over five years to accomplish, but more common would be a six to nine month period.

To facilitate these types of certified sites in its service territory, Connexus Energy is offering a limited number of rebates in 2011 to cover the fees of the MN Shovel Ready Program (See attachment). The Economic Development/Marketing Manager has talked with Brian Burandt of Connexus regarding the potential interest by Ramsey in garnering this certification. The most logical area for this, due to site work, infrastructure and engineering already done, would be a portion of The COR.

Observations:

Funding Source:

If there are expenses related to the certification process beyond the Connexus rebate, that could be paid for by EDA funds.

Staff Recommendation:

City Staff recommends that the EDA direct staff to pursue Shovel Ready Certification for a site in the City of Ramsey.

EDA Action:

Approve the pursuit of a Shovel Ready Certified site in the City of Ramsey and to work with Connexus Energy to obtain a rebate to cover the cost of the \$2,950 application fee.

Attachments

Shovel Ready Cert. Rebate

Form Review

Inbox
Aaron Backman (Originator)

Reviewed By
Aaron Backman

Date
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Form Started By: Aaron Backman

Started On: 07/08/2011 03:42 PM

Final Approval Date: 07/08/2011



2011 SHOVEL READY CERTIFICATION REBATE

Connexus Energy is offering a limited number of rebates to cover the fees of the MN Shovel Ready Certification process. The designation of "Shovel Ready" generally indicates a site has gone through all the planning, zoning, surveys, title work, environmental studies, soils analysis, public infrastructure engineering, and under legal control of a community or other third party.

REQUIREMENTS

- Rebate is for projects certified in 2011
- Site has to be served by Connexus Energy
- Preference will be given to sites based on job creation potential and energy intensity

REBATE STEPS

1. Check with Connexus Energy to confirm funding availability.
2. For consideration of the rebate, send an electronic copy of the completed 4-page MN Shovel Ready Certified Development Site Application to brian.burandt@connexusenergy.com. The application can be downloaded at www.positivelyminnesota.com.
3. After the completion of the certification process, submit a copy of the certification and invoice to:
Connexus Energy
14601 Ramsey Blvd MN
Ramsey, MN 55303
Attn: Brian Burandt
4. Within 2 weeks of receiving a copy of the certification invoice, Connexus Energy will issue the \$2,950 rebate to the applicant.

QUESTIONS

Contact Brian Burandt 763.323.2785 or Duane Arens 763.323.2719.



Economic Development Authority (EDA)

4. 3.

Meeting Date: 07/14/2011

By: Aaron Backman, Administrative Services

Title:

Buxton Study Refresh

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. 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 of 2008, 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 could be done as part of an annual SCOUT subscription. Staff sought to verify whether an update or "refresh" option was in place for this study. At the June 9, 2011 EDA meeting the Commissioners indicated to the Economic Development/Marketing Manager that it was their understanding that the contract did indeed indicate that a "Refresh" would be done as part of the original contract at no added expense. On page 16 of the contract it states, "Beginning in the third year, a complete refresh will be provided using updated data." The third year would end in August of 2011. Following the EDA meeting the Economic Development/Marketing Manager contacted Buxton re the Refresh. After some e-mails and phone calls the Buxton Group subsequently agreed a "Refresh" of the Retail Site Assessment was part of the contract and that they would undertake it promptly beginning the later part of June.

Attached is some correspondence related to the project timeline. The City of Ramsey Trade Area Map has been posted to SCOUT. At the EDA meeting we will review the trade area map and discuss next steps. Staff will provide more information about the Buxton Refresh and follow-up at the EDA meeting.

Observations:

Funding Source:

Staff Recommendation:

Informational at this time.

EDA Action:

No action is requested at this time.

Attachments

Buxton Market Analysis

Buxton Refresh Timeline

Buxton Refresh 2 Sites

Buxton Refresh Daytime Pop

Form Review

Inbox

Aaron Backman (Originator)

Form Started By: Aaron Backman

Reviewed By

Aaron Backman

Date

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**Retail Site
Assessment**
August 2008

Table of Contents

Ramsey's Retail Sites.....	1
Retail Site 1 Analysis	2
Retail Site 2 Analysis	4
Site Comparison	6
Brief Segment Descriptions.....	7
Appendix A: Leakage and Demand Analysis	
Appendix B: Demographic Report	

Buxton CommunityID Staff

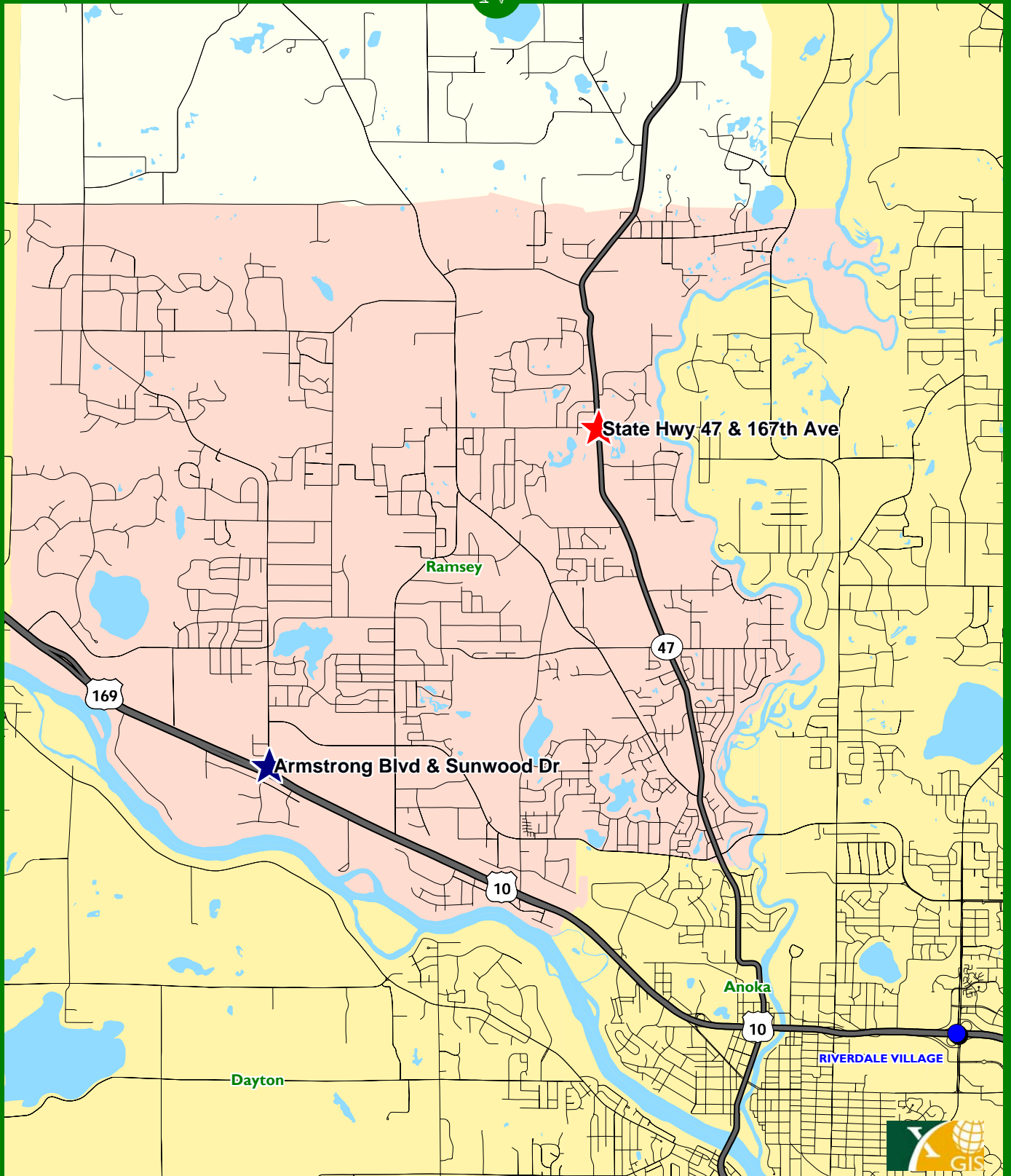
Brandon Norrell, Territory Business Manager, bnorrell@buxtonco.com

Philip Davis, Manager/Senior GIS Analyst, pdavis@buxtonco.com

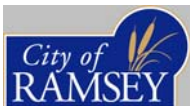
Scott Place, Senior GIS Analyst, splace@buxtonco.com

All Buxton personnel may be reached by phone at 817.332.3681





Ramsey, Minnesota: Overview



Shopping Centers

GLA in thousands



1000+

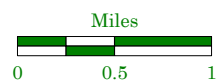


500 to 1000

City Limits

Site 1

Site 2



Ramsey's Retail Sites

To begin the CommunityID 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.

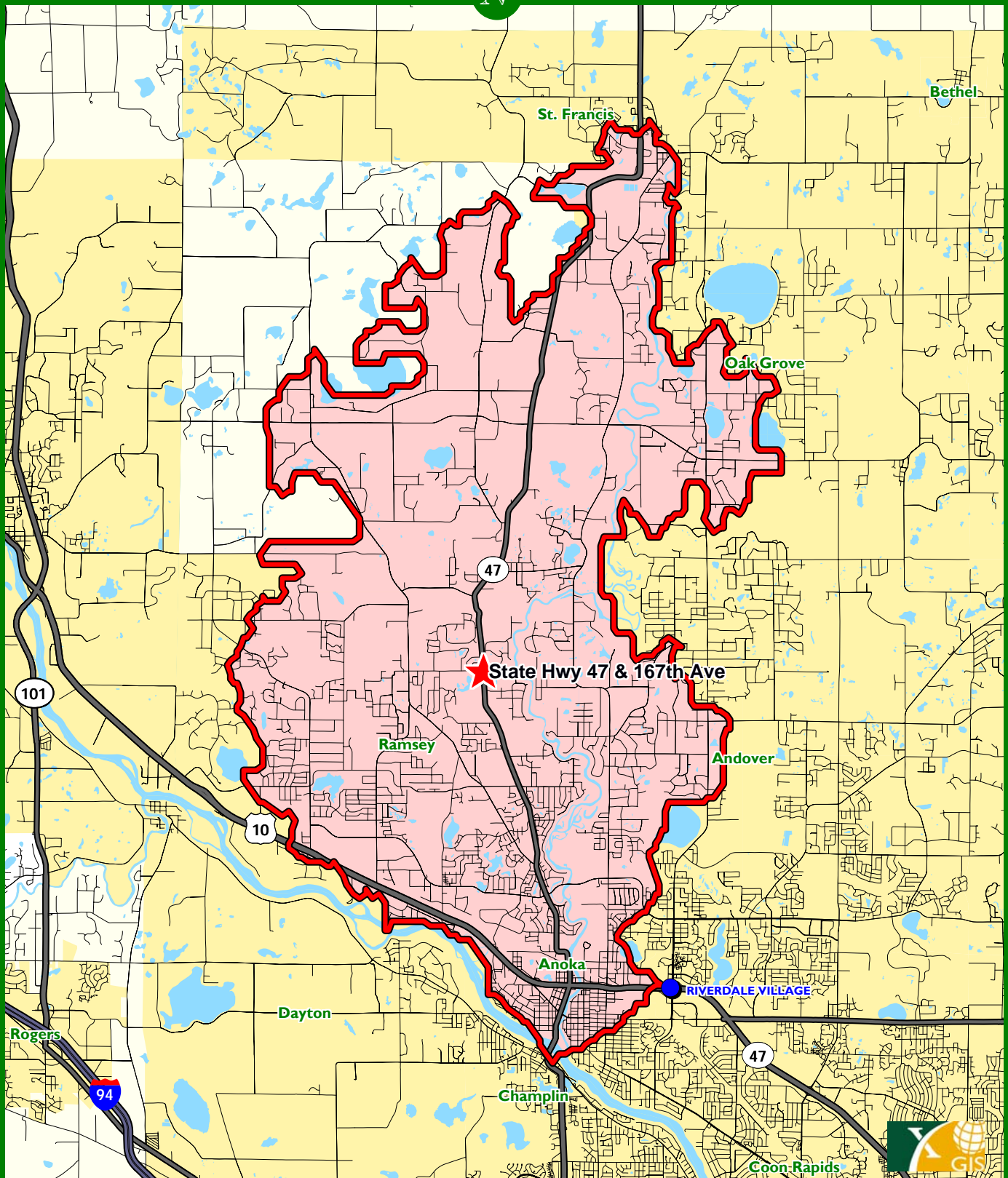
To aid in the retail recruitment process, Buxton has analyzed the retail potential of the each site based on the following analyses:

- 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

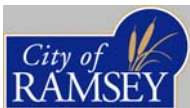
The purpose of these analyses is to develop Ramsey's Customer Profile. The Customer Profile is a snapshot of the customers that reside in Ramsey's trade area. Even though these consumers are complex and diverse, Buxton is able to capture and catalogue the extent to which potential demand for a retailer's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



Ramsey, Minnesota: Trade Area



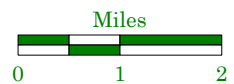
Shopping Centers

GLA in thousands



 12 Minute Drive Time

 Site I



Site I Analysis: State Hwy 47 & 167th Ave

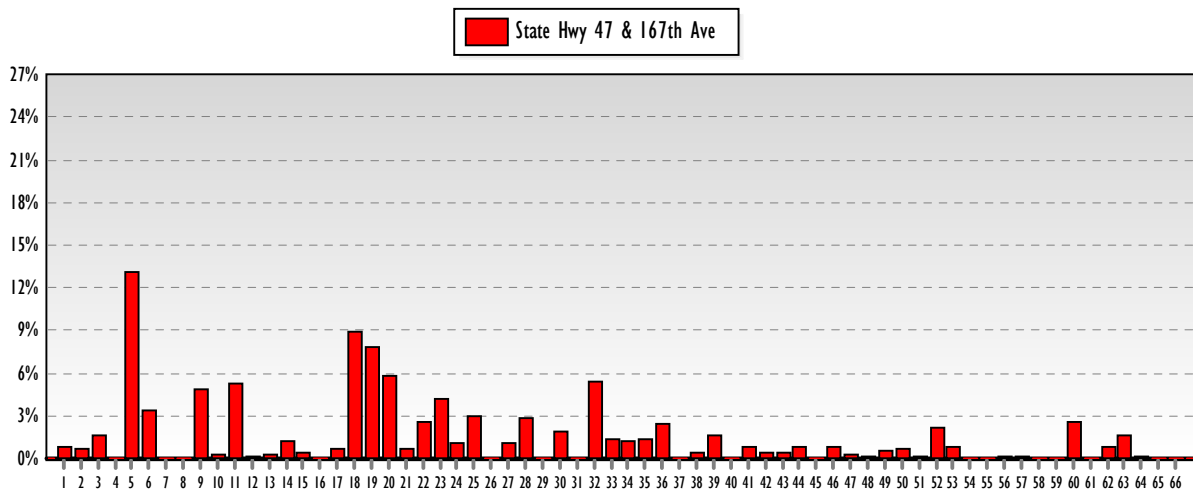
Drive-Time Trade Area

The map on the opposite page depicts the primary trade area for Site I. 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 I is presented below.

Trade Area Segmentation



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 I.

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 I 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

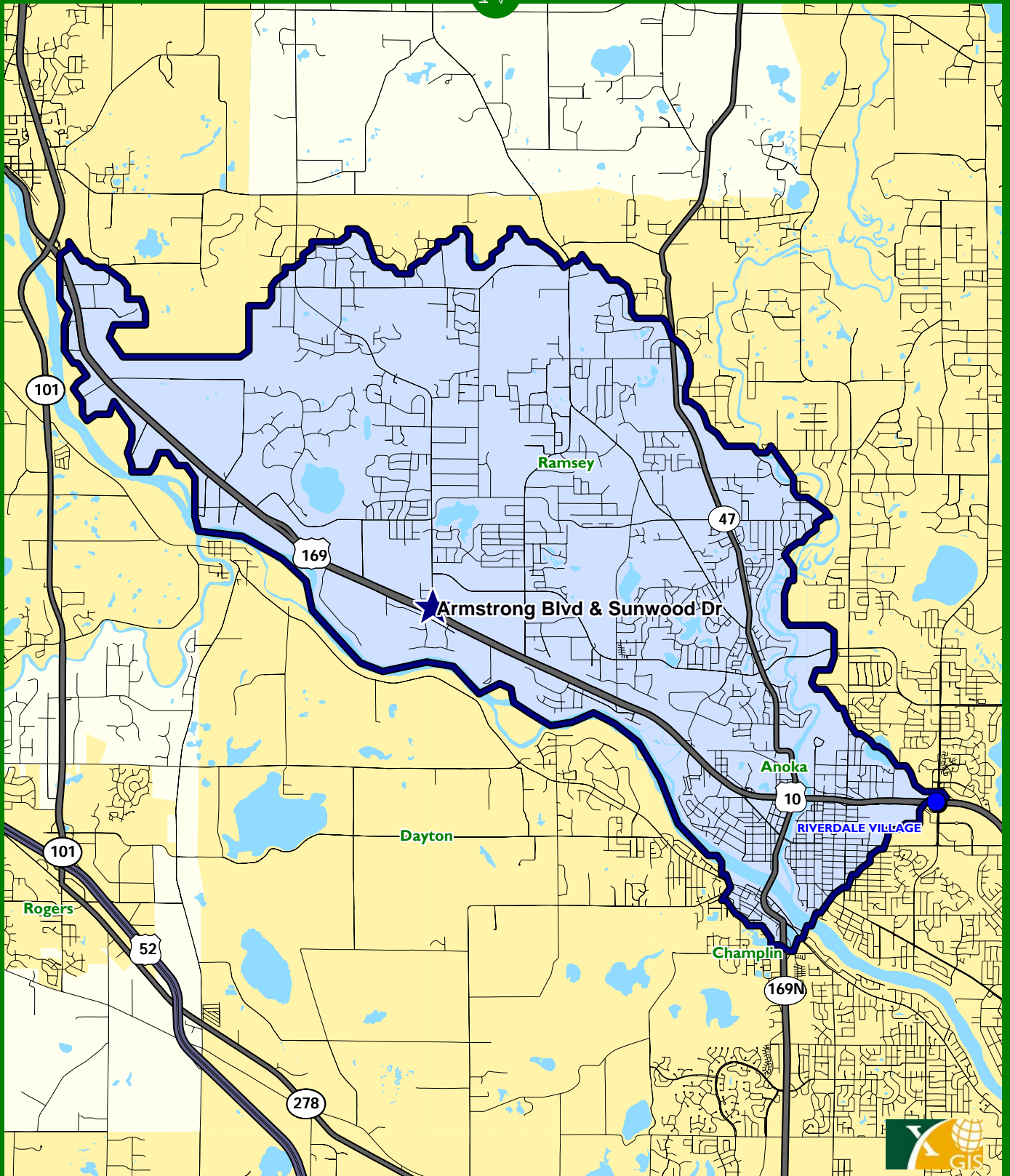
Source: Claritas, Inc, RETAIL MARKET POWER, © 2008

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

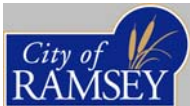
Trade Potential Variables	Site I
Estimated Household Count	14,733
Number of Households in Dominant Segments	9,092
Traffic Count	9,600
Total Demand	\$754,662,615
Total Supply	\$562,622,535
Leakage/Surplus	(\$192,040,080)

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





Ramsey, Minnesota: Trade Area



Shopping Centers

GLA in thousands



□ 12 Minute Drive Time

★ Site 2

Miles



0 1 2

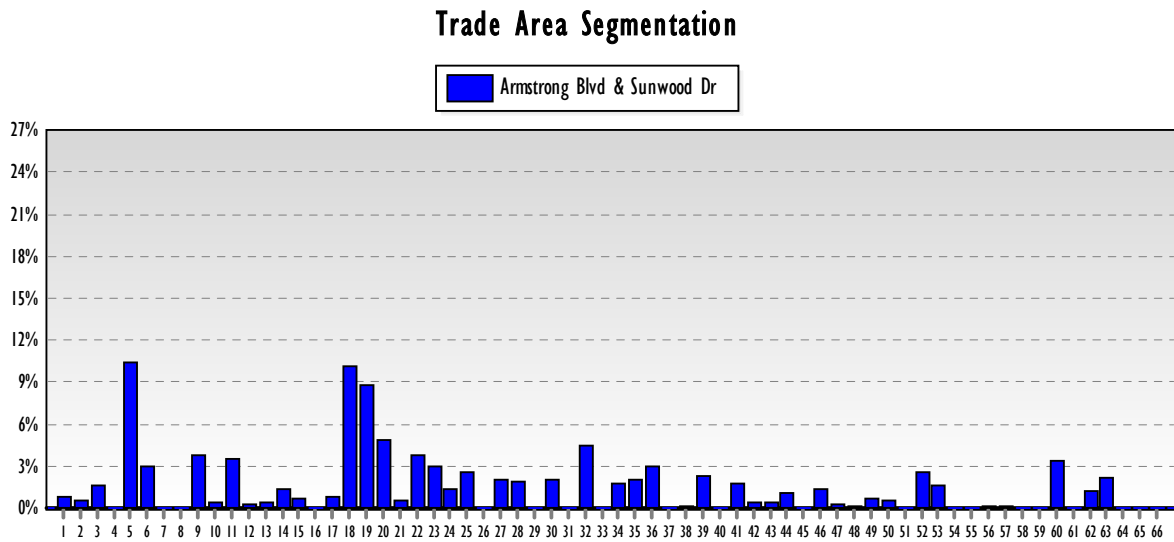
Site 2 Analysis: Armstrong Blvd & Sunwood Dr

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.

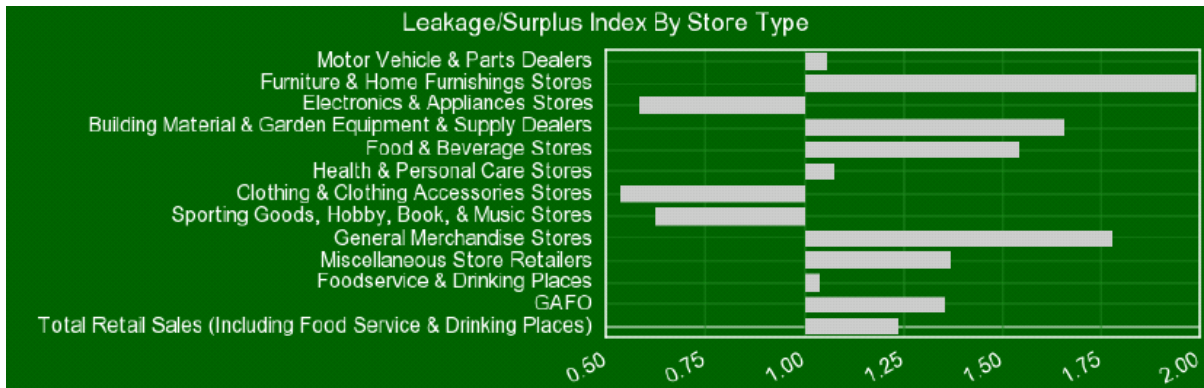
Dominant Segments	Description	Households	% of All Households
5	COUNTRY SQUIRES	1,410	10.40%
6	WINNER'S CIRCLE	409	3.02%
9	BIG FISH, SMALL POND	506	3.73%
11	GOD'S COUNTRY	484	3.57%
18	KIDS & CUL-DE-SACS	1,382	10.20%
19	HOME SWEET HOME	1,182	8.72%
20	FAST-TRACK FAMILIES	666	4.91%
22	YOUNG INFLUENTIALS	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.



*GAF0 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

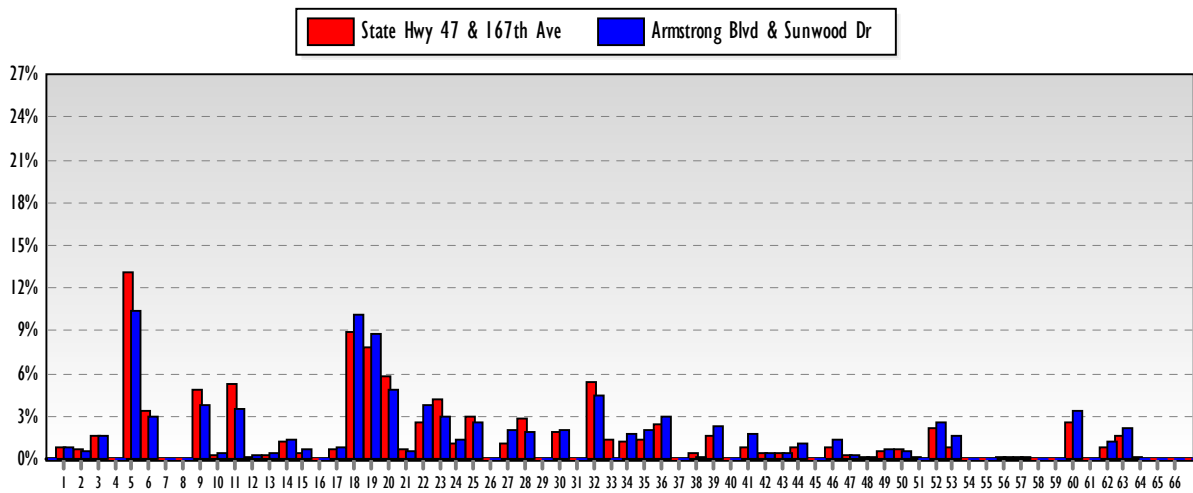
Source: Claritas, Inc, RETAIL MARKET POWER, PRIZM® NE, © 2008

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.

Trade Area Comparison



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.

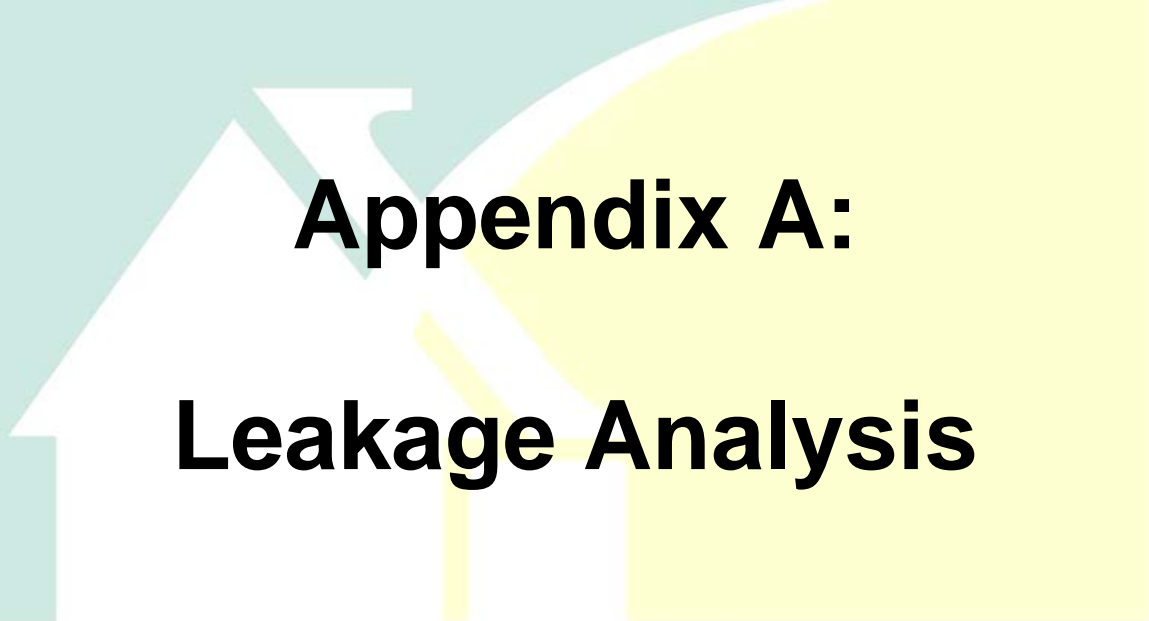
Brief Segment Descriptions

- 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.

The background features a teal-colored shape on the left that resembles a stylized house or a mountain peak. To its right is a large, bright yellow semi-circle. The text is centered over these shapes.

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.

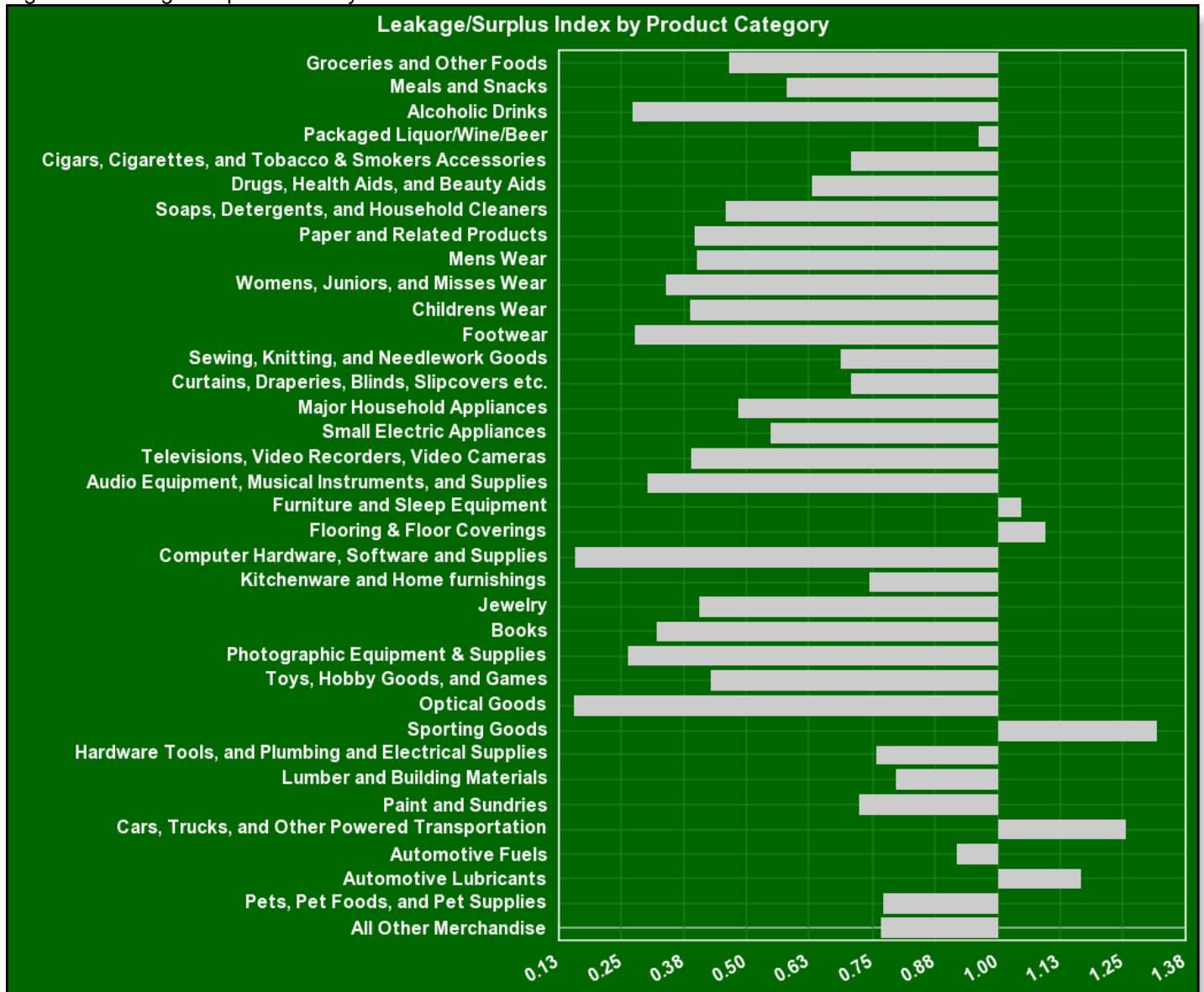
Site	Address	Analysis Geography
1	State Hwy 47 and 167th Ave Ramsey, MN 55303	12 minute drive time

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

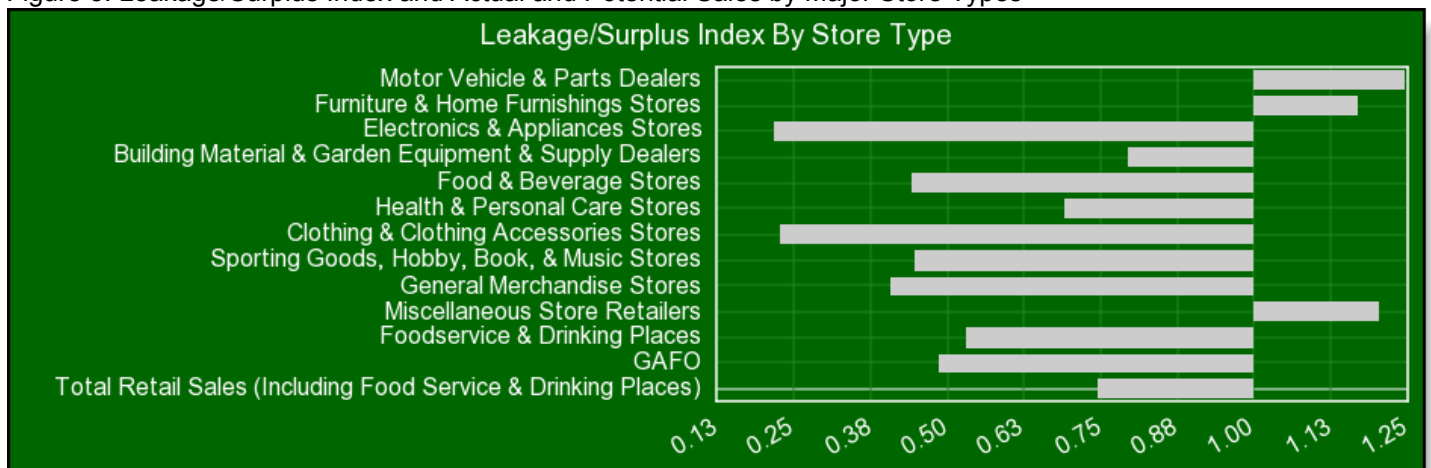
Site	Address	Analysis Geography
1	State Hwy 47 and 167th Ave Ramsey, MN 55303	12 minute drive time

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



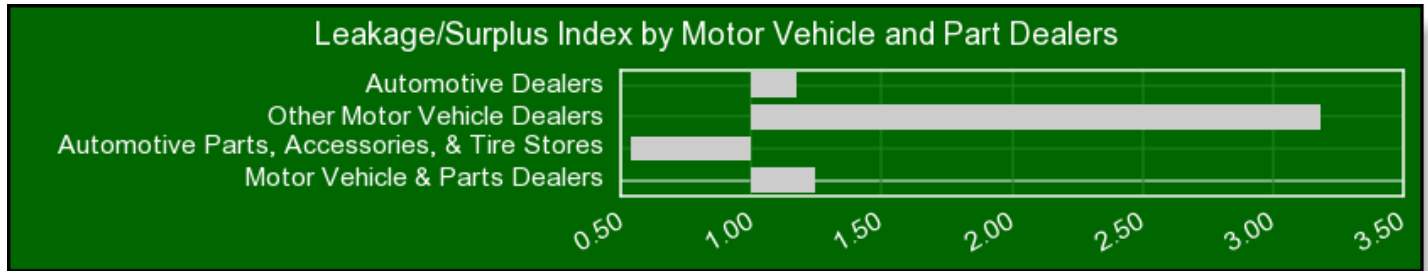
Store Type	Potential	Actual Sales	Leakage/Surplus Index
Motor Vehicle & Parts Dealers	149,388,882	185,933,601	1.24
Furniture & Home Furnishings Stores	22,126,546	25,893,941	1.17
Electronics & Appliances Stores	18,868,384	4,103,340	0.22
Building Material & Garden Equipment & Supply Dealers	97,005,144	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 identify 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

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



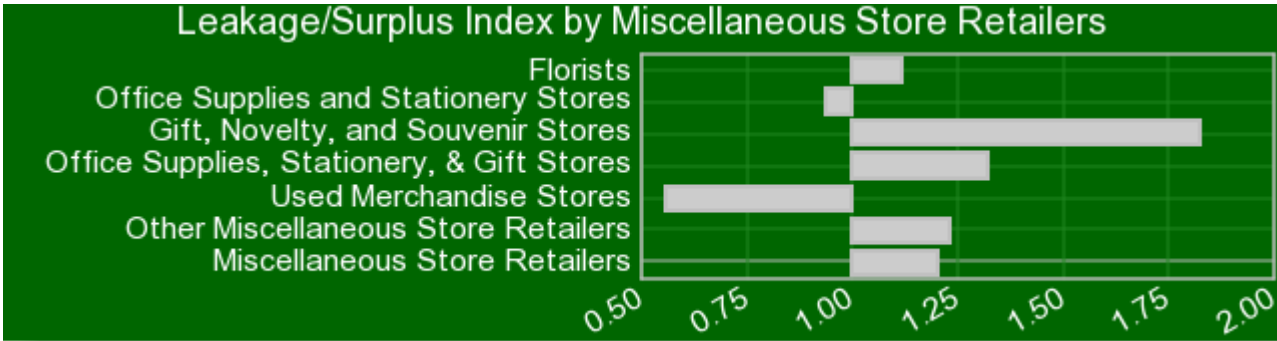
Sporting Goods, Hobby, Book and Music Stores	Potential	Actual Sales	Leakage/Surplus Index
Sporting Goods Stores	5,829,675	3,952,422	0.68
Hobby, Toys and Games Stores	3,486,887	1,339,364	0.38
Sew/Needlework/Piece Goods Stores	787,585	773,011	0.98
Musical Instrument and Supplies Stores	1,008,800	234,735	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
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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

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



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:

- * 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.

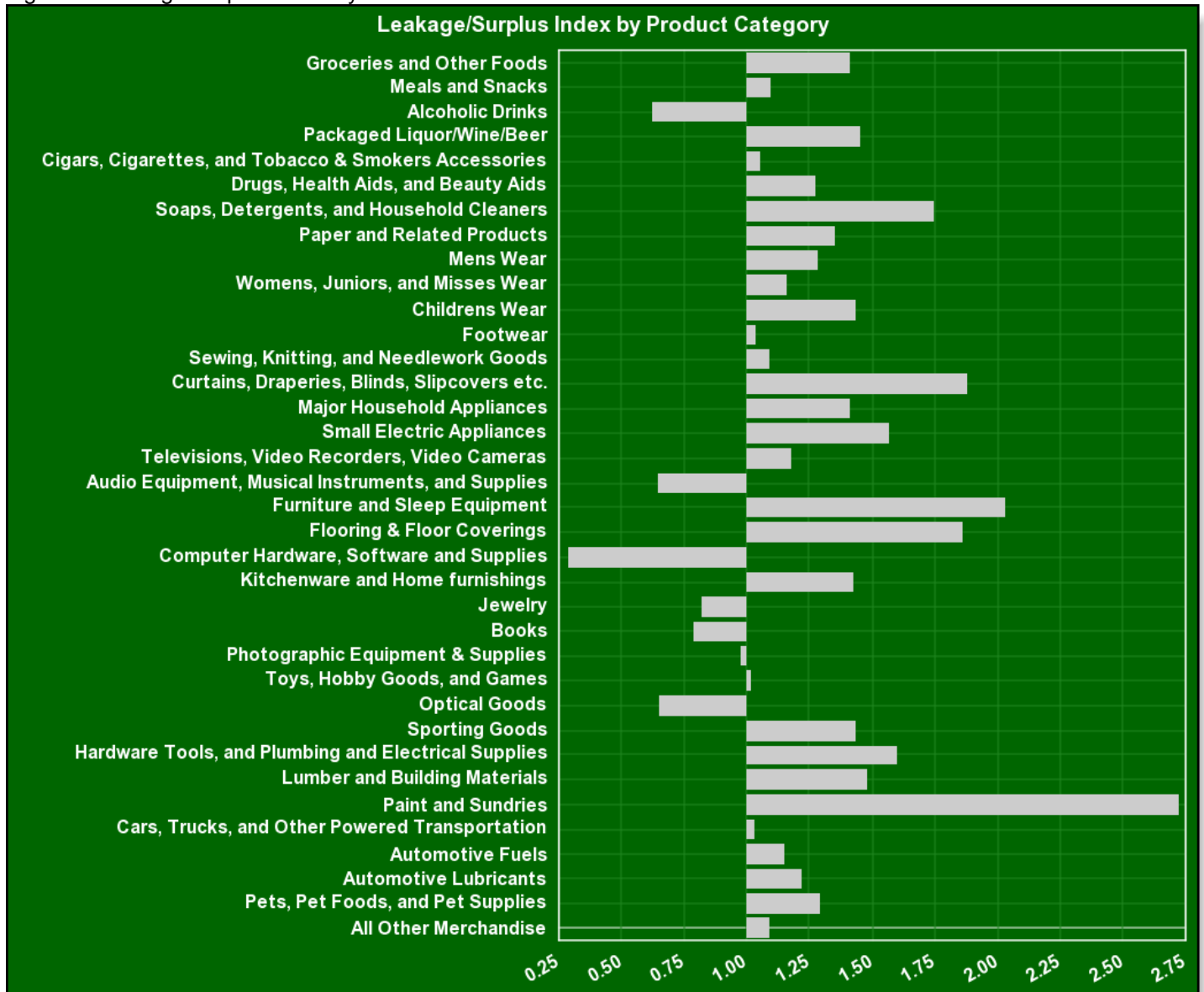
Site	Address	Analysis Geography
2	Armstrong Blvd and Sunwood Dr Ramsey, MN 55303	12 minute drive time

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



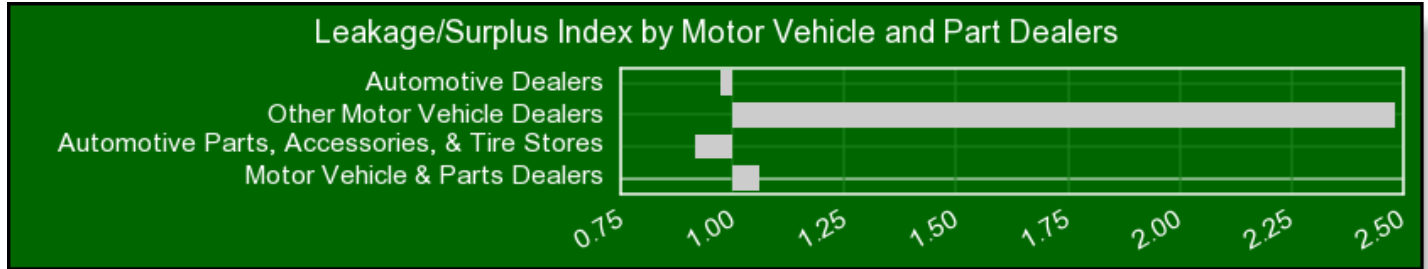
Store Type	Potential	Actual Sales	Leakage/Surplus Index
Motor Vehicle & Parts Dealers	251,781,061	266,569,160	1.06
Furniture & Home Furnishings Stores	35,478,890	70,581,222	1.99
Electronics & Appliances Stores	31,202,427	18,209,743	0.58
Building Material & Garden Equipment & Supply Dealers	154,259,516	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

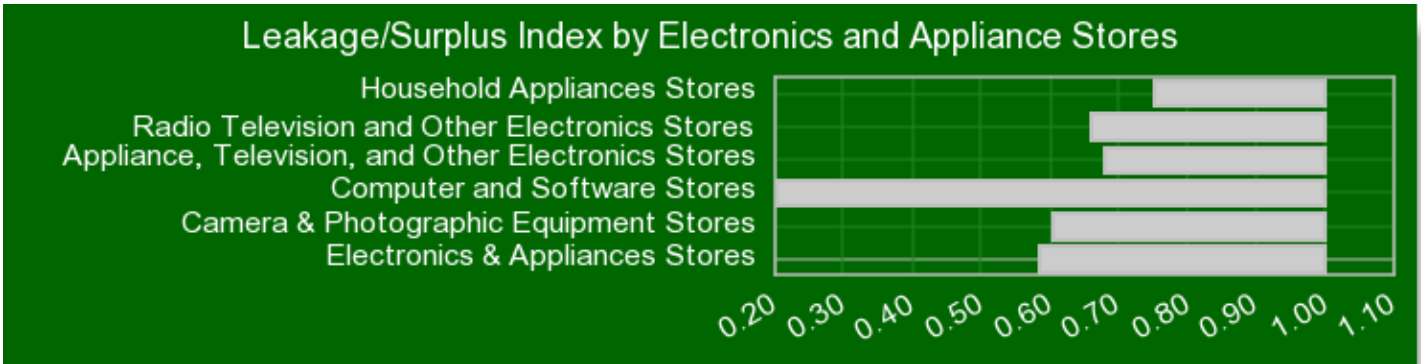
Leakage/Surplus Analysis by Sub-Categories of Major Retail Types

Additional leakage/surplus details are provided on subcategories of stores in each of the twelve major store types. These details can help further identify 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



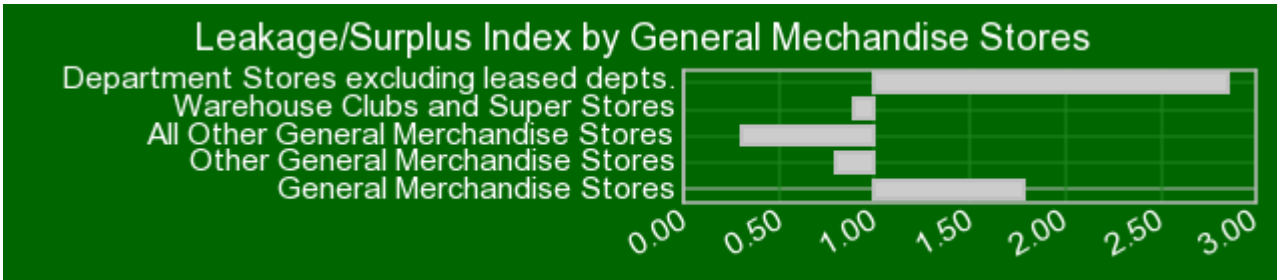
Clothing and Clothing Accessories Stores	Potential	Actual Sales	Leakage/Surplus Index
Mens Clothing Stores	2,706,839	1,769,758	0.65
Womens Clothing Stores	11,052,193	7,615,061	0.69
Childrens and Infants Clothing Stores	2,492,592	0	0.00
Family Clothing Stores	22,959,606	10,387,142	0.45
Clothing Accessories 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



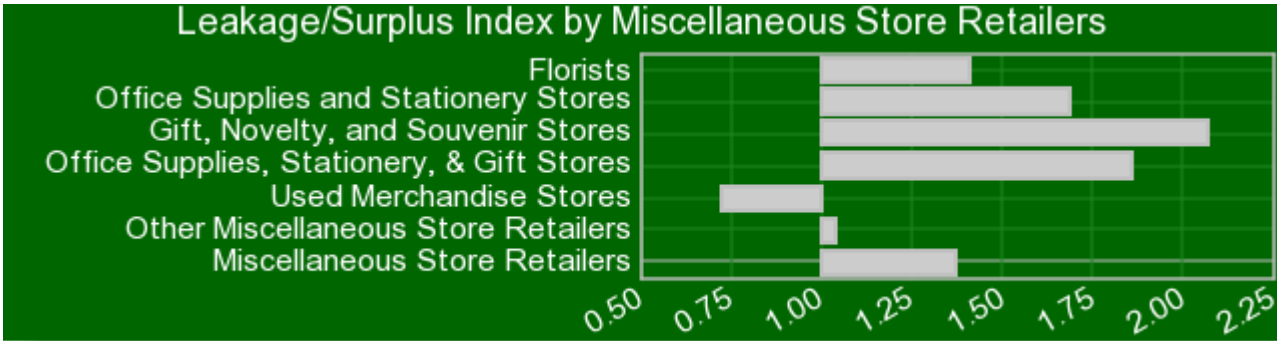
Sporting Goods, Hobby, Book and Music Stores	Potential	Actual Sales	Leakage/Surplus Index
Sporting Goods Stores	9,443,179	8,202,325	0.87
Hobby, Toys and Games Stores	5,749,767	2,087,389	0.36
Sew/Needlework/Piece Goods Stores	1,295,649	1,128,311	0.87
Musical Instrument and Supplies Stores	1,677,191	877,284	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

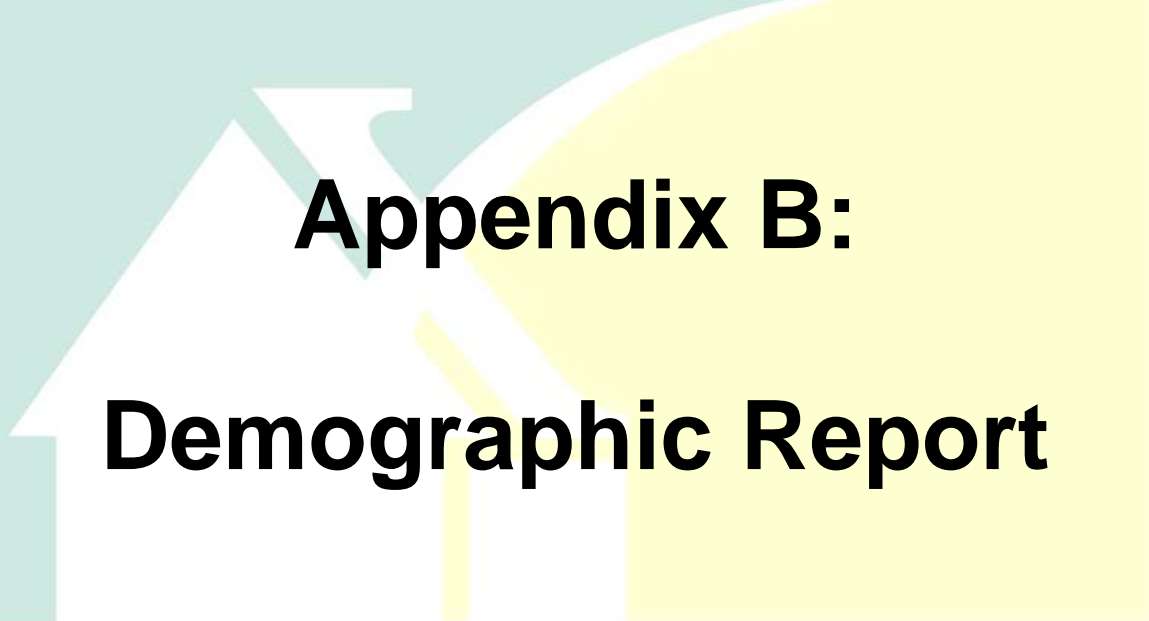
Site	Address	Analysis Geography
2	Armstrong Blvd and Sunwood Dr Ramsey, MN 55303	12 minute drive time

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

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

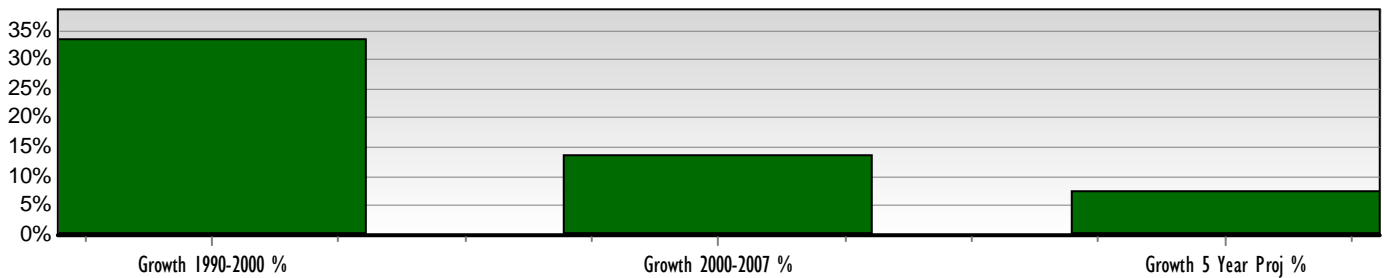
Date: 8/17/2008

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

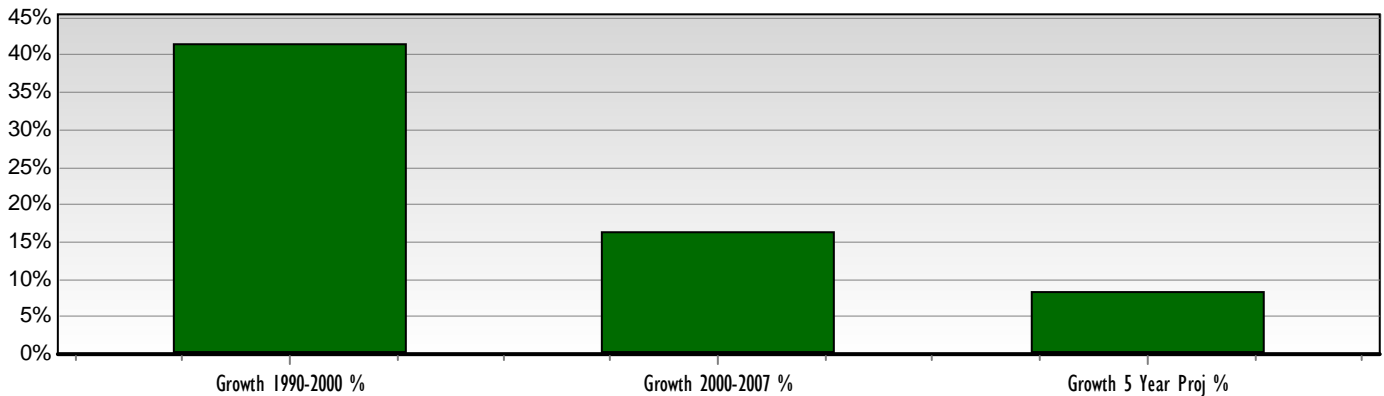
**12 Min
Drive Time**

Total	24,557
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Household Profile

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

Household Change

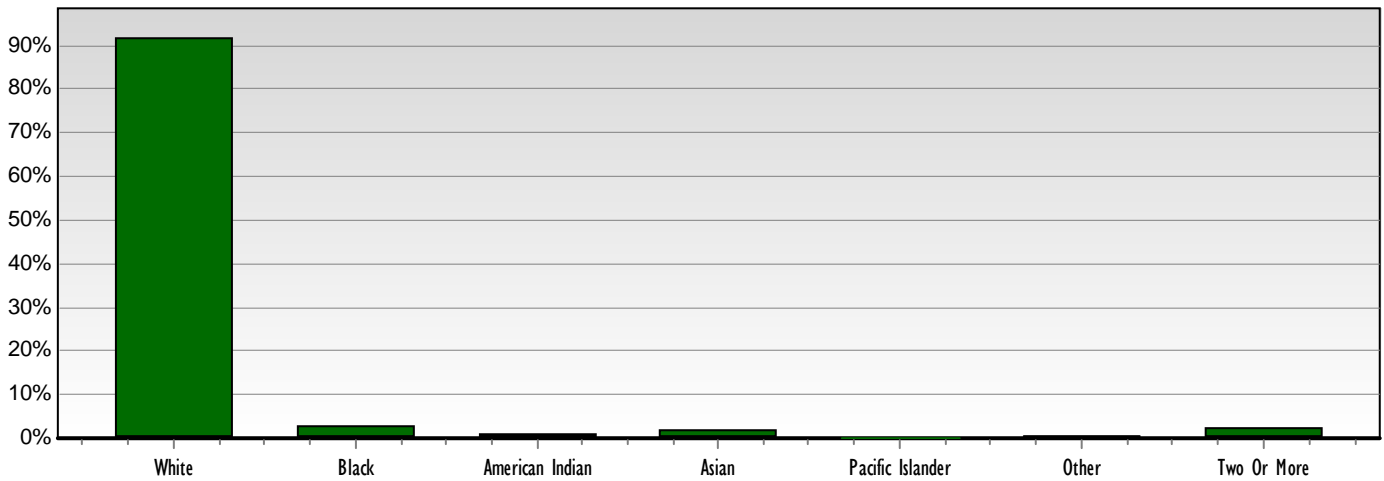


Analysis Geography: State Hwy 47 & 167th Ave
Ramsey, MN

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 Race (Current)



Population By Hispanic Origin (Current)	12 Min Drive Time
Hispanic Origin	1,088
Non Hispanic Origin	41,040

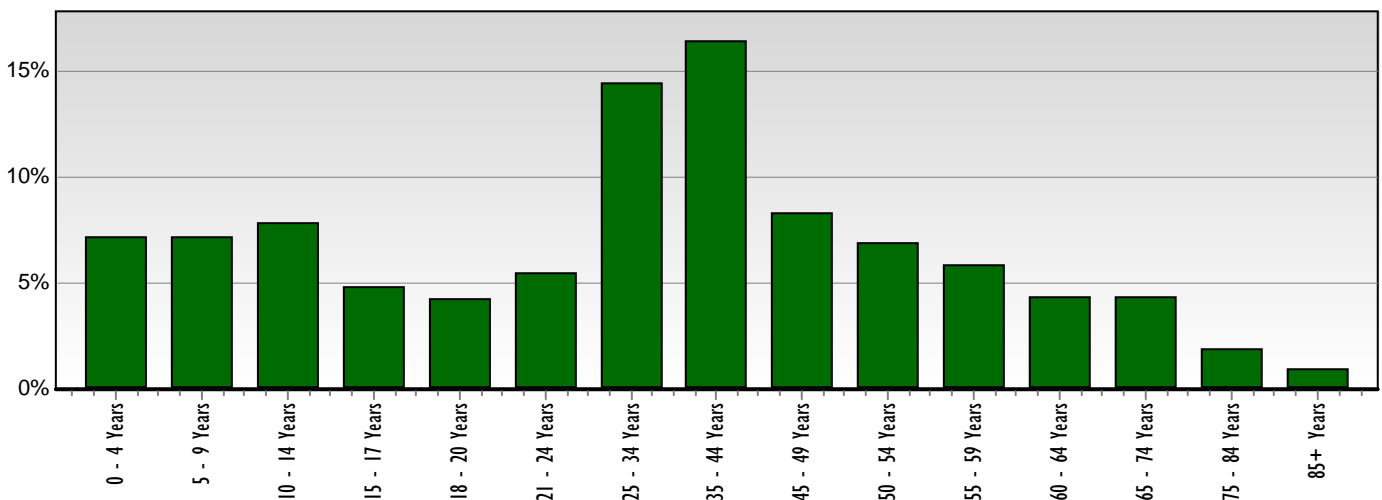
Analysis Geography: State Hwy 47 & 167th Ave
Ramsey, MN

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)

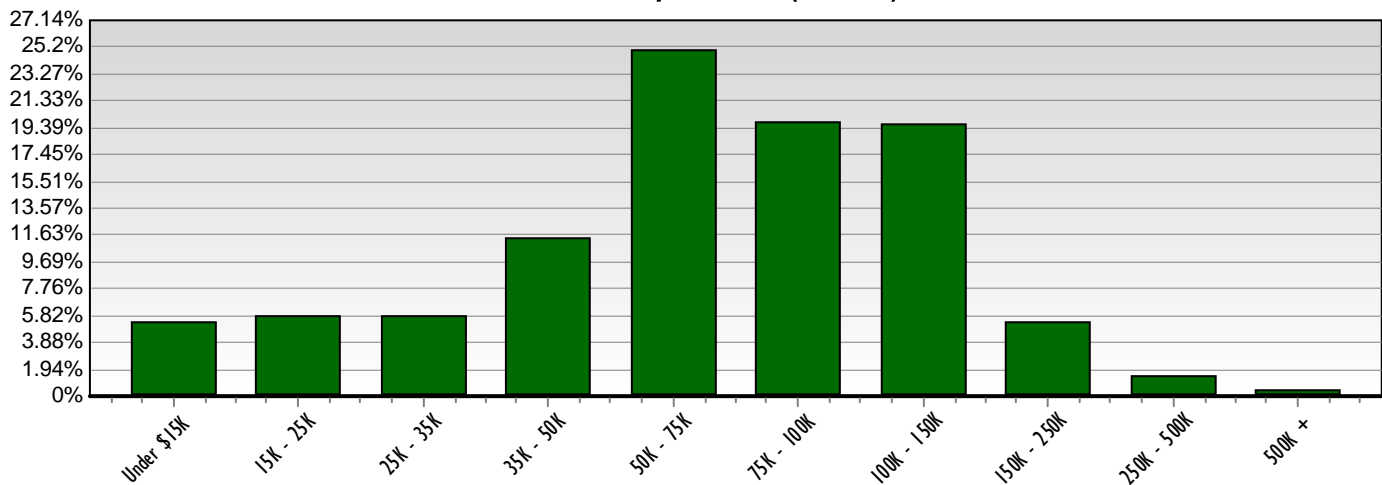


Analysis Geography: State Hwy 47 & 167th Ave
Ramsey, MN

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%

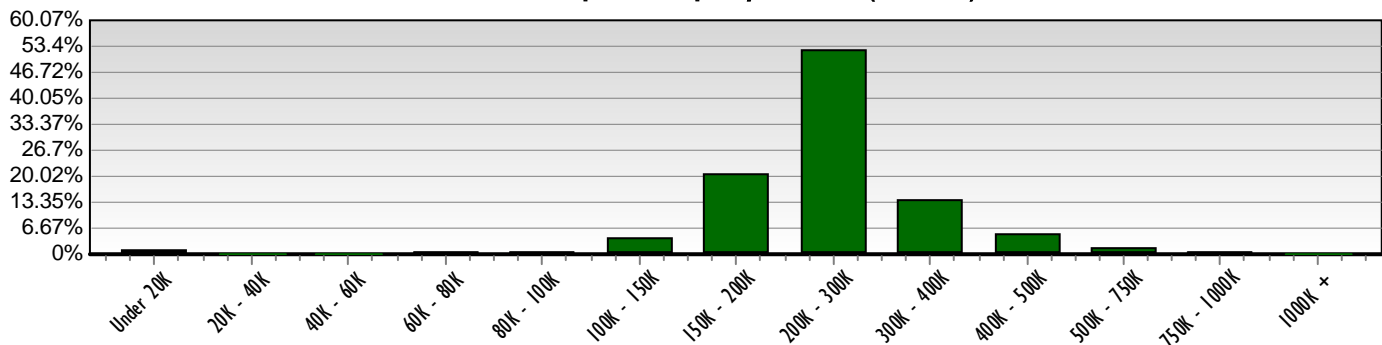
Owner - Occupied Property Values (Current)

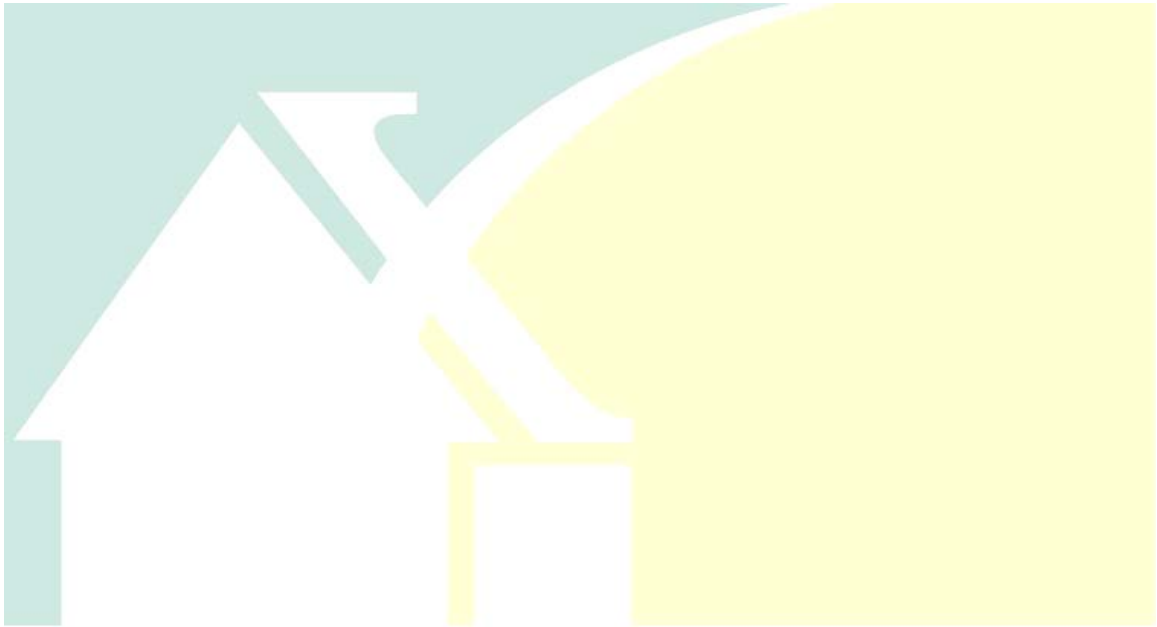
Under \$20,000	111
\$20,000 to \$39,999	18
\$40,000 to \$59,999	18
\$60,000 to \$79,999	43
\$80,000 to \$99,999	34
\$100,000 to \$149,999	503
\$150,000 to \$199,999	2,472
\$200,000 to \$299,999	6,308
\$300,000 to \$399,999	1,639
\$400,000 to \$499,999	625
\$500,000 to \$749,999	205
\$750,000 to \$999,999	39
\$1,000,000 +	30

Total Owner - Occupied Property Values 12,045

Median Property Value 228,066

Owner - Occupied Property Values (Current)





Analysis Geography: Armstrong Blvd & Sunwood Dr
Ramsey, MN

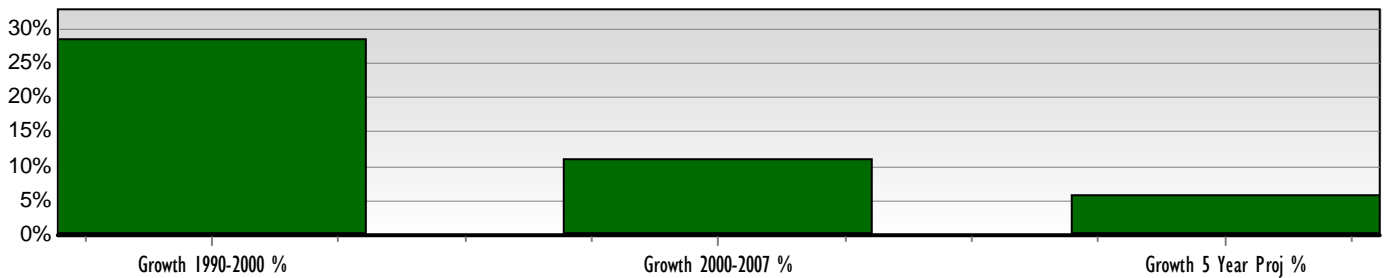
Date: 8/17/2008

Population Profile

**12 Min
Drive Time**

2012 Projection	38,802
2007 Estimate	36,651
2000 Census	32,969
1990 Census	25,670

Population Change



Work Place Population

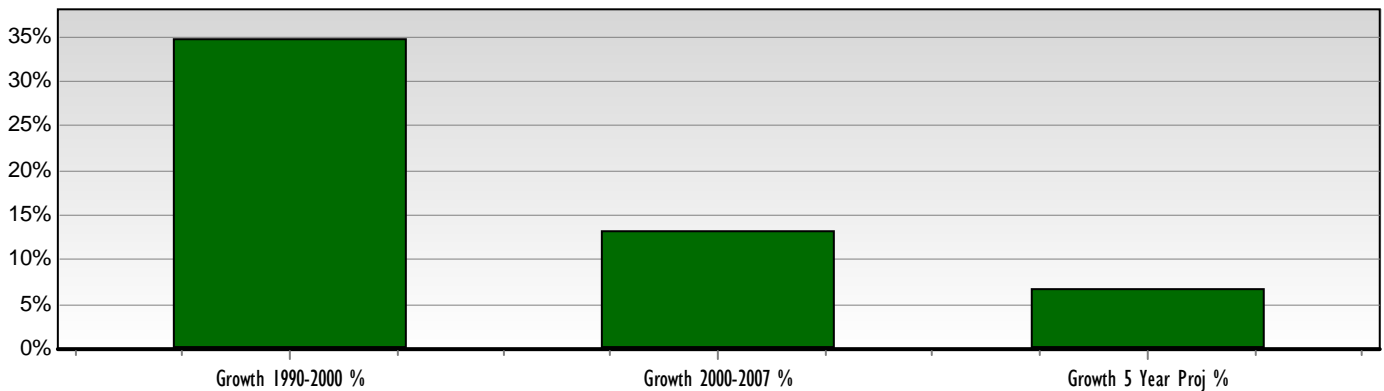
**12 Min
Drive Time**

Total	24,390
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Household Profile

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

Household Change

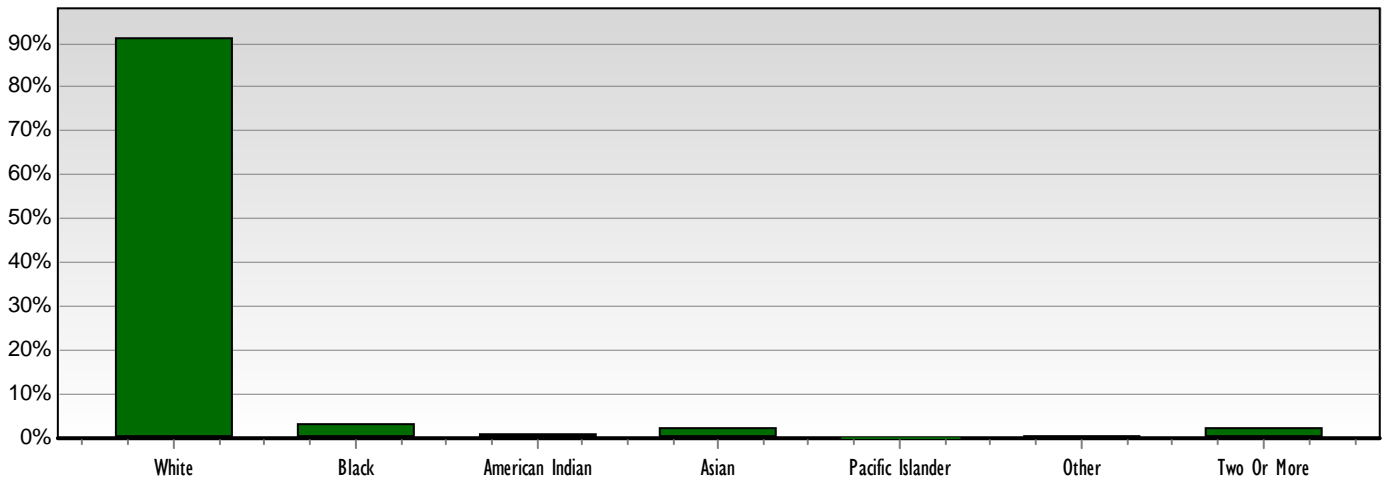


Analysis Geography: Armstrong Blvd & Sunwood Dr
Ramsay, MN

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 Race (Current)



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

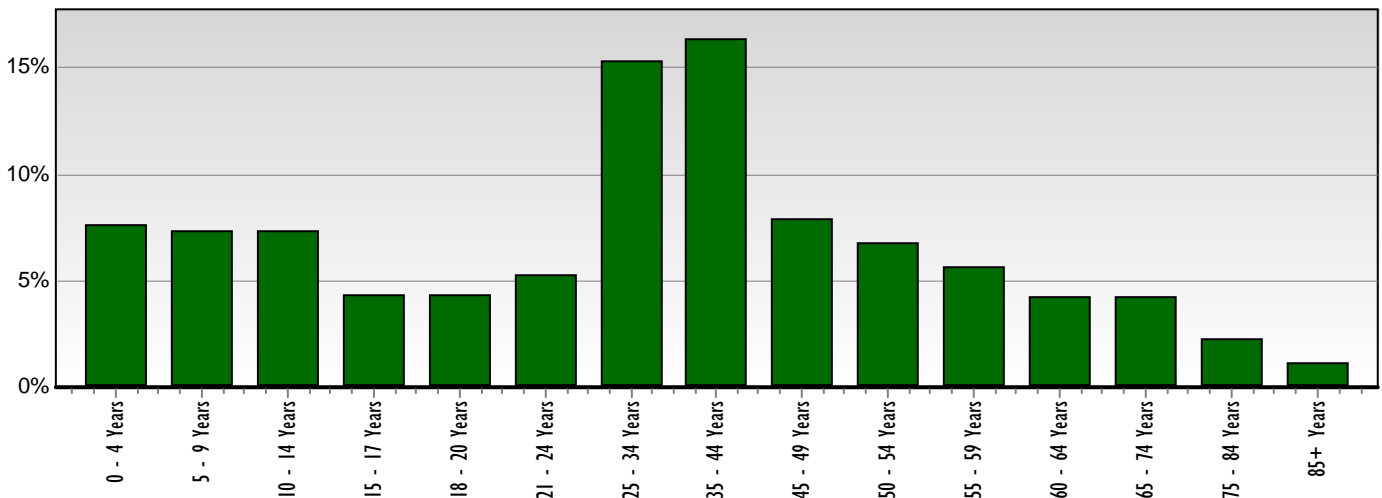
Analysis Geography: Armstrong Blvd & Sunwood Dr
Ramsay, MN

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)

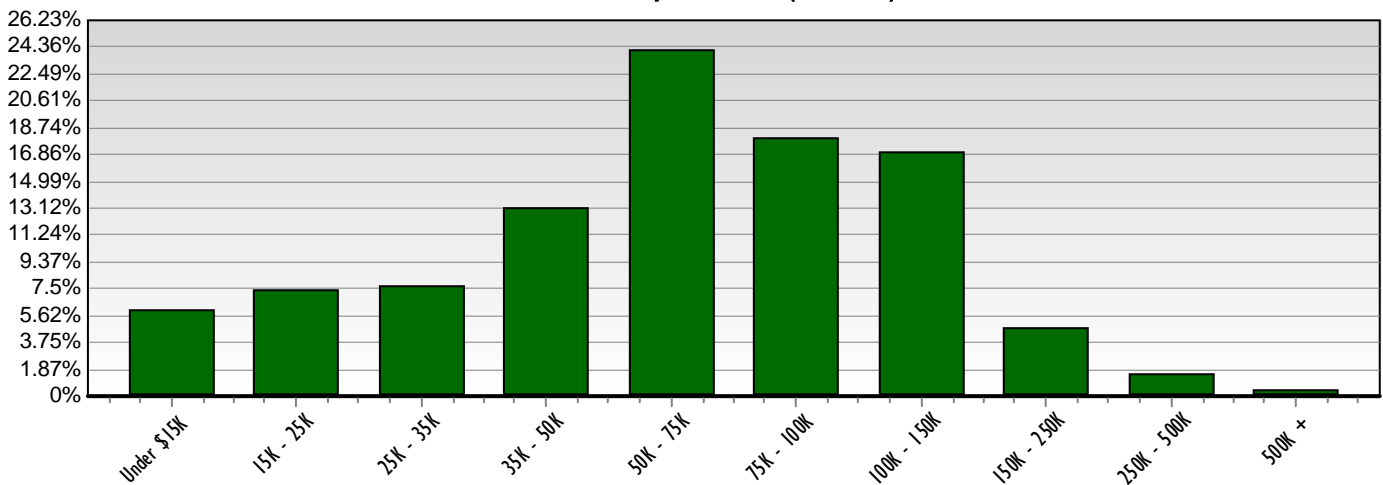


Analysis Geography: Armstrong Blvd & Sunwood Dr
Ramsay, MN

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

Households By Income (Current)



Analysis Geography: Armstrong Blvd & Sunwood Dr
Ramsay, 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%

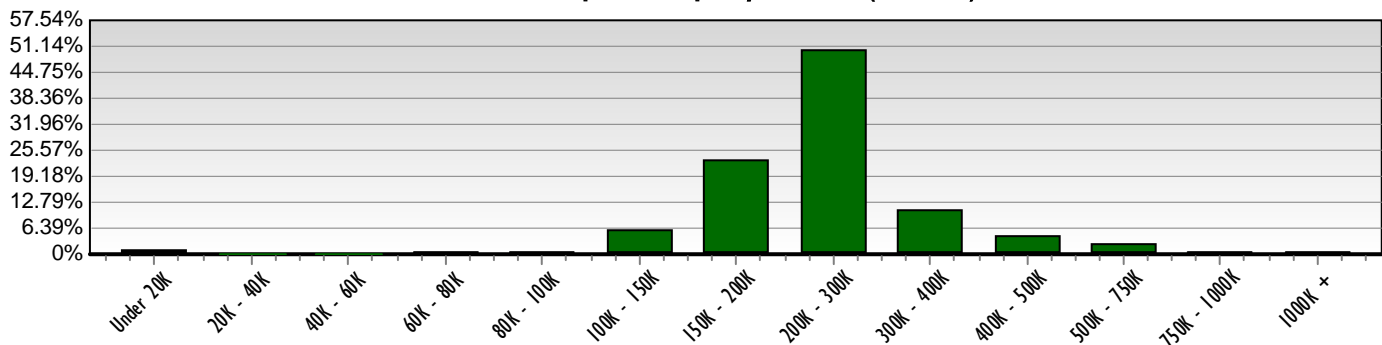
Owner - Occupied Property Values (Current)

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)



Aaron Backman

From: Diana Binz [dbinz@buxtonco.com]
Sent: Monday, June 27, 2011 11:04 AM
To: Aaron Backman
Cc: Diana Binz
Subject: Ramsey, MN - Introduction

Good afternoon Aaron,

It was a pleasure "meeting" you today over the phone. I wanted to provide you with the Buxton team that will be working on your project:

- Scott Place – Senior GIS Analyst
- Jennifer Kalil – Business Development Manager
- Diana Binz – Account Executive

The timeline for this project is as follows:

Trade Area Map

In this step of the project the trade areas are defined, using our proprietary drive time software. Factors used to determine the trade area are the type of market the sites are in, where within the market are the sites, the existing retail in the area, and the population density around the sites.

- Sites addressed for Refresh will include:
 - 1) City Hall Address - 7550 Sunwood Dr. NW
 - 2) State Hwy 47 & and 167th Ave
- This will take 5 business days to prepare and post to SCOUT.
- Once we receive your approval on the Trade Area Map we will move forward to the Retail Site Assessment (RSA).

Retail Site Assessment

In this step of the project the households within the trade areas are examined. We look at the household segmentation, or psychographic profiles, of the trade areas (this profile forms the basis for the retail matching in the next step), the demographic information of the households in each trade area, and we also compare the dollar demand of the households in the trade areas to the actual retail sales within the trade areas, also known as a "Gap" or "Leakage" analysis.

- This will take 5 business days to prepare and post to SCOUT.
- Once we receive your approval on the Retail Site Assessment we will move forward to the Retail Match List & Operational Status Spreadsheet.

Retail Match List & Operational Status Spreadsheet (RML & Ops Status)

This step of the project uses the psychographic profile and market type and density of the site to determine which national retailers would be the best fit for a location within the trade area. We compare the market type and density of the site to the locations of over 5,000 retailers within our database to determine which retailers commonly locate in similar markets. We then take each retailer's locations in similar markets and create an average psychographic profile for that retailer. These profiles are then compared to the psychographic profile of the site and only those retailers that pass all of the mathematical filters are considered to be matching retailers. We then go and find the nearest location of each matching retailer to determine whether or not a new location at the proposed site would cannibalize the sales of

the existing stores. The Retail Match List is a list of all matching retailers, but broken into two lists: retailers that are far enough away and retailers that are too close.

- This will take 20 business days to prepare and post to SCOUT.
- Once we receive your approval on the RML & Ops we will move forward to the Marketing Packages.

Marketing Packages

Buxton will prepare marketing pursuit packages for all the retailers listed on your retail match list to assist in your recruitment efforts. This information is not stand-alone and should be included with overall site-specific recruitment materials. Buxton will also contact your 10 selected retailers via a letter on the City's behalf, to assist in opening a dialogue with the targeted retailers/contacts.

- This will take 15 business days to prepare and post to SCOUT.

Please let me know if you need any additional information. My email address is dbinz@buxtonco.com.

Buxton
2651 South Polaris Drive
Fort Worth, TX 76137
817-332-3681

Best regards,
Diana Binz





Diana Binz
Account Executive
817.332.3681
www.buxtonco.com

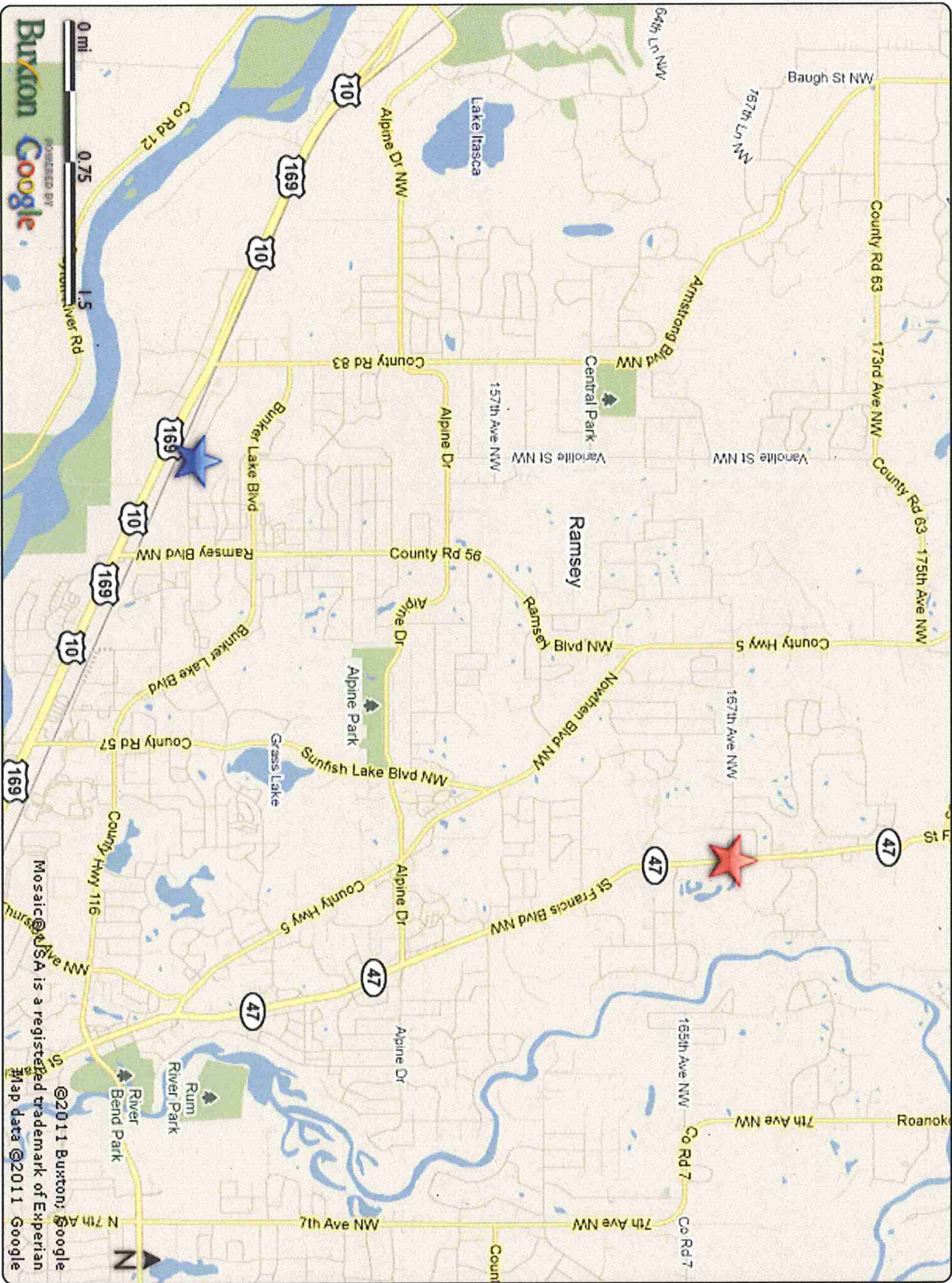
This e-mail message is for the sole use of the intended recipient and may contain information that is confidential, proprietary or privileged. Any unauthorized review, use, distribution, copying or disclosure is strictly prohibited. If you are not the intended recipient, or the employee or agent responsible for delivering it to the intended recipient, please notify sender of the delivery error by replying to this message and then delete it from your system. Receipt by anyone other than the intended recipient is not a waiver of confidentiality or privilege.

No Site Selected



Sites

-  Site1
-  Site1 -12 Minute Drive Time
-  Site2
-  Site2 -12 Minute Drive Time



No Site Selected

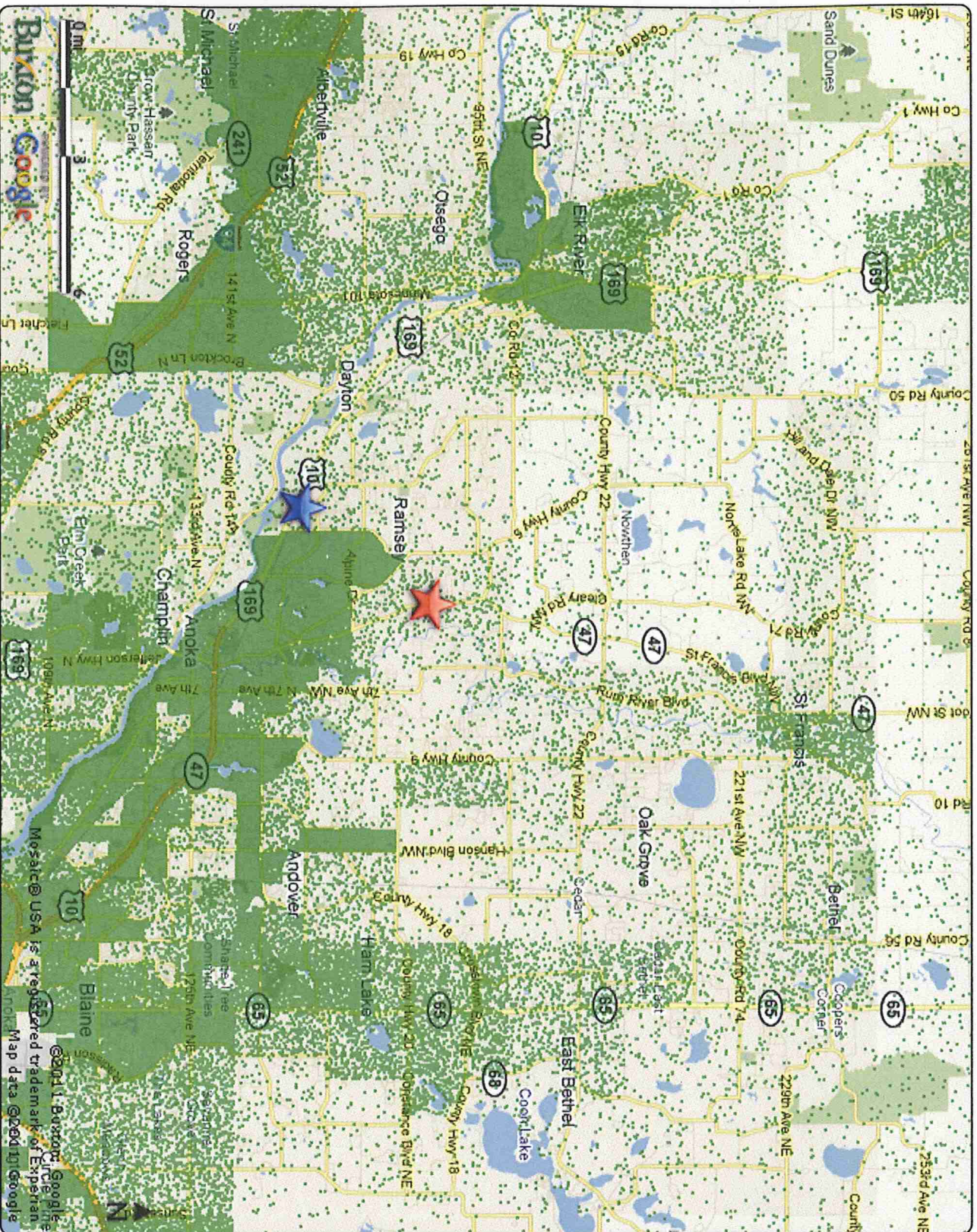


Sites

- Site1
- Site1 - 12 Minute Drive Time
- Site2
- Site2 - 12 Minute Drive Time

Dot Densities

- Daytime Population
- Daytime Population



Economic Development Authority (EDA)

4. 4.

Meeting Date: 07/14/2011

By: Aaron Backman, Administrative Services

Title:

Candidate Forum Sponsorship

Background:

Due to the resignation of Councilmember David Jeffrey, there is a vacancy on the City Council for Ward 4. A special election has been scheduled for Tuesday, August 16, 2011. Four candidates have filed for the special election. A couple of years ago the Ramsey EDA sponsored a candidate forum for the general election. It was held at the Fountains of Ramsey. The intent was to allow the general public an opportunity to learn more about the candidates and to ask them questions about their positions on issues.

If the EDA were to sponsor a candidate forum for Ward 4, it would need to occur, at the latest, in early August. Given other events that are scheduled for August, the Economic Development/Marketing Manager recommends designating an EDA Commissioner to organize the event.

Observations:

Funding Source:

Any expenses for the event would be paid from the EDA Fund.

Staff Recommendation:

Staff is seeking input from the EDA Commissioners regarding their interest in sponsoring this event.

EDA Action:

Approve or not the EDA's sponsorship of a Candidate Forum pertaining to Ward 4.

Form Review

Inbox	Reviewed By	Date
Aaron Backman (Originator)	Aaron Backman	07/08/2011 04:10 PM
Form Started By: Aaron Backman		Started On: 07/08/2011 03:45 PM
	Final Approval Date: 07/08/2011	

Economic Development Authority (EDA)

4. 5.

Meeting Date: 07/14/2011

By: JoAnn Shaw, Community Development

Title:

Staff Project Update

Staff will present a verbal update at the meeting on the following projects:

Preparations for Business Appreciation Day

Game Fair Update/Booth

TIF District Activities/TIF Reports

EDAM Summer Conference

Background:

n/a

Observations:

Funding Source:

Staff Recommendation:

EDA Action:

Form Review

Inbox
Aaron Backman

Reviewed By
Aaron Backman

Date
07/08/2011 03:36 PM
Started On: 07/08/2011 02:30 PM

Form Started By: JoAnn Shaw

Final Approval Date: 07/08/2011

Economic Development Authority (EDA)

4. 6.

Meeting Date: 07/14/2011

By: JoAnn Shaw, Community Development

Title:

The COR Status Report

Background:

City Administrator Kurt Ulrich will present an update at the EDA meeting.

Observations:

Funding Source:

Staff Recommendation:

EDA Action:

Form Review

Inbox
Aaron Backman

Form Started By: JoAnn Shaw

Reviewed By
Aaron Backman

Final Approval Date: 07/08/2011

Date
07/08/2011 02:53 PM
Started On: 07/08/2011