

City of Ramsey
Agenda
City Council Work Session
Tuesday, January 10, 2017
5:30 pm
Lake Itasca Room, 7550 Sunwood Drive NW

1. **Call to Order**
2. **Topics for Discussion**
 1. Receive Presentation on Resilient Communities Partnership
 2. Legal Update re Koenig v. City of Ramsey, Assessment Appeal Anoka County District Court (**This discussion is closed to the public**)
 3. Update on EDA Discussion RE Strategy for Marketing and Selling City Owned Land
 4. Discuss Council Organization
3. **Topics for Future Discussion**
 1. Review Future Topics/Calendar
4. **Mayor/Council/Staff Input**
5. **Adjournment**

Meeting Date: 01/10/2017

Information

Title:

Receive Presentation on Resilient Communities Partnership

Purpose/Background:

In September of 2016, Staff introduced to City Council an innovative program opportunity through the University of Minnesota's Resilient Communities Project (RCP). That case report and minutes are attached for background information. With the majority consensus of the City Council, Staff did prepare and submit a Letter of Intent (LOI) to the RCP. Based on the LOI, the City of Ramsey was invited to submit a full application to the RCP for the 2017-2018 partnership (one of only two [2] communities that were invited to this next step).

The purpose of this case is to update and inform the City Council that Ramsey has been invited to submit a full application to the RCP. However, based on the discussion with the City Council last September, in which several City Councilmembers were interested in more information on this program, Staff invited the Director of the Resilient Communities Project to provide an overview of the program and address any questions the Council may have.

Should the City ultimately proceed with submitting a formal application, the deadline is February 15, 2017. Staff wanted to provide the City Council an opportunity to get a better understanding of the program and the potential benefits the City could realize if Ramsey were selected as the Partner Community.

Timeframe:

45 minutes

Funding Source:

If selected as the Partner Community, the required financial contribution would be paid through the Community Development Department's professional services budget or, depending on the project focus, potentially from a more appropriate Department's professional services budget.

Responsible Party(ies):

Community Development Director
City Planner

Outcome:

Provide direction to Staff to submit/not submit a full application to the Resilient Communities Project for consideration as the 2017-2018 Partner Community.

Attachments

Resilient Communities Project Program Background

Summaries of Past Community Partner Projects

LOI Submittal

September 13, 2016 City Council Case Report

City Council Meeting Minutes Dated September 13, 2016

Form Review

Inbox

Tim Gladhill

Kurt Ulrich

Form Started By: Chris Anderson

Final Approval Date: 01/05/2017

Reviewed By

Tim Gladhill

Kurt Ulrich

Date

01/05/2017 11:22 AM

01/05/2017 04:17 PM

Started On: 01/03/2017 04:31 PM

Resilient Communities Project Request for Letters of Intent to Apply for 2017–2018 Partnership

The University of Minnesota (U of MN) is accepting **letters of intent** from cities and counties that wish to apply to be the community partner for the Resilient Communities Project (RCP) for the **2017–2018 academic year** (July 1, 2017 to June 30, 2018).

Based on feedback from previous community partners and applicants to the program, this year RCP has instituted the following two-phase application process to make the process easier and less time-consuming for applicants:

Phase I: Letter of Intent to Apply. The purpose of the letter of intent (LOI) is to demonstrate your community's interest in, organizational support for, and financial and staff capacity to support a one-year partnership with RCP. Timeline: Call issued July 18, 2016; LOI due September 15, 2016; notification by September 30, 2016 if invited to submit a formal application.

Phase II: Program Application. Based on the LOI, selected communities will be invited to apply to the RCP program. The purpose of the application is to identify and describe specific projects, staff project leads, and community partners for the one-year partnership with RCP. Timeline: Invitation to submit an application transmitted by September 30, 2016; program application due February 15, 2017; selected community partner announced by March 15, 2017; partnership begins July 1, 2017 and ends June 30, 2018.

Detailed instructions for submitting a Letter of Intent and Program Application are provided below.

I. RCP Program Overview

RCP facilitates year-long partnerships between the U of MN and one selected community in Minnesota. Through the partnership, students and faculty from across the University collaborate with the community partner to address its self-defined sustainability-related needs through course-based projects. The collaboration results in on-the-ground impact and momentum for a community working toward a more sustainable and livable future. Cities, counties, and clusters of communities (for example, along a transportation corridor, around a regional center, or within a watershed) are eligible. To minimize travel time and costs, applicant communities should ideally be located within a two-hour drive of the Twin Cities, where RCP is based. Communities located further away from the Twin Cities will be considered if additional funds are contributed for overnight travel costs. Former and current community partners

include the City of Minnetonka (2012–2013), City of North St. Paul (2013–2014), City of Rosemount (2014–2015), Carver County (2015–2016), and City of Brooklyn Park (2016–2017).

The RCP model provides our partner community with efficient access to the broad base of sustainability expertise at the U of MN. RCP staff work closely with the partner community to match their projects with students and faculty from a wide range of disciplines—from architecture, planning, and engineering to environmental sciences, public health, and the humanities. Most projects involve multiple disciplines in order to address problems from diverse perspectives. Assistance is available related to all aspects of sustainability (e.g., environmental health, economic opportunity, social equity, and community livability) and all stages of sustainability efforts (analysis, planning, design, implementation, and evaluation). Through work with RCP, the community is able to enhance its own capacity to advance local sustainability and resilience in a cost-effective manner. U of MN students benefit from real-world opportunities to apply their knowledge and training, as well as bringing energy, enthusiasm, and innovative approaches to local problems and opportunities.

The partner community must support the effort through dedicated staff time and a local financial contribution. The selection process is competitive.

Benefits of Partnership with RCP

RCP provides numerous benefits for the community partner, including:

- a high rate of return on investment, with thousands of hours of concentrated student work on community-identified projects
- access to an interdisciplinary group of faculty with first-hand knowledge of cutting-edge sustainability research and practice
- data collection, analysis, research, concept plans, designs, and policy recommendations that can energize staff, increase the range of options available, and get “stuck” projects moving
- greater support from residents for proposed solutions through student outreach in the community
- publicity in local, state, regional, and national publications and venues, highlighting your community as a forward-thinking and sustainable community
- faculty, students, and staff who serve as ambassadors for your community by sharing their experiences through conference presentations, community meetings, and informal conversations
- engaged students with on-the-ground knowledge of the community who may be candidates for future internships or staff positions

II. How the RCP Partnership Works

RCP will select one community partner for the 2017–2018 academic year (July 1, 2017 to June 30, 2018). Staff from RCP and the community will begin work on the year-long collaboration with a series of orientation and planning workshops in summer 2017 to introduce community partner staff to the program, refine the scope of locally identified projects, begin matching

projects with relevant graduate and upper-level undergraduate courses at the U of MN, and involve local project stakeholders/partners in the collaboration.

RCP Program Timeline

- **March 2017:** Community partner for 2017–2018 announced.
- **May 2017:** RCP End-of-Year Celebration for City of Brooklyn Park partnership (our next community partner will be introduced at this event)
- **Summer 2017:** (1) Orientation workshops for all participating staff from the partner community; (2) RCP and the community refine the scope of individual projects, match projects with appropriate U of MN courses, and meet with faculty to develop formal scopes-of-work for each project and participating course; (3) community staff provide background information, reports, and data for projects; (4) RCP and community partner develop and sign formal contract.
- **Fall 2017:** (1) RCP kick-off event in the partner community (early to mid-September); (2) fall-semester classes work on RCP projects (September–December); (3) final scoping of spring semester courses (October–December).
- **Spring 2018:** (1) Spring-semester classes work on RCP projects (January–May); (2) fall-semester student reports delivered to community.
- **May 2018:** RCP End-of-Year Celebration on the U of MN campus
- **Summer 2018:** (1) Spring-semester student reports delivered to community; (2) optional follow-up work with RCP staff to outline next steps and priorities for the community's efforts to advance sustainability and resilience.

University Commitment

During summer 2017, RCP staff and faculty will meet with community staff and project partners/stakeholders to develop a comprehensive scope-of-work document for each project and participating U of MN course to guide work throughout the semester. The scope of work will include a problem statement, potential issues or directions for student exploration, specific project activities, final deliverables, and a project timeline. Depending on the community's matching funds available, RCP has the capacity to address 10–30 local projects during the partnership year, matching each project with one or more courses to complete the necessary work. Projects will be carried out as part of U of MN courses offered during the fall (September through December 2017) and spring (January through May 2018) semesters. Work will be completed by graduate students or upper-division undergraduate students, with direct oversight by faculty instructors.

Coordination and support provided by RCP staff offers significant benefits and efficiencies over stand-alone projects in which the community might participate with an individual faculty member. RCP staff with expertise in sustainability, project management, and communications will provide ongoing support throughout the semester to ensure high-quality outcomes that meet the partner community's needs. Support will include coordinating University resources, scheduling and facilitating project scoping meetings, identifying and coordinating delivery of data and background information for projects as needed, maintaining a partnership website,

coordinating communications and media outreach about the partnership, soliciting periodic feedback from participants, and troubleshooting projects as needed.

Outcomes from each University course will be documented in a final report and/or presentation at the conclusion of the fall or spring semester. Project results will be shared with the community, and disseminated through the RCP website, social media, and traditional media outlets. All student work will be licensed through a Creative Commons agreement that allows the community partners to reproduce, distribute, or adapt the work for other purposes.

Community Staff Commitment

A key element of a successful RCP partnership is commitment and involvement from community staff. The community partner must have one or more organizational champions for RCP, preferably a city/county manager or another senior staff person within the organization who has the authority and ability to direct and motivate staff to participate in the partnership. As part of its application, the community will be expected to identify a senior staff person who will be the primary **program coordinator** for the partnership, serving as a liaison between the community and RCP, and working directly with RCP's director and program staff to oversee all projects. The program coordinator should be engaged enough in each project to know the staff involved and to understand the project's scope and current status. The program coordinator's time commitment will vary based upon the number of projects and their level of involvement with each project. *In general, however, they should expect to spend an average of 5–7 hours per week for 12 months to coordinate 15 projects involving 20–30 courses (or more if additional projects are undertaken).* The number of hours will vary, with more time required during project scoping and initial foundational work in support of the partnership, and less time required once the partnership and classes are underway. If you are applying to RCP as a multi-community partnership, each government entity may be asked to designate a program coordinator responsible for all projects involving that entity.

For each project that is successfully matched with one or more U of MN courses, the community partner will be expected to identify a **project lead** who will be the primary point of contact for students and faculty working on that project. The work of project leads may include preparing background materials for students; presenting projects during class meeting times on the U of MN Minneapolis or St. Paul campuses; accompanying students on site visits in the community; attending project meetings with RCP students, faculty, and staff; coordinating the participation of residents, community organizations, or other stakeholders in the project; participating in reviews of student work throughout the semester; coordinating and attending final presentations of student work on the U of MN campuses and/or in the community; and participating in kickoff and end-of-year events. Depending on the number of courses matched with the project, *project leads should anticipate spending an average of 2–4 hours per week on each project they are responsible for during each semester the project is in process.* In our experience, to ensure sufficient time is available to devote to participation in RCP, no staff member should be the lead on more than 2–3 projects.

During summer 2017, project leads will be expected to participate in a half-day orientation workshop and provide background documents for each project for which they are responsible,

including but not limited to background reports and memos, GIS maps and data layers, community datasets, aerial photographs, prior concept plans, and computer-aided drawings.

Financial Cost of the Program

RCP offers our partner community a high level of access to the wide-ranging expertise at the University of Minnesota related to fostering sustainable and resilient communities, as well as significant assistance matching, scoping, coordinating, and managing projects. RCP staff identify and facilitate one-to-one connections between city staff and faculty members from a variety of disciplines to develop meaningful projects that respond directly to local needs. RCP provides program management and project coordination support; reimbursement of project-related travel and material costs to support student participation in the program; student and faculty site visits to and field work in the community; compilation and distribution of final reports and other deliverables; publicity for and hosting of kickoff and end-of-year celebration events; student-created materials for display in the partner community; regular publicity through social, print, and broadcast media; and digital archiving of student work products. RCP works closely with the University Relations Office and University News Service to coordinate publicity, and with University Libraries to coordinate the network of sustainability resources available to students and the partner community. The value of these items is conservatively estimated at \$250,000 to \$300,000 for the partnership year.

RCP receives some funding and in-kind support from the University of Minnesota's Center for Urban and Regional Affairs (CURA), but we also require a **local financial contribution** from our partner community. Partner communities may choose to fund their local contribution through a collaboration with other groups, such as county and state agencies, school and watershed districts, private developers, business partners, and chambers of commerce. Regardless of where these funds are obtained from, **the selected partner community is responsible for acting as the fiscal agent for the partnership, and for making two lump-sum payments to RCP, one no later than August 31, 2017, and a second no later than February 15, 2018.**

The cost of the program is dependent on the number of projects included in the partnership, which impacts both our staffing needs and the direct costs of delivering the program. For the 2017–2018 academic year, our fee structure is as follows:

- **For 10 to 20 projects:** \$40,000 + \$2000 for each project successfully matched with one or more courses (not to exceed a total of \$80,000 for 20 projects matched)
- **For 21 to 30 projects:** \$60,000 + \$2,000 for each project successfully matched with one or more courses (not to exceed a total of \$120,000 for 30 projects matched)

III. Application Process

RCP is available to assist you with your application at any stage—including introducing the RCP program and model to staff, elected officials, or potential project partners; assisting with preparing a letter of intent; helping to brainstorm ideas for or frame potential projects; and finalizing your application for submission to RCP.

Application Process Timeline

- **July 18, 2016:** RCP issues call for letters of intent for 2017–2018 partnership.
- **July to September 2016:** RCP staff are available for informational presentations about the program to city staff, elected officials, or potential partner organizations and agencies.
- **September 15, 2016:** letters of intent due to RCP **by 12:00 midnight CST.**
- **September 30, 2016:** Notification to communities that are invited to submit a formal proposal to RCP.
- **October 2016 to February 2017:** RCP staff are available for phone conferences and in-person meetings to discuss potential projects with communities, as well as for informational presentations to staff, elected officials, or potential partner organizations and agencies. *We strongly suggest communities that intend to apply to the program schedule one or more in-person visits with RCP staff to discuss individual projects that may be included in the application.*
- **February 15, 2017:** Applications are due to RCP **by 12:00 midnight CST.**
- **March 15, 2017:** RCP notifies the community selected for the 2017–2018 partnership. RCP and the community coordinate media to publicly announce the partnership.

Letter of Intent Components

The letter of intent (LOI) should demonstrate your community’s interest in, organizational support for, and financial and staff capacity to support a one-year partnership with RCP. The LOI should be a **maximum of eight (8) double-spaced pages** (not including letters of support). For full consideration, your LOI must include all of the following:

1. **Community Information:** Provide the name of your community, the name of your community manager/administrator, and the name and contact information (email, phone, mailing address, department, and staff role) of the person who will serve as your RCP program coordinator (see p. 4) and who will be the primary contact for your application going forward.
2. **Sustainability Statement:** Provide a statement that demonstrates your community’s interest in and commitment to sustainability and resilience, as well as how a partnership with the Resilient Communities Project will both build upon and advance these efforts. If your community has a sustainability action plan, strategic plan, or other adopted document that demonstrates this commitment, you should explicitly reference this document in your application and provide a URL where it can be viewed online.
3. **Administrative Capacity:** A successful partnership will require an ongoing commitment of staff time to coordinate and manage individual projects and the overall partnership. This section should demonstrate the community’s general capacity to manage individual projects; effectively engage community partners or stakeholders; provide updates to elected officials, senior staff, residents, and others not directly involved in projects; and administer the overall partnership with the University.

4. **Proposed Projects:** Provide a list and short (1–2 sentence) descriptions of **at least 10 and no more than 30 potential projects** to be included in the partnership. Projects should address high-priority issues for the community, and involve research or technical assistance appropriate for graduate-level work. We understand the actual list of projects may change if your community is invited to submit a formal application, but the list should serve to provide a general idea of the types of projects and topics your community is interested in pursuing. For a list of projects proposed by our past partner communities, visit rcp.umn.edu and select the Communities tab.
5. **Public Involvement:** Meaningfully engaging residents and other stakeholders can be critical to the success of local sustainability efforts. How will the public and stakeholders be informed about and involved in the RCP partnership if you were selected as our community partner?
6. **Long-Term Benefits:** Describe what you anticipate as the long-term benefits and/or outcomes of a partnership with RCP.
7. **Demonstration of Support:** Include letters of support or resolutions from one or more of the following: city/county manager or administrator, mayor, elected governing body, senior staff or department heads.
8. **Acknowledgement of Local Financial Contribution:** Include an acknowledgement of the financial contribution required to participate in the program if your community is selected (for 10 to 20 projects—not to exceed \$80,000; for 21 to 30 projects—not to exceed \$120,000).

Submitting Your Letter of Intent

Letters of intent are due **September 15, 2016, by 12:00 midnight CST**. E-mail your completed LOI in PDF format to: Mike Greco, RCP Director, mgreco@umn.edu.

Formal Application Components

If your community is invited to submit a formal application to RCP based on your LOI, the individual identified as the primary contact for your application (see item #1 above) will be notified no later than September 30, 2016. If invited to submit an application, your application must include all of the following:

1. **Proposal development process:** Briefly describe the process by which your proposal was developed, including how and by whom this process was led, how project leads participated in the selection of projects and development of project descriptions, how elected officials and senior staff were involved in the process, and how potential community partners or stakeholders were engaged.
2. **Proposed Projects:** Provide detailed individual descriptions of at least 10 and no more than 30 well-formulated projects. Projects should address high-priority issues for the community, and involve research or technical assistance appropriate for graduate-level work. Note that this list of projects may differ from the list originally submitted with

your letter of intent. For each project, you should provide the following information:

- A. **Project name/title.**
- B. **Project lead.** Identify one community staff person who will serve as the primary contact for the project, as well as their title and department, e-mail address, and phone number.
- C. **A one- to two-paragraph description of the project.** What is the purpose of the project? Why is this project important to the community at this time? What are the community's ultimate goals or objectives related to the project?
- D. **2–3 specific questions, issues, or problems you want students to address.**
- E. **An explanation of how student work would be used.** How will work that addresses these questions/issues/ideas/problems advance the community's efforts related to this project?
- F. **One or more specific impacts of the project relative to community sustainability and resilience.** This section should explicitly reference the relationship of the project to local actions, plans, or priorities, and to the sustainability statement included with your original letter of intent.
- G. **Existing plans, reports, data, or other information** relevant to the project. If these are available online, include a web link.
- H. **Community partners or stakeholders** (beyond city/county staff) that will be invited to participate in the project. Describe specifically how these individuals or organizations will be involved, what they will do, and how their participation will benefit the project.

We strongly encourage applicants to contact RCP Director Mike Greco (mgreco@umn.edu, 612-625-7501) for assistance developing their project list and project descriptions.

3. **Next Steps:** Describe the community's general strategy for identifying "next steps" for individual projects at the conclusion of the year-long RCP partnership in June 2018. What will the community do with all of the information produced from the partnership?
4. **Demonstration of Support:** Include any additional letters of support for the partnership not included with your letter of intent, including support from partner organizations/agencies or funding entities.
5. **Local Financial Contribution:** Include a description of the source of funds to support the financial contribution required to participate in the program (for 10 to 20 projects—not to exceed \$80,000; for 21 to 30 projects—not to exceed \$120,000). Note that regardless of where funds are obtained from, **the selected partner community is responsible for acting as the fiscal agent for the partnership, and for making two lump-sum payments to RCP, one no later than August 31, 2017, and a second no later than February 15, 2018.**

Submitting Your Application

Applications are due February 15, 2017, by 12:00 midnight CST. E-mail your completed application in PDF format to: Mike Greco, RCP Director, mgreco@umn.edu.

Evaluation Criteria

RCP will evaluate letters of intent and formal applications based on the following criteria:

- 1. Top-Level Support and Administrative Capacity:** City/county manager or administrator, mayor, elected officials, and/or department heads indicate a willingness to direct organization staff to participate in RCP program, and provide resources and devote time to identified projects. Community has sufficient staff capacity to engage successfully in a year-long partnership across multiple projects, and to carry work forward at the conclusion of the partnership.
- 2. Clear Sustainability and Resilience Focus:** Projects clearly build upon and advance the community's overall sustainability and resilience efforts, and include specific sustainability- or resilience-related goals such as reducing greenhouse gas emissions, fostering active living, supporting alternative modes of transportation or energy generation, enhancing social equity, enhancing public participation opportunities, engaging underserved or marginalized groups, creating a stronger sense of community or place, enhancing livability, conserving or restoring environmental resources, preserving or enhancing ecosystem services, increasing housing density or mix, improving urban form, reducing energy use, finding adaptive reuses for existing structures, redeveloping underutilized land parcels, promoting equitable economic development, or ensuring fiscally prudent infrastructure investments. *[Note: This list is for illustration only and is by no means exhaustive.]*
- 3. Project Relevance and Impact:** Projects are well formulated and directly relate to the community's stated short-term and long-term strategic goals (ideally as embodied in a strategic plan or work plan). Projects should demonstrate the potential to have a measurable positive impact on community sustainability and resilience. Demonstrated relationship to community comprehensive or sustainability plans, policies, programs, or indicators is also helpful.
- 4. Community Engagement:** Community demonstrates a commitment to meaningfully and appropriately engage residents and other stakeholders throughout the partnership as a means of integrating local knowledge, and strengthening and broadening support for local sustainability and resilience efforts.
- 5. Likelihood of Match with University Courses:** Projects must be within the capability of University of Minnesota faculty and graduate students, and should involve appropriate research and/or technical assistance needs, not menial tasks or low-level administrative work. RCP will identify faculty who are able and willing to supervise course-based projects based on their curricular and research needs and interests. Coordinating with RCP as your organization develops its project list will help facilitate a strong match.

Note, however, that RCP cannot guarantee that all locally identified projects will be matched with a course.

- 6. External Partnerships:** Projects that involve other organizations—such as transportation districts, school districts, state agencies, nonprofit organizations, business or professional organizations, businesses, or research or educational institutions—are especially desirable. Your formal application should specifically indicate how these partnerships would function and how participation of these entities would enhance the project.

Resilient Communities Project–City of Minnetonka 2012–2013 Partnership

The mission of the Resilient Communities Project is to connect communities in Minnesota with the wide-ranging expertise of University of Minnesota faculty and students to address pressing local issues in ways that advance sustainability and resilience.



During the 2012–2013 academic year, RCP partnered with the City of Minnetonka, a fully developed suburb in the Twin Cities metropolitan area, on 14 community-identified projects. These projects were matched with 25 courses spanning 12 departments across 8 academic colleges at the University of Minnesota Twin Cities campus, engaging more than 200 students.

Housing

Density and Housing Options Study	Identified existing policies that inhibit affordable and mid-priced housing, as well as strategies to encourage a more diverse range of housing options
Housing and Aging in Place	Investigated opportunities to help residents age in place through a broader range of housing options, more compact urban design, better transportation options, and improved access to social services and other assistance
Mid-Priced Housing Market Analysis	Conducted a GIS analysis to determine where residential “market leakage” to other communities is occurring for mid-priced housing that appeals to empty-nesters looking to downsize or young families who desire move-up housing
Housing Program Evaluation	Evaluated an existing housing rehabilitation program for low- to medium-income residents to determine why the program is underused, and provided recommendations to improve program promotion, administration, and logistics

Environment

Storm Water and Illicit Discharge Regulation	Conducted an audit of storm water discharge ordinances, and provided recommendations for strengthening regulations and streamlining permitting process
Water Management at Ridgedale Mall	Analyzed Ridgedale Mall redevelopment site and identified specific interventions for reducing storm water runoff and surface water pollution
Water and Energy Conservation	Developed education and outreach strategies to assist businesses in the community to address water and energy conservation through operations and site management
Water Resources Prioritization Plan	Modeled leaf litter nutrient inputs and nutrient and chloride surface transport within four priority watersheds, and developed a prioritization plan to guide future investments to preserve and restore water quality
Green Roofs and Rooftop Gardens	Conducted an ethnographic analysis to understand perceptions among residents, developers, and community about green roofs, and recommended innovative best practices for implementing green roofs in a northern climate and suburban context





Civic Engagement	
Neighborhood Identities and Resident Engagement	Recommended strategies for strengthening social ties and community by augmenting existing social networks among residents rather than pursuing creation of geographically-defined neighborhood associations
Land Use and Development	
Post-Development Critique	Revisited three controversial past developments to evaluate project outcomes, and recommended strategies to improve the public input process to ensure the needs and concerns of both developers and residents are being considered
Conservation Development Standards	Created a conservation development scorecard to encourage sustainable developments that protect natural environmental features, preserve open space, protect natural habitats for wildlife, and maintain rural character
Parking and Land Use	Reviewed existing parking regulations, computed average parking demand, and recommended innovative parking management strategies to reduce excess parking
Transportation	
* Transportation Demand Management Policy	Reviewed TDM ordinances and best practices in comparable suburban communities nationwide and recommended an innovative two-phase TDM policy to reduce peak-hour demand
Transit-Oriented Development on the Southwest Light-Rail Transit Line	Developed detailed policy-oriented case studies of TOD districts in similar cities, recommended model districts for proposed future station areas and transit hubs in Minnetonka, and recommended guidelines for the city's financial and policy role in future redevelopment projects in these locations

* Received the annual "Best Student Project" award from the Minnesota chapter of the American Planning Association

For more information, contact:

Carissa Schively Slotterback, Director
Mike Greco, Program Manager

cschively@umn.edu, 612.625.0640
mgreco@umn.edu, 612.625.7501

Web: www.rcp.umn.edu
Twitter: @RCPumn
Facebook: RCPumn
E-mail: rcp@umn.edu

Resilient Communities Project

UNIVERSITY OF MINNESOTA
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Resilient Communities Project—City of North St. Paul 2013–2014 Partnership

The mission of the Resilient Communities Project is to connect communities in Minnesota with the wide-ranging expertise of University of Minnesota faculty and students to address pressing local issues in ways that advance sustainability and resilience.



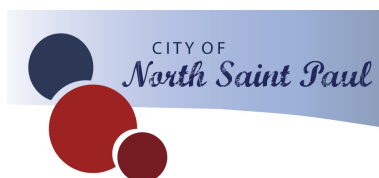
During the 2013–2014 academic year, RCP partnered with the City of North St. Paul, a first-ring suburb in the Twin Cities metropolitan area, on 16 community-identified projects. These projects were matched with 34 courses spanning 17 departments across 11 academic colleges at the University of Minnesota Twin Cities campus, engaging more than 300 students.

Housing, Land Use, and Community Development

Live/Work Housing	Evaluated potential of live/work housing to enhance livability, promote economic development, and increase housing density
Downtown Revitalization Strategies	Analyzed parking needs, conducted a market analysis for the downtown area, and offered recommendations for strategies to revitalize North St. Paul's downtown business district
Redevelopment-Ready Community	Designed an evaluation program to assess the city's current development review process and regulations based on input from developers, investors, business owners, commercial real estate brokers, and lending institutions
Housing Conservation and Aging in Place	Evaluated existing housing and community design characteristics, and made recommendations for regulations, public investments, and local policies to upgrade existing housing stock and support aging in place

Environment

Green Energy Initiative	Investigated regulatory changes and incentives to support green energy initiatives, community-based energy development, distributed generation systems, district energy approaches, and net-zero-carbon development
Emerald Ash Borer Management Plan	Provided an inventory of trees in North St. Paul, conducted a cost-benefit analysis to develop recommendations for managing EAB in the city, and developed a protocol for how to gain community support for the management plan and communicate the risks of EAB to homeowners
Conservation Improvement Projects	Designed an evaluation plan to assess existing conservation and energy efficiency programs, including whether the programs are being effectively marketed, and whether incentives being offered are consistent with homeowners' or business owners' needs and interests related to conservation and energy efficiency
Environmental Education Initiative	Developed recommendations for a long-range operations and management plan for the Southwood Park nature reserve, as well as educational programming for residents and users of the park
Storm Water Management	Investigated cost-effective solutions to remediate local flooding issues and reduce total suspended solids and phosphorus load to local and downstream lakes





Civic Engagement

Engaging Underrepresented Groups	Developed an engagement strategy for unengaged or underrepresented populations in the city, including a process for getting residents engaged in neighborhood and community issues
Civic Engagement and Communication	Conducted an assessment of the city's current communications efforts and future needs, and provided recommendations for how to better engage residents in their local government and community
Public Art Plan	Designed a participation process for developing a public art plan, including a strategy for facilitating long-term community engagement around public art and ideas for how to reengage the city's existing but inactive arts council

Administration and Marketing

Staff Satisfaction and Staff Development	Designed an evaluation program to assess staff satisfaction, including what staff want or need in their day-to-day work environment, as well as what incentives or educational opportunities would encourage them to continue working at the city; developed recommendations for improving staff morale and fostering staff development.
Community Branding	Created design alternatives for a new graphic identity that the City can use for signs, business forms and marketing materials, communications media (website, Facebook account, newsletter), and other materials

Land Use and Transportation

Community Gardening Planning	Designed a community engagement process for developing a community gardening policy and identifying key garden site opportunities in the community; documented best practices related to fostering and supporting community gardening
Living Streets and Capital Improvements	Documented the benefits of a living streets approach to strengthen the case to residents for street improvements; developed a visual preference survey and living streets model to better engage residents around street reconstruction projects

For more information, contact:

Carissa Schively Slotterback, Director
Mike Greco, Program Manager

cschively@umn.edu, 612.625.0640
mgreco@umn.edu, 612.625.7501

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Resilient Communities Project

UNIVERSITY OF MINNESOTA
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Resilient Communities Project–City of Rosemount 2014–2015 Partnership

The mission of the Resilient Communities Project is to connect communities in Minnesota with the wide-ranging expertise of University of Minnesota faculty and students to address pressing local issues in ways that advance sustainability and resilience.



During the 2014–2015 academic year, RCP partnered with the City of Rosemount, a developing outer-ring suburb in the Twin Cities metropolitan area, on 30 community-identified projects. These projects were matched with 45 courses spanning 16 departments across 10 colleges at the University of Minnesota Twin Cities and Duluth campuses, engaging more than 400 students in applied, real-world projects.

Housing and Community

Private Student Housing for DCTC	Investigated options for private housing for Dakota County Technical College students to reduce commuting
Neighborhood Cohesion	Identified strategies to support healthy neighborhood cohesion among residents, as well as integration of neighborhoods into the larger Rosemount community
Homeowner Association Collaboration	Identified opportunities for collaboration and partnership with homeowners associations to provide public benefit and improved services
Community Gathering Spaces	Investigated the characteristics of place-making in a suburban setting and opportunities for community place-making through redesign or redevelopment

Civic Engagement and Community Relations

Communications Methods	Identified methods of information dissemination most effective for communicating with underserved or hard-to-reach populations such as youth, seniors, and non-native residents
Resident Participation in Parks and Recreation Capital Planning	Identified strategies for better-publicizing existing parks and recreation amenities and engaging residents in future capital planning for these services
Cultural Integration	Inventoried, evaluated, and identified gaps in services and programs geared toward new immigrant groups in Rosemount

Human Wellness

Safe Youth Driving Behavior	Investigated successful programs and partnerships to reduce teen traffic accident risks
Healthy and Safe Youth Behavior	Conducted a program inventory, evaluation, and gap analysis of mental health services and substance education and prevention programs that serve youth
Employee Wellness Programming	Assessed work- and home-related stressors for Rosemount city employees, and provided recommendations for improved employee wellness

Administration and Public Works

Daytime Staffing at Fire Department	Developed recommendations to increase the amount of on-call volunteer firefighters available during daytime hours
Athletic Stadium Turf Options	Analyzed the lifecycle costs of using synthetic turf versus natural turf grass on public athletic fields
Turf Management and Landscaping	Identified strategies to reduce long-term turf and landscaping inputs and maintenance costs
Alternative Sources of Energy	Assessed and made recommendations for use of alternative energy sources to power municipal facilities, such as solar, wind, and geothermal



Parks and Recreation	
Recreational Programming for Children's Interaction with Nature	Assessed park and recreation systems to identify opportunities to introduce nature-based recreation and play for children
Recreational Opportunities for Underserved Populations	Evaluated how well current recreational offerings meet the needs of people with disabilities, seniors, and new immigrants and recommended improvements to better serve these groups
Community Gardens	Assessed existing community gardening program and recommended programmatic changes to improve gardeners' success, reduce administrative burden on staff, and balance use of public spaces for gardening against other recreational uses and needs
Environment	
Climate Adaptation	Identified potential local impacts of climate change, as well as strategies to reduce the community's vulnerability to these impacts
Greenhouse Gas Emissions Study	Identified strategies for reducing greenhouse gas emissions at the municipal and individual business and household levels
Storm Water Management	Identified opportunities and design strategies for storm water infiltration that balance aesthetics and functionality, reduce long-term maintenance costs, manage winter snow melt, and provide opportunities for other passive uses
Water Reuse and Conservation	Investigated the feasibility of reusing storm water and treated effluent for irrigation on public and private property
Oak Savannah and Riverfront Restoration	Evaluated existing restoration activities in the Mississippi River Critical Area Corridor and recommended an overall restoration strategy to coordinate these efforts and incorporate public access opportunities
Park Restoration and Environmental Education	Created a plan to manage buckthorn and emerald ash borer in City parks and use this opportunity to educate residents about the ecosystem service value of management and restoration
Land Use and Transportation	
Urban Agriculture	Explored opportunities to capitalize on the existing local agricultural economy in Rosemount by supporting locally grown food, agritourism, and value-added agricultural products
Non-Motorized Transportation Assessment	Designed an evaluation plan to assess the impact of non-motorized transportation plans and investments in Rosemount
Travel Shed Analysis	Conducted a travel shed analysis of where Rosemount residents and employees work and live to inform future transit and transportation planning
Economic Development	
Analysis of Dakota County Business Clusters	Analyzed business clusters in dakota county to identify opportunities for rosemount to capitalize on existing and emerging clusters
Eco-Green Business Park	Explored opportunities for attracting green businesses and encouraging adoption of green building/manufacturing standards for a future green business park
Economic Development Website	Evaluated rosemount's existing economic development website and recommended improvements to better meet the needs of developers and the business community

For more information, contact:

Carissa Schively Slotterback, Director
Mike Greco, Program Manager

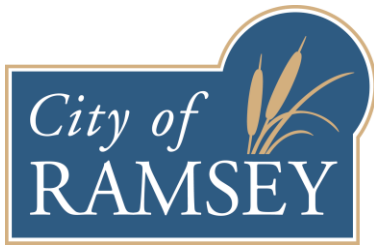
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Resilient Communities Project

UNIVERSITY OF MINNESOTA
Driven to DiscoverSM

RCP is an initiative of the Sustainability Faculty Network at the University of Minnesota, with funding and administrative support provided by the Center for Urban and Regional Affairs (CURA) and the Institute on the Environment (IonE)



7550 Sunwood Drive NW • Ramsey, MN 55303

City Hall: 763.427.1410 • Fax: 763.427.5543

www.cityoframsey.com

September 15, 2016

Resilient Communities Program
Attn: RCP Director Mike Greco

Re: Letter of Intent for the Resilient Communities Program

We are both thankful for and excited about the opportunity to submit our Letter of Intent for the Resilient Communities Project (RCP). The City of Ramsey is a growing community located in the northwest metro area. We believe that Ramsey is an ideal candidate for RCP as we are classified as an Emerging Suburban Edge community and have a healthy mix of existing residential and commercial sexisting housing and developable land. Both present opportunities for improvement through sound, sustainable policy development and implementation.

Below are the required components for consideration to be invited to formally apply to be the Community Partner.

1. Community Information. City of Ramsey. City Administrator: Kurt Ulrich. The designated RCP Program Coordinator for the City of Ramsey will be our Community Development Director Tim Gladhill. In his role as Community Development Director, Mr. Gladhill is part of the City's Management Team and is responsible for both our Planning and Building Divisions. He also serves as the Staff Liaison to our Planning Commission. His contact information is: tgladhill@cityoframsey.com, 763-433-9826, 7550 Sunwood Drive NW, Ramsey, MN 55303.
2. Sustainability. The City's [Strategic Plan](#) includes four (4) Goals and Imperatives, including a "Smart, Citizen-Focused Government" and "A Connected Community". The City strives to have

*It is our mission to work together to responsibly grow our community,
and to provide quality, cost-effective, and efficient government services.*

safe and thriving neighborhoods and business districts, and a clean environment. Additionally, the City wants to ensure connectivity both within the City as well as the region for ease of navigation and to attract business development. These two imperatives really aim at enhancing community livability and environmental health. The Strategic Initiatives (and the tactics to accomplish them) guide the City on the path to achieve these goals. Many of our proposed projects involve The COR, a Transit Oriented Development focused around the Northstar Commuter Rail Station. The COR was envisioned to absorb much of the planned growth of the community preserving some of the rural elements across the city. As there is still a significant amount of undeveloped land within The COR, it presents immense opportunity to provide lifecycle housing with a mix of affordable and market rate options, walkability, significant retail growth, and innovative stormwater management (including reuse). The partnership with RCP would provide an opportunity to research and analyze a range of aspects from parking concepts to stormwater management, and whether market realities align with the City's vision.

3. Administrative Capacity. The City of Ramsey has seventy-five (75) full time employees across seven (7) departments (Administration, Community Development, Engineering, Finance, Fire, Police and Public Works). Team members have a broad range of disciplines, specialties and interests. The City has experience with service learning projects through past work with Anoka Ramsey Community College and has found that it can produce desirable outcomes while providing students 'real world' experience. Many of the anticipated project leads serve as either a staff liaison to one of our advisory boards or have regular interaction with our City Council, providing an efficient means of keeping the policy makers and the public informed and up to date with RCP projects. Furthermore, we also utilized our local cable access programming as a means to keep the public informed.

4. Proposed Projects

- **Parking Strategies for The COR.** The City's land use plan for The COR is that of transit-oriented development. However, the community's market and public support for financial incentives to making necessary parking districts has proven to be challenging. The City desires to update its Master Parking Plan for The COR to maintain the vision for shared parking, while balancing market factors.
- **Stormwater Design for The COR.** The COR Development Plan aims to require innovated stormwater strategies. Overall stormwater needs are captured regionally, versus site by site. This stormwater system is also the key recreation component of the area, serving as an active park and home to our weekly summer concert series and farmer's market. Recent rule changes have required the City to re-evaluate the regional system and find ways to reduce the amount of the stormwater system that enter to begin with. This approach has competing factors with public well protection area.
- **Citizen Engagement for the Comprehensive Plan Update.** In 2006, the City embarked on a major overhaul of how it approached policy analysis and public engagement through a grass roots effort known as Ramsey3. Since then, the City has refined its approach, focusing on natural and organic conversations through existing events, gatherings, and neighborhood focus. The City looks for assistance finalizing this citizen engagement strategy and assistance with its execution.
- **Update of the Natural Resources Element of the Comprehensive Plan.** The City is beginning the process of updating its Comprehensive Plan, including the Natural Resources component, and desires to develop innovative strategies to better define how to accomplish our goals.

- **Development and Execution of an EPB Communications Plan/Library.** The City's Environmental Policy Board desires to develop a comprehensive outreach program across multiple mediums that focuses on environmentally related issues to educate and inform the community. Communications would address a range of topics such as water (conservation, groundwater, stormwater, and how all three interact), invasive species (aquatic and terrestrial), waste reduction, and community forestry.
- **Mixed Use Market Analysis.** The COR Development Plan vision includes mixed use buildings immediately surrounding the Northstar Commuter Rail – Ramsey Station. While the land use plan allows for, and the City proactively seeks out, the return has not been as successful as anticipated. The City is looking for market feasibility of this approach and methods to better encourage a mixed-use style of development.
- **Housing Analysis and Housing Plan.** The City's housing plan was last updated in 2008. Since then, the City's housing goals have had great successes, especially in terms of workforce housing and senior housing. Unfortunately, public support for many of our housing goals continues to drop. The City desires to update its housing plan, as well as a communication strategy about the needs for various housing types and the value they add to our community, especially in terms of economic development.
- **Development of a Gateway District Plan.** This is a sub-set of the Council's Strategic Plan Goal to improve the image of key corridors in the community. Many of the buildings at our gateways are either vacant, blighted, or both. The City desires to create a redevelopment plan for these areas, focused on an incentive-based approach.
- **Development of a Corridor Improvement Program.** The City's Strategic Plan has a goal to improve the image of our key transportation corridors through an incentive based approach. In October, 2016, the City will be engaging key stakeholders to kick this project

off. The City is looking for incentives the community can provide to invest in building and site improvements.

- **Public Tree Inventory.** Over the last decade or so, the City has begun encouraging planting boulevard/street trees as part of new development. As our street tree population grows, both physiologically and in actual number of trees, we are in need of an inventory to manage this often overlooked community asset. A completed inventory would allow the City to utilize tools such as i-tree to inform and educate both the public and policy makers on both the environmental and financial benefits street trees provide.
- **Exploration of Organics Collection Program (curbside or drop-off).** The City has a successful curbside recycling program for standard recyclables; however, food and paper waste (organics) constitute the largest component of our waste stream. We would like to research, analyze and implement an optional organics program (whether curbside and/or small scale drop-off) for residents.
- **Floodplain Modelling.** The City's Flood Insurance Rate Maps, which were just updated by FEMA in December of 2015, still include a number of areas identified as floodplain but without detailed analyses to provide a Base Flood Elevation (BFE). This has created some difficulty for various property owners and the City desires to complete modelling of these areas to be able to provide at least an estimated BFE that could be used as part of a Letter of Map Change application to FEMA.
- **Volunteer Opportunities and Program Development.** The City participates in a bi-annual statistically-significant citizen survey benchmarked against peer communities. One of the primary findings of this survey continues to be strategies to create additional opportunities for residents to participate in the community.

- **Develop a Business Incubator Program.** The City continues to have a successful business retention and expansion program. Our economic development success has been focused on small-business growth and expansion. The City looks to capitalize on this success and create new and exciting opportunities for small businesses to get their initial start through policies, financial incentives, and physical space.
 - **Market Analysis of Community Center and Movie Theater.** The community continues to desire a community space to gather year round. Within The COR, the City has set aside a large area for a large community-based user such as a community recreation center or theater. The City needs assistance marketing this asset and building successful and innovative strategies to make this a reality.
5. **Public Involvement.** Smart, Citizen-Focused Government is identified as one of the Goals and Imperatives in the City's [Strategic Plan](#). The City emphasizes stakeholder involvement and public engagement as we explore and analyze potential improvements and/or programs. Rather than staff identifying alternatives for public consideration on a particular topic, the City has developed a unique public engagement strategy that aims to ensure public involvement. This is accomplished by identifying a topic, providing a brief overview of it, and asking attendees to identify issues or subtopics that they feel need to be addressed or considered. It's a combination of small and large group discussions that ultimately outline alternatives and/or solutions for consideration. This approach has proven to be very effective and would be utilized throughout the RCP year. Informing the public and other stakeholders would be accomplished through mediums such as our website, newsletter, and possibly direct mailings. Additionally, we will utilize a 'mobile kiosk' concept at public events, such as our Summer Concert Series and our community festival Happy Days, where City Staff brings the information to the public.

6. Long-Term Benefits. This unique program provides the City an opportunity to complete a number of initiatives needed as we delve into our Comprehensive Plan Update and assess our current vision for The COR. As the Community Partner, we also see this as a fantastic opportunity to promote Ramsey and its many offerings, both for commercial and residential sectors. The results of many of our proposed projects will help inform and guide our policy makers, advisory boards, staff and stakeholders through our long-term planning and visioning exercises. We anticipate that the deliverables will either be incorporated into our planning documents and/or implemented as new or augmented programming. Finally, Ramsey has had tremendous success over the years with grooming interns for full-time employment with the City and some of those are now part of our Management Team. While we have a sincere interest in the deliverables from the proposed projects, we are certainly cognizant of the potential that some students may demonstrate for possible future employment with the City.
7. Demonstration of Support. On September 13, 2016, the Ramsey City Council authorized staff to prepare and submit this Letter of Intent. While not in the form of a formal resolution, the DRAFT minutes from that discussion are attached. Also attached is a letter of support from our Community Development Director, who would also serve as the program coordinator if Ramsey is selected as the Community Partner.
8. Acknowledgment of Local Financial Contribution. The Ramsey City Council discussed the RCP program at their September 13, 2016 meeting. The required local financial contribution was a component of that discussion. While much of their discussion focused on the innovation this program opportunity presents, the cost was also discussed. Ultimately, the City Council authorized staff to prepare and submit this Letter of Intent acknowledging that, if selected as the Community Partner, the City would be responsible for a local financial contribution of an amount

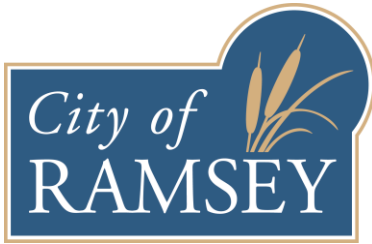
not to exceed \$80,000 (understanding that we are limiting our proposed projects to no more than twenty [20]).

We sincerely appreciate the opportunity to submit this Letter of Intent. If you have any questions on this Letter of Intent, or if you would like additional information on anything, please feel free to contact me at 763-433-9817 or via email at canderson@cityoframsey.com.

Sincerely,

A handwritten signature in black ink that reads "Chris Anderson". The signature is written in a cursive, slightly slanted style.

Chris Anderson
City Planner



7550 Sunwood Drive NW • Ramsey, MN 55303

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September 15, 2016

Resilient Communities Project
Attn: RCP Director Mike Greco

Re: Letter of Support Accompanying the City of Ramsey's Letter of Intent

Mr. Grecco,

On behalf of the City of Ramsey, I am excited to offer this Letter of Support in regards to our Letter of Intent to apply for the Resilient Communities Program with the Center for Urban and Regional Affairs. On September 13, our City Council directed us to submit our Letter of Intent.

We have a range of policy topics and programs that we feel will match the program goals with meaningful and exciting opportunities for these students. While we are excited to provide students an opportunity to work on real world projects that are already part of our planning documents, we are even more excited about the innovation that this program can provide that may not exist without our participation in this program.

Our Comprehensive Plan Update underway, along with our Council's Strategic Plan, is serving as a foundation for many policy topics like never before in our community, and the amount of public engagement is exciting. These plans are serving as a spring board for a number of broad professional experiences that the students would access. These opportunities include, but are not limited to, land use planning, transit-oriented development planning, economic development policies, long-range parks and recreation planning, and natural resource policy to name a few. Our community's vision and commitment to meaningful public engagement and innovation will set us apart from our peer communities.

Aside from the benefits to our organization, this program also hits one of my primary goals as a planning and community development professional; to provide excellent professional development opportunities to those just entering the profession. As a student, I either didn't take advantage of, or have access to a program of this high quality. Whether it through professional organizations such as the American Planning Association or my primary employer/organization, I continue to look for opportunities such as this to give back to the profession.

We look forward to future conversations and hope to be your next partner community.

Sincerely,

CITY OF RAMSEY

Tim Gladhill
Community Development Director

7.14: Discuss Opportunity for Assistance from University of Minnesota's Center for Urban and Regional Affairs (CURA) to Complete Pending Land Use Studies and Strategic Plan Initiatives

Community Development Director Gladhill reviewed the staff report and asked for input from the Council as to whether or not to submit a letter of intent to the Resilient Communities Project for consideration.

Councilmember Kuzma stated that he appreciates the time staff has put into this but was not thrilled with the cost to hire interns and therefore would not support the action.

Councilmember LeTourneau stated that he likes the innovation and different perspectives that would be provided as well as the fact that the skills the students have align with the projects in Ramsey but was concerned with the cost. He asked if the value gained would exceed the cost. He asked where the commitment would become non-returnable, whether that would be with the letter of intent or later in the process.

Community Development Director Gladhill stated that he does not have the complete picture of the value compared to the cost. He noted that there would not be a commitment from the City with the letter of intent, which would simply provide the City with additional information and an ability to determine if the City would qualify.

Councilmember Riley noted the large amount of staff time that would be needed that would potentially outweigh the value that would be gained. He noted that he would not support this request.

Councilmember Shryock stated that if you look at the number of projects on the list, the cost for the City to complete those projects on their own and the amount of staff time would be huge. She stated that this would provide a different perspective and she would be interested in applying to determine if the City could qualify.

Mayor Strommen asked the amount of time that would take to develop the letter of intent.

Community Development Director Gladhill estimated eight to ten hours to develop the letter of intent.

Mayor Strommen stated that it appears the City has little to lose by submitting the letter of intent to see where Ramsey stands in comparison to other communities and finding out more information.

Councilmember Williams stated that with the staff time that will be needed for the Comprehensive Plan, along with other items, she would support submission of the letter of intent.

Mayor Strommen confirmed a majority consensus of the Council to submit the letter of intent.

CC Regular Session**7. 14.****Meeting Date:** 09/13/2016

Information**Title:**

Discuss Opportunity for Assistance from University of Minnesota's Center for Urban and Regional Affairs (CURA) to Complete Pending Land Use Studies and Strategic Plan Initiatives - **This case was originally slated for the Council Work Session agenda, but due to lack of time it was added to the Regular CC agenda at the meeting.**

Purpose/Background:**Purpose**

The purpose of this case is to inform City Council of an innovative program opportunity through the University of Minnesota's Resilient Communities Project (RCP). This case should not be interpreted as formal consideration of the program at this time; the intent is to simply bring this opportunity to the attention of the City Council. Staff is bringing this forward for discussion with the idea that this program may bring innovative ideas to several policy topics currently under consideration that may not be considered with existing resources and expertise.

Each academic year (July 1 - June 30), one community is selected as the Partner Community and gains access to a broad base of knowledge and expertise from U of MN faculty, graduate students, and upper level undergraduate students. The program attempts to match community identified projects with graduate and upper level undergraduate courses to complete the identified project(s). The application process for this program has been divided into two (2) components with the first step being a Letter of Intent (due by September 15, 2016). Based on the LOI submittals, selected communities will then be invited to apply to the RCP program (application due by February 15, 2017). The selected community's partnership would begin July 1, 2017 and would end June 30, 2018.

Background

This program is based on projects identified by the Partner Community. As Staff discussed this opportunity, our goal was to consider what projects were 'in the hopper' but just haven't progressed yet for one reason or another. Attached is a list of possible projects that were identified by Community Development, Public Works, Engineering and Administration Staff that may be a good fit for this program. This is not meant to be an exhaustive list, rather it simply demonstrates that there are a wide range of projects that could get jump started if Ramsey were selected as the Partner Community.

There are multiple benefits to participating in the RCP. Most notably is the access to faculty and graduate/upper level undergraduate students from multiple disciplines, including architecture, planning, engineering, environmental sciences, public health and others. It provides an opportunity to advance projects that may otherwise never get off the ground. Furthermore, assistance is available for all stages of sustainability, which can include analysis, planning, design, implementation, and evaluation. The Partner Community would gain access to hundreds of hours of concentrated student work on projects the City has specifically identified.

Staff has reached out to two (2) former Partner Communities to gauge their level of satisfaction with the program and whether they would do it again if the opportunity arose. Both communities were generally supportive of the program outcomes noting that some of the project results were equal to or exceeded work they had received from consultants. However, both communities identified staff time commitment as a challenge. The RCP program recommends that each project lead should plan for an average of 2-4 hours per week on their project(s) over the course of the twelve (12) month program and the overall program coordinator should plan for an average of 5-7 hours per week over the course of the program. The overall Program Manager would be the Community Development Director, with individual Project Managers including the City Planner and other key Staff based on the individual project.

There is a financial commitment required of the Partner Community, which is based on the number of projects proposed (for base payment) and actual number of projects successfully matched with a course or courses. Communities must proposed between ten (10) and thirty (30) projects; the base fee for ten to twenty (10-20) projects is \$40,000.00 and for twenty-one to thirty (21-30) projects, the base fee is \$80,000.00. In addition to the base fee, for each successfully matched project with a course or courses, there is an additional \$2,000.00 fee. So, for ten to twenty (10-20) projects, the total program cost could be up to \$80,000.00 and for twenty-one to thirty (21-30) projects, the total program cost could be up to \$120,000.00 (Staff would not recommend participation at this commitment level). Payment can be made in two (2) lump sum payments, the first due in fiscal year 2017 and the second due in fiscal year 2018. Staff would plan for a total commitment of \$60,000 to \$80,000 based on the City's potential project list, divided over two (2) fiscal years (\$30,000 to \$40,000 per year). Staff would recommend existing budget requests/forecasts for professional services (no impact to proposed 2017 General Fund Budget Request).

The RCP is an interesting program that may provide an innovative approach to address various initiatives outlined in the Strategic Plan. However, preparation of this case is not meant to indicate that the City is pursuing this opportunity but rather a means to inform City Council of the RCP program. Staff does acknowledge the level of Staff commitment to manage this program. Should the City Council provide direction to submit a LOI, a resolution of support has been placed on the regular agenda for consideration this evening.

Timeframe:

30 minutes

Funding Source:

If selected as the Partner Community, the required financial contribution would be paid through the Community Development Department's professional services budget or, depending on the project focus, potentially from a more appropriate Department's professional services budget.

Responsible Party(ies):

Community Development Director
City Planner

Outcome:

Provide direction to Staff to submit/not submit a Letter of Intent to the Resilient Communities Project for consideration.

Attachments

Resilient Communities Project Program Background

Summaries of Past Community Partner Projects

Potential City Projects

Form Review

Inbox	Reviewed By	Date
Tim Gladhill	Tim Gladhill	09/07/2016 02:49 PM
Kurt Ulrich	Kurt Ulrich	09/08/2016 04:01 PM
Form Started By: Chris Anderson		Started On: 09/06/2016 02:32 PM
Final Approval Date: 09/20/2016		

7.14: Discuss Opportunity for Assistance from University of Minnesota's Center for Urban and Regional Affairs (CURA) to Complete Pending Land Use Studies and Strategic Plan Initiatives

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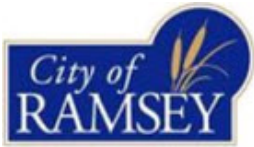
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Mayor Strommen confirmed a majority consensus of the Council to submit the letter of intent.



Our Mission: To work together to responsibly grow our community, and to provide quality, cost-effective, and efficient government services.

CC Work Session

2. 2.

Meeting Date: 01/10/2017

By: Jo Thieling, Administrative Services

Information

Title:

Legal Update re Koenig v. City of Ramsey, Assessment Appeal Anoka County District Court (**This discussion is closed to the public**)

Purpose/Background:

This will be an attorney/client closed discussion regarding the assessment appeal - Koenig v. City of Ramsey - Anoka county District Court File No. 02-CV-16-5908. The City Attorney will present information at the meeting. As noted, this discussion is closed to the public as allowed under Minnesota State Statute 13D.05, subd. 3(b).

Recommendation:

N/A

Action:

Based upon discussion.

Attachments

No file(s) attached.

Form Review

Inbox

Kurt Ulrich

Form Started By: Jo Thieling

Final Approval Date: 01/05/2017

Reviewed By

Kurt Ulrich

Date

01/05/2017 04:51 PM

Started On: 01/05/2017 03:19 PM

CC Work Session

2. 3.

Meeting Date: 01/10/2017

Submitted For: Patrick Brama, Administrative Services

By: Patrick Brama, Administrative Services

Information

Title:

Update on EDA Discussion RE Strategy for Marketing and Selling City Owned Land

Purpose/Background:

This case is being brought to the City Council for the sake of providing an update; and an opportunity to comment/ make suggestions, before the EDA continues forward with this process. Please see recommendation section of this case for what steps the EDA is recommending moving forward.

PURPOSE

Continue discussion RE the City's strategy for selling city owned land and marketing The COR. This case was brought to the EDA in September and December of 2016.

Original Purpose of Case (EDA September 2016)

(1) should the city move forward with renewing another long-term contract with CBRE now? If we are good with the current strategy, no further discussion may be warranted.

--OR--

(2) should the city take a step back, not renew a long term contract with CBRE now, and look at all available options for marketing city owned land, including CBRE?

BACKGROUND

In 2012, the Council completed an exercise to determine Ramsey's inventory of city-owned land. The City of Ramsey owns over 250 parcels city-wide. The majority of these parcels are wetlands, existing or planned trails, existing or future right of ways (ROW) and greenways. About 20 city owned parcels are available for sale and development by the private sector. In 2013, staff was directed to market and sell surplus city owned land.

On January 28, 2014, the City of Ramsey entered into a long-term contract with CBRE to provide professional real estate brokerage services to help market/ sell city-owned land. The contract with CBRE is set to expire January 28, 2017.

CBRE listed 19 different properties (about 25 parcels). CBRE has placed signs on available properties, and completed professional listing brochures for all 19 properties. Said listings have been placed on CoStar, MnCAR, LoopNet, CBRE's website, and on the City's website. CBRE has shared these listings via email blasts to their contacts monthly. CBRE has reached out to a long list of prospects individually RE their listings in Ramsey.

Periodically, CBRE provides the EDA/ City Council with updates. In late 2015, CBRE worked with staff to create a detailed community profile--that highlights the momentum taking place throughout the community (attached). Additionally, CBRE and staff developed a detailed pricing strategy table for the sale of city-owned properties.

CBRE has acted as an advisor to the City's Economic Development and Community Development staff on many occasions. The working relationship between staff and CBRE is positive and professional. CBRE has closed four deals, has three deals under contract (purchase agreements), and are currently working to get two more deals under contract.

CBRE has been paid \$150,938 in commissions. If the currently executed purchase agreements close, CBRE would be paid an additional \$63,750 (total of \$214,688 in commissions). This contrasts with the 3-year Landform "development manager" contract for which the City paid nearly \$2M (commissions plus other professional services). The CBRE contract includes a six-month carryover commission clause. This contrasts with the former Landform contract that had an 18-month carryover commission clause.

DEAL NUMBERS

(1) Closed Deals: since 2013, the City has closed on the sale of eight properties, totaling 39.82 acres, and \$4.216M. CBRE was involved with four sales. These sites include: the former municipal center site (GS Land), Windsorwood (former park), McDonald's, Common Bond, Casey's, PSD LLC, Purmort deal #1, and Purmort deal #2.

(2) Deals Under Contract: the City (and CBRE) currently have three purchase agreements executed and in-play, totaling roughly 15.68 acres of land, and about \$1.275M. These include Aeon, Lifestyle Homes, and Platinum Properties.

(3) Potential Deals: the City (and CBRE) are currently in negotiations on two more purchase agreements, totaling roughly 2 acres of land, and about \$350K. These purchase agreements include OGA and a daycare/ children's academy. Today, staff feels cautiously optimistic about both prospects.

(4) Past Prospects: CBRE brought two deals to the City in 2015 that were eventually turned down, totaling roughly 8 acres. These included Dominion and SCA (both senior apartment projects).

(5) Remaining Opportunity: the City has 17 land listings remaining, totaling about 90 acres of land, with a roughly \$19M total asking price.

NOTE: asking price should not reflect expectations for land proceeds--the City of Ramsey established a pricing table that has been discussed in closed session on multiple occasions--which better outlines land sale predictions/ ranges.

CHANGES TO CITY STRATEGY, Since 2013

(1) Template PA: The City has developed a template purchase agreement and policy for selling City owned land. This has drastically increased the efficiency/ effectiveness of negotiations with prospects.

(2) Pricing Strategy: The City has developed a detailed pricing/ land sales table that clearly outlines all basic data (numbers) needed to make decisions on deals (offers) that come into the city. This table tracks the number of listings, asking prices, deal ranges, actual sales, sales dates, brief site specific notes, etc. This table has drastically increased the efficiency/ effectiveness of negotiations with prospects.

(3) Community Profile: The City has developed a detailed community profile. This profile outlines basic demographic information on Ramsey. Additionally, as suggested by CBRE, this document was created to clearly identify the great momentum taking place in Ramsey--within the development community. This document has helped staff convey basic information on Ramsey quickly and professionally. Additionally, this document helps "sell" the city.

(4) Marketing Materials: The City has completed a basic refresh of all materials/ documents/ marketing materials (2015). This basic refresh has allowed staff to update a handful of basic marketing materials, and make custom marketing materials on-the-fly and as-needed. This has helped staff be more consistent, professional, and efficient with the materials and messages sent to potential customers.

(5) Shovel Ready: The City is in the process of completing MN DEED Shovel Ready Certifications for the majority of city-owned parcels. This process essentially prepares all information needed by a developer to conduct a preliminary analysis of a land purchase--upfront and ahead of time. This increases the efficiency of the city's development team, and makes city-owned land more marketable.

(6) Website Upgrade: The City Council has budgeted enough dollars in 2017 to allow for a website revamp. Said redesign could be an opportunity to improve the functionality of the City's economic development pages--including a mobile friendly website. This is an opportunity staff plans to explore with the EDA/ Council in 2017. It should also be noted, in 2014, for the first time, the City began keeping an inventory of available properties within the community online--which has made communications with prospects/ developers much more effective and efficient.

(7) Infrastructure Analysis: Staff is planning to bring a work order request to the EDA/ Council specifically related to The COR. Staff would like to complete a preliminary infrastructure analysis, sign plan, and regional storm water plan for The COR. For a number of reasons, not having this work completed creates complexities/ ambiguities/ and delays when negotiating land transactions in The COR. Additionally, not having this work completed now could put the city in a disadvantaged position in future (as we may not understand what obligations we are assuming, or pushing off, as master developer, when working on isolated deals today). Attached is an overview of outstanding master developer items for The COR.

(8) 2017 Additional Resources: At this point, it appears the City Council will be approving a 2017 budget that will include a \$25,000 increase in the EDA marketing budget and a 20-hour per week position to aid the economic development manager. Although the exact scope of the work to be completed with these additional resources is not 100% finalized today--these resources will certainly put the City in a position to take a stronger, and more pro-active, approach on economic development in 2017.

GENERAL UPDATE ON ACTIVITY

Staff has experienced a significant increase in inquiries, prospects, and proposed deals over the past 12 months. Generally, it appears the market for development projects in Ramsey is improving. The strongest markets appear to be residential, followed by industrial. The market for office and retail (including restaurants) appears remains soft.

Notification:

NA

Observations/Alternatives:

Over the past few years, staff has received feedback from elected officials, the public, and third party professionals related to our strategy for selling city-owned land. Listed below are a handful of opportunities/ alternatives to consider as this discussion unfolds. Staff would like to know if the EDA (Council) has interest in further pursuing any of these alternatives (or alternatives not listed). It should be noted, these alternatives are not mutually exclusive (they can be combined).

(1) Traditional Broker (current method)

Broker creates professional listings, lists properties on websites, places real estate signs, sends email blasts, connects with networks/ contacts, and provide market updates to city. A traditional real estate broker typically gets paid a commission between 5-7% on land sales. This marketing alternative is typically the most cost-effective, and requires the least amount of exposure to the city financially, in terms of upfront expenses.

Staff believes CBRE is a great fit for this particular strategy. CBRE's 3-year contract is due in January of 2017. The background section of this case provides more information on CBRE. One option to consider is keeping CBRE, and enhancing their services by hiring a PR firm for targeted marketing campaigns (for example, to restaurants or retail), or hire a research firm to help us further refine our prospects.

Examples: coldwellbanker.com, edinarealty.com, colliers.com/en-us/us_premiercommercialproperties.com

(2) Value-Added Broker

Organizations that provide traditional brokerage services, along with additional value-added services. For example, some firms provide professional engineering and land use services, along with broker, or

broker-like, services (i.e. Landform). Another example is a firm that provides broker services with a more robust marketing, public relations offering, and professional consulting (i.e. IAG, Jeff Lafavre). Typically, these firms cost more than a traditional broker--and often times include a combination of both higher commission payments (6-8%) and regular monthly professional service payments (\$300-\$15,000).

These firms would be a little more "hands on" with staff and our elected officials. Staff would expect these firms to have a higher emphasis on supporting Ramsey's vision, values, and zoning. These firms would go above and beyond listing properties and connecting with known relationships--they would be more pro-active. They would also work closer with known developers/ investors. These firms would act more of as an extension of staff. Although this type of broker would have a high motivation to close deals, it would not be their exclusive mission (as is for a traditional broker). The scope of work for a custom broker is variable, and highly customizable.

If the city were to select this alternative, staff would recommend we send a RFQ to our broker list, and within the RFQ specifically require certain services be provided (i.e. services we want above and beyond the role of a traditional broker). For, example, we want the broker to produce (or contract out) targeted marketing materials for restaurants and retail--and we want them send to a minimum XXX entities per year, directly and personalized (not just via a mass email blast of a generic message), and they should follow up with at least one direct phone call to each. Staff would also ask for the scope/ expectations for updates/ and progress reports to be clearly defined.

Examples: iagcommercial.com, landform.net

(3) Public Relations/ Marketing Firms

Private organizations that specialize in providing detailed/ specific marketing for real estate--including in-depth targeted marketing campaigns. This could be useful for Ramsey in the areas of retail (restaurants and shopping), anchor users (theaters), hotels, and office users. This could also be useful in aiding staff with keeping our content/ data fresh and out in the public eye (i.e. more press releases, facebook posts, etc.).

These firms would likely bill like any professional services firm--by project or by hourly rate. These firms would pay a lot of attention to Ramsey's customized marketing/ PR needs. These firms would not have a high motivation to close deals. The City would use our EDA marketing dollars to fund this work (and potentially EDA professional services dollars). A benefit of this alternative is no commission payments on land transactions (i.e. we could maximize land proceeds). Also, we wouldn't be tied into a contract.

If this route was utilized, staff would suggest hiring a PR firm to complete a specialized marketing package for three campaigns (retail, restaurants, and destination users--like hotels, theaters, community centers, etc.). Upon completion of marketing packages, the PR firm would develop a long list of prospects. The PR firm would send information to the prospect list. Then, either staff/ or the PR firm would follow up with the prospect list.

Examples: fallsagency.com, maccabee.com, antennaconsulting.com

(4) Private Economic Development Services

Organizations that specialize in aiding government agencies (and large utility companies) in maximizing the effectiveness of their economic development departments. Range of services is highly variable. Often times, these agencies have a plug-in to a base of traditional economic development prospects/ contacts. Additionally, these agencies typically target website improvements and advertising campaigns.

One example to consider is WEDA (World Economic Development Alliance), they are based out of Texas and work across the US. For a fixed annual fee, they provide a pallet of economic development services. WEDA only works with 2-3 cities from each State. WEDA delivers 100+ leads of businesses considering relocation on an annual basis (traditional economic development, i.e. manufacturing). WEDA attracts prospects via their magazines, ads, websites, event attendance, relationships, the WEDA partnership board, and their brokerage. WEDA also has a network of nearly 8,000 restaurants and retailers--they would create a

customized marketing campaign for our target market--and send out on our behalf. Any prospects Ramsey has would be managed by WEDA, via their CRM system. WEDA also offers website design and maintenance services. Lastly, WEDA has very strong tracking and reporting capabilities--they can track if prospects are opening our emails, if they are clicking on our website, etc.

Examples: goldenshovelagency.com/gsa, [WEDA attractmorejobs.com](http://WEDA.attractmorejobs.com)

(5) Event Attendance & Networking

The development world is a relationship business. The city could put more of an emphasis on staff attending various networking events, trade shows, etc. Examples (site selectors events, commercial real estate development association, and the global retail convention).

Examples: siteselectorsguild.com, icsc.org

(6) Master Developer

Private sector organizations that specialize in managing large developments. This opportunity comes in many forms. On one end, the city could sell all city owned land in/ near The COR to a master developer. Then, let the master developer work with the city to develop their property (much like PSD LLC). On the other end of the spectrum, the city could simply hire a master developer for consulting/ professional services. The city would maintain control of land. Another option is in the middle, the city to allow a developer an option to purchase, or a commission for sale, on all city owned land. However, the master developer would manage/ partner in all development services/ planning/ marketing.

The positives with this alternative include: an organization that has experience successfully managing and completing large developments, the ability to bring in owner equity or equity partners, the city would only be dealing with one entity rather than several, and a "partnership relationship." The drawbacks would include: master developers often have their own opinion, vision, and priorities, master developers may only work with certain users, and may exclude other users, master developers may pressure the city to reduce development standards and development fees to get deals done, and if master developer were to pick up all city-owned land upfront, they would likely only do so for a discounted price.

Lastly, it should be noted, the city may want to consider engaging PSD LLC about strategy for marketing The COR. They are a major land owner, and a partnership may yield certain efficiencies and synergy. Regardless of which alternative is selected as part of this discussion, staff will recommend formally connecting with PSD LLC.

Examples: kadevelopment.com, rjryan.com, ryancompanies.com, opus-group.com

(7) Market Research Firms

Private organizations that specialize in providing detailed/ specific research for real estate--including in-depth marketing analysis, and demographic analysis. This could be useful for Ramsey in the areas of retail (restaurants and shopping), anchor users (theaters), hotels, and office users. This could also be useful in aiding staff/ brokers with better understanding what our best, and most market realistic, development opportunities in Ramsey are, and will be into the future. This could also help us better understand the customer profiles of potential shoppers.

These firms would likely bill like any professional services firm--by project or by hourly rate. These firms would pay a lot of attention to Ramsey's customized research needs. These firms would not have a motivation to close deals. The city would use our EDA marketing dollars to fund this work (and potentially EDA professional services dollars). A benefit of this alternative is no commission payments on land transactions (i.e. we could maximize land proceeds). Also, we wouldn't be tied into a contract.

This city did complete two retail studies, similar to what is being proposed here, in 2008 and 2011. The city did contact all leads identified in the study. Unfortunately, no actual land transactions transpired as a result of this study. With that in mind, timing was not the best (i.e. since the Great Recession retail has been a

challenging market). Attached is the 2011 study for example.

Examples: McComb Group LTD, buxtonco.com, nielsen.com

Funding Source:

Depends on scope of work, and type of work.

Recommendation:

STAFF RECOMMENDATION

Staff is generally comfortable with the "traditional broker approach" which is currently being deployed (i.e. CBRE). This approach is cost-effective. CBRE charges 5% commission only on deals that close (market ranges from 5-8%). CBRE doesn't charge any other fees (many other options do). Utilizing CBRE puts the city in a low risk situation (if a deal closes, they get paid, if not--we don't lose anything). CBRE has a large network of contacts, they utilize many other well-known listing networks, and they have a big reach. CBRE is a respected and well established firm--their listing materials, website, and staff are very professional.

This case is being presented to the EDA with several alternatives because staff has received continues feedback from various elected and appointed officials, members of the public, and businesses about the city's need to attract restaurants and retail. Which, has resulted in the direct questioning of the city's current approach (utilizing a traditional broker, currently CBRE).

EDA RECOMMENDATION

(1) The EDA was not comfortable with executing a long-term contract with CBRE at this time (i.e. 3 year contract). The EDA was comfortable with entering into a short-term contract with CBRE (i.e. 6 month contract).

General EDA feedback on CBRE: the EDA is not opposed/ against another long-term CBRE contact, and hopes to get a proposal from CBRE as this process unfolds. The EDA understands, respects, and appreciates the services that CBRE has/ can provide (see background section of this case for details).

However, the EDA is not satisfied with the current scope of services being provided by CBRE (this could mean the City needs to more clearly define our scope). The EDA does not feel that Ramsey is being represented as a truly valued individual customer by CBRE-- the EDA is concerned Ramsey is instead being treated as a commodity to the larger CBRE real estate listing portfolio across the Twin Cities. In other words, Ramsey's unique needs, unique questions, unique properties, unique policy items are not being answered/ addressed with customer service unique to Ramsey--rather are being generically responded to/ addressed (same answer that would be provided to all clients). Also, the EDA was generally frustrated that CBRE does not keep Ramsey updated on new listings (in other cities) that they take on, that are in direct competition to Ramsey (i.e. Anoka Station listings). The EDA does not feel that CBRE attempts to develop new relationships/ new contacts/ new leads on Ramsey's behalf, and rather works within existing networks and relationships only. Lastly, the EDA feels the City may need a greater level of professional consulting services than provided by CBRE (i.e. aiding staff with research, reports, presentations, negotiations, etc.).

(2) The EDA is interested in further evaluating other options for marketing/ selling city owned land. Specifically, value-added brokers and master developers.

The EDA had a robust discussion about the many alternatives available to market/ sell City owned land (see alternatives section of this case). The EDA was generally interested in private sector real estate firms (i.e. brokers and developers) rather than considering general professional services firms (i.e. public relations firms, marketing firms, economic development firms, more city staff, etc.).

(3) Eventually, the EDA wants to submit a RFP to various real estate brokerages and developers. However, the EDA first wants to determine the City's scope (what are the City's expectations). In order to get that process kick started, the EDA wishes to complete informational interviews.

Informational interviews will allow for open dialog between the city and various brokers/ developers. It will

give an opportunity for the EDA to get a better idea of market realities/ what options exist for Ramsey. Additionally, this will allow for Q&A for both parties. It will allow for this conversation to happen first-hand. These informational interviews are expected to take place at the February EDA meeting (likely 02/09). The Council is invited to attend--staff will record these interviews.

Ultimately, the EDA will use this information to develop a scope of expected services for a future RFP process (which needs to be reviewed and approved by Council). The EDA has indicated they may consider multiple RFP's (i.e. one RFP for brokers, one RFP for developers, and one RFP for selling the entire project to investors).

Action:

Please see EDA recommendation. Staff would like to know if the Council is comfortable with the general direction of the EDA. The EDA/ staff are open to suggestions/ changes. Staff intends to bring this case back to the Council as updates are available.

Attachments

[CBRE Listings](#)

[CBRE Contract](#)

[CBRE Prospect List](#)

[Buxton Research 2011](#)

[New Community Profile](#)

Form Review

Inbox

Kurt Ulrich

Form Started By: Patrick Brama

Final Approval Date: 01/05/2017

Reviewed By

Kurt Ulrich

Date

01/05/2017 04:17 PM

Started On: 01/04/2017 04:20 PM

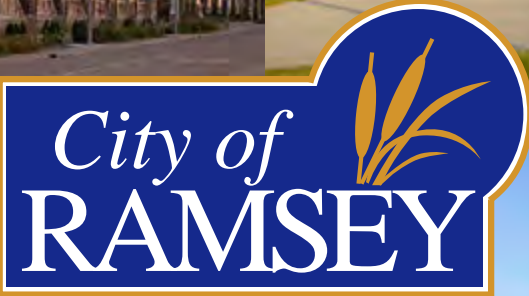
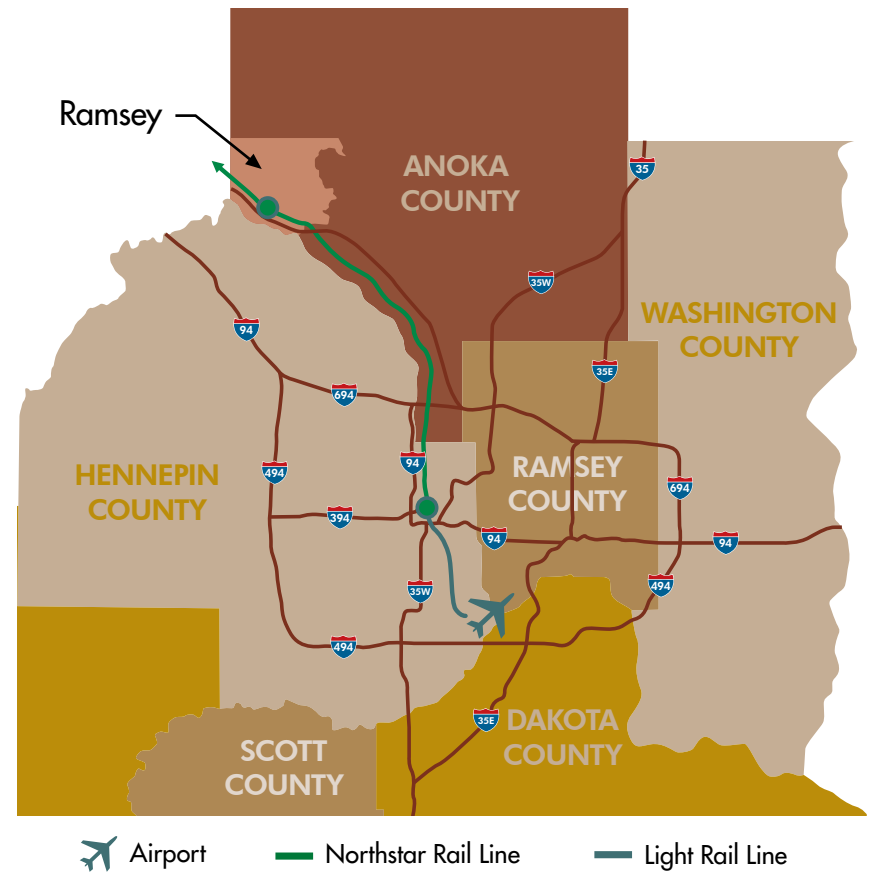


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EXECUTIVE SUMMARY

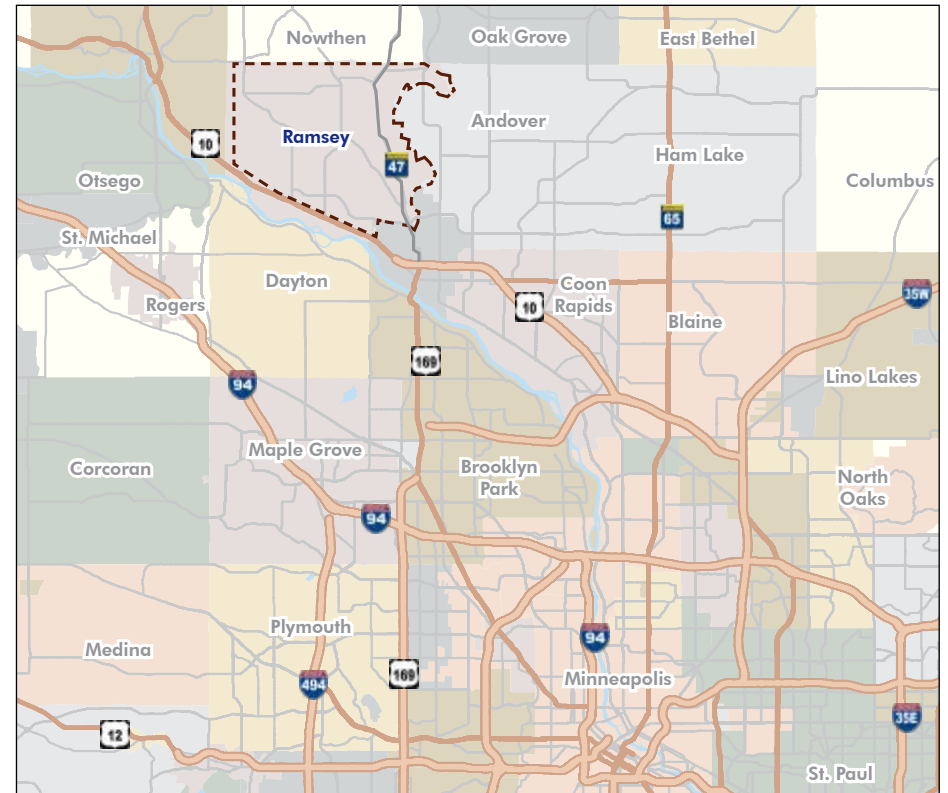
CITY OF RAMSEY OVERVIEW

Ramsey is a northwestern Twin Cities suburb in Anoka County with an estimated 2015 population of 25,580., and is the second-fastest growing city in Anoka County. It is 28 square miles with 15% wetlands, 565 acres park and open space, and bordered by the Rum and Mississippi Rivers. The City is also known for its unique COR development that encompasses over 400 acres of residential, commercial, retail, educational and recreational uses. The COR is the Twin Cities' first and only mixed-use development on the Northstar Commuter Line that services downtown Minneapolis, and offers a unique transit oriented development providing easy access to home, work, and neighborhood services. Highways 10/169 and 47 are two larger transportation routes.

As of the census of 2010, there were 23,668 people, 8,033 households, and 6,484 families residing in the city of Ramsey. The population density was 821.5 inhabitants per square mile (317.2/km²). There were 8,302 housing units at an average density of 288.2 per square mile (111.3/km²).

There were 8,033 households of which 43.9% had children under the age of 18 living with them, 67.6% were married couples living together, 8.5% had a female householder with no husband present, 4.6% had a male householder with no wife present, and 19.3% were non-families. 13.7% of all households were made up of individuals and 3% had someone living alone who was 65 years of age or older. The average household size was 2.95 and the average family size was 3.24.

The median age in the city was 34.9 years. 28.7% of residents were under the age of 18; 7.8% were between the ages of 18 and 24; 29.4% were from 25 to 44; 27.4% were from 45 to 64; and 6.7% were 65 years of age or older. The gender makeup of the city was 50.3% male and 49.7% female

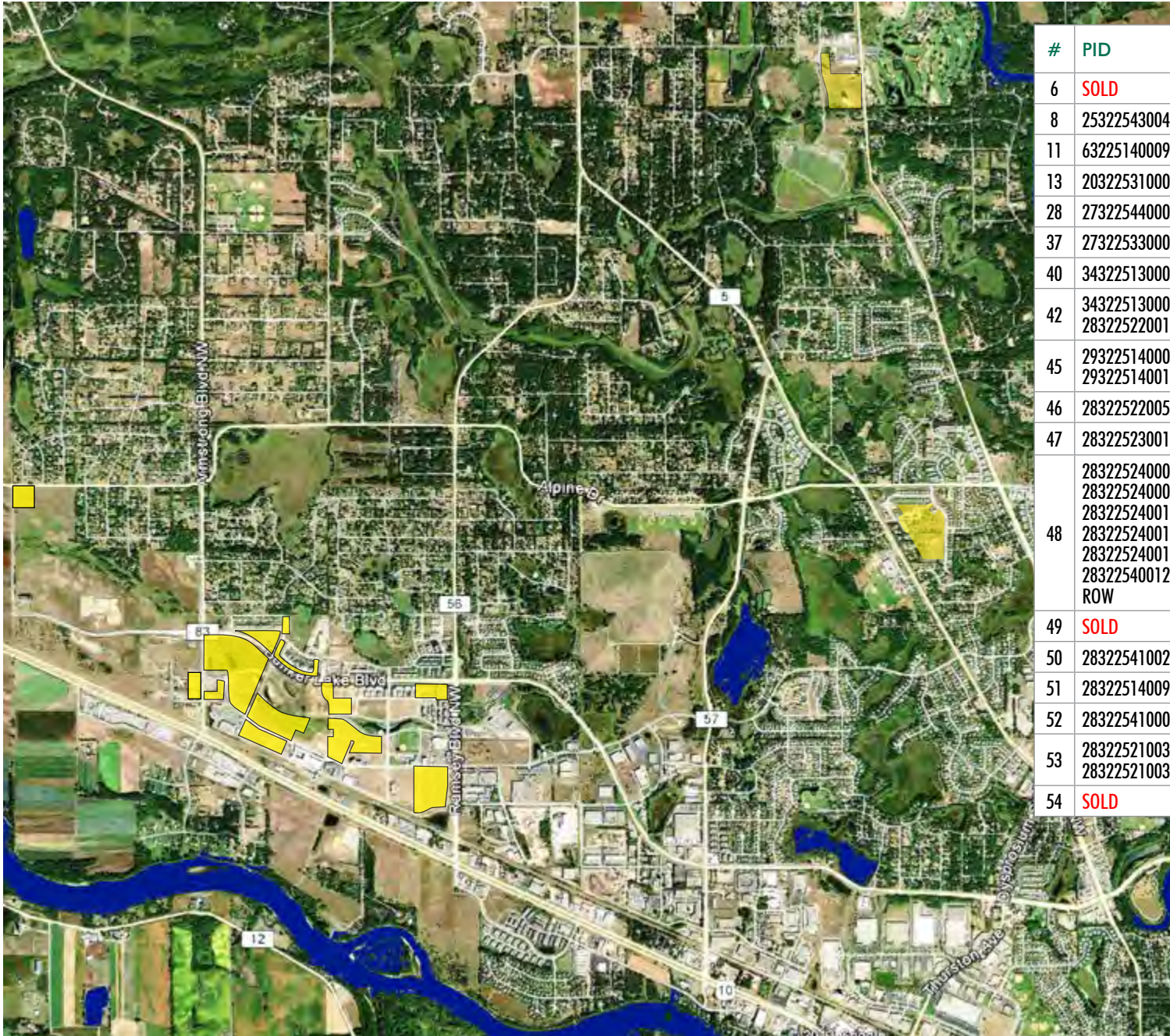


30 minutes to Downtown Minneapolis (±22 miles)

DEMOGRAPHICS, LIVABILITY, WORKFORCE

- 2015 Population 25,580
- Median Household Income: \$83,115
- Anoka County Labor Force: 194,170
- Manufacturing hub: 33% of businesses in Ramsey; second highest percentage in Anoka County
- Nearly 1,300 businesses & non-profit organizations; more than 6,000 jobs
- Top Minneapolis Suburb for young couples (movoto.com, 2015)
- Home to the Game Fair, The Draw Event Series, and Happy Days
- 565 acres of parkland and extensive trail system
- 15% of Ramsey is protected wetland

PARCEL LISTINGS



#	PID	ACRES	LAND USE	LIST PRICE
6	SOLD			
8	253225430043	1.01	Commercial	\$153,985
11	63225140009	6.75	Residential	\$256,800
13	203225310003	4.11	Residential	\$164,000
28	273225440003	0.95	Commercial	\$82,764
37	273225330006	4.14	Office	\$450,000
40	343225130005	1.23	Commercial	\$215,000
42	343225130005 283225220013	2.61	Commercial	\$1,365,000/\$12 PSF
45	293225140009 293225140010	2.88	Mixed	\$10/SF
46	283225220058	30.9	Commercial	\$6,730,000
47	283225230010	4.94	Mixed	\$1,075,932/\$5 PSF
48	283225240009 283225240009 283225240011 283225240010 283225240013 283225240012 ROW	20.00	Mixed	\$3,485,000
49	SOLD			
50	283225410020	13.34	Commercial	From \$6 PSF
51	283225140094	4.30	Residential	\$350,000
52	283225410009	4.96	Residential	\$450,000
53	283225210035 283225210030	7.38	Residential	\$210,000
54	SOLD			

Click on any numbered box to open the brochure for that parcel

THE CITY OF RAMSEY - FACTS

OVERVIEW

- Second-fastest growing City in Anoka County
- U.S. HWY 10, State Highway 169, State Highway 47 and Northstar Commuter Rail (linking to MSP) access
- Manufacturing hub (33% of businesses in Ramsey)
- Relevant, nearby, educational opportunities and workforce for manufacturing businesses
- Home to The COR, a new urban downtown development with direct access to the Northstar Commuter Rail
- Bordered by the Mississippi River, Rum River and Trott Brook, Ramsey is one of Minnesota's premier places to live

EDUCATION

- **Over 50 universities located** - within 50 miles
- **Anoka Technical College** - within 1 mile
- **PACT Charter School** - located on Ramsey Blvd & E Ramsey Pkwy, 600 current students and 2,000 on waiting list

HIGHLIGHTS

- **Coborn's Grocery Store** - anchors approximately 100,000 SF of retail in The COR and provides full service grocery, liquor, fuel and pharmacy.
- Northstar Station
- VA Clinic
- US Highway 10 - highest traveled road in the state
 - Ramsey Blvd @ Hwy 10: 44,000 VPD
 - Armstrong Blvd @ Hwy 10: 39,000 VPD

CITY and COUNTY CONTACTS

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www.ci.ramsey.mn.us

THE CITY OF RAMSEY - CONSTRUCTION & HOUSING



THE CITY OF RAMSEY - CONSTRUCTION & HOUSING

RESIDENTIAL DEVELOPMENT PATTERNS

2012, 295 total housing units

Single Family, 57 units

Townhomes, 8 units

Multi Family, 230 units

2013, 234 total housing units

Single Family, 96 units

Townhomes, 66 units

Multi Family, 72 units

2014, 66 total housing units

Single Family, 66 units

Townhomes, 0 units

Multi Family, 0 units

2015, 290 total housing units

Single Family, 83 units

Townhomes, 39 units

Multi Family, 168 units



MAJOR ACTIVE DEVELOPMENTS

- Single-family Construction – GS Land/ Harvest Estates PLAT, up to 44 lots located in east central Ramsey.
- Single-family Construction –Lennar Homes/ Woodlands PLAT, up to 85 lots located in central Ramsey.
- Townhome Construction –D.R. Horton/ The Station PLAT, up to 77 units located in The COR.



THE CITY OF RAMSEY - BUSINESS GROWTH

MANUFACTURING HOT SPOT

- Vision Ease Lens
- Diamond Graphics Printing
- Life Fitness
- Connexus Energy
- Cullinan Rigging & Erecting
- Ace Solid Waste

LABOR MARKET

- Anoka County Labor Force: 194,170
- Over 600 existing businesses and non-profit organizations in Ramsey
- **VA Clinic** - Opened in November 2011, the facility provides critical services to over 30,000 of our most honored citizens
- **Allina Clinic** - 30,000 square foot facility is the newest prototype in the Allina program featuring dominant architectural features; the general medicine facility also includes a sports medicine component

LARGEST EMPLOYERS	EMPLOYEES
Life Fitness	457
Vision Ease Lens	349
Connexus Energy	250
Anderson Dahlen Inc.	175
Zero Zone Inc.	174

BUSINESS PARKS

The City of Ramsey is proud to be a pro-economic development community. This is not only demonstrated by a rich history of successfully developing business parks, it is demonstrated by the commitment to the future of economic development within the community. The City has placed an emphasis on encouraging economic development within the Council strategic plans, EDA workplans, and Comprehensive Plan.

Both the City of Ramsey and the City of Anoka share a large business park spanning across 1,000 acres of land. This business park includes various office, warehouse, assembly, and a wide-variety of manufacturing users. Nearly 10,000 jobs have been created by this business park. The City of Ramsey and Anoka share a major economic engine that serves not only the Twin Cities, but also the national and global market place.

The City of Ramsey will consider moving forward with a new 93-acre greenfield business park located just northwest of the new full-access grade-separated Armstrong Boulevard/U.S. Highway 10 Interchange in April 2016. The new business park has 25 acres of land shovel-ready today.



THE CITY OF RAMSEY - DEMOGRAPHICS

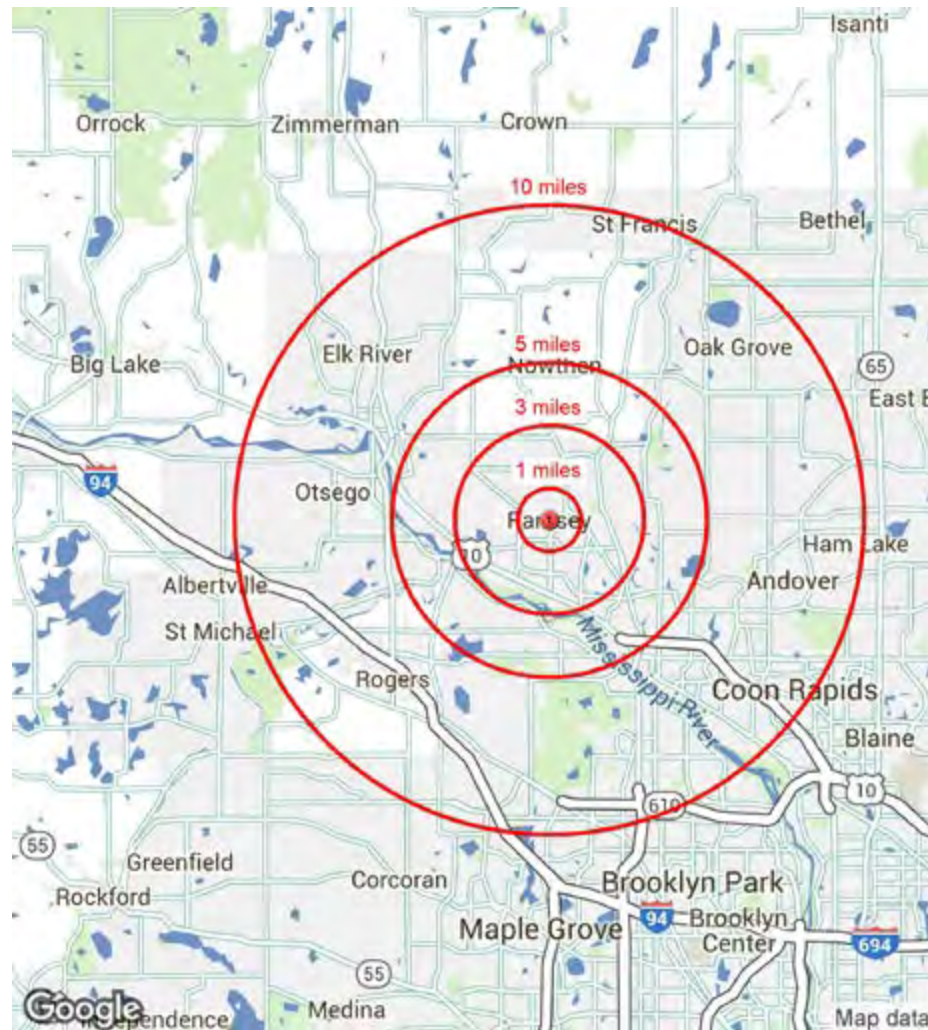
CBRE DEMOGRAPHIC BRIEF

RAMSEY CITY CENTER

	1 Mile	3 Miles	5 Miles	10 Miles
POPULATION				
2016 Population	2,493	23,952	50,866	252,652
2021 Population	2,679	25,575	53,433	265,483
2010 Population	2,259	21,908	47,789	236,800
2000 Population	1,933	16,998	40,581	200,404
Percent Pop Change: 2010 to 2016	10.4%	9.3%	6.4%	6.7%
Percent Pop Change: 2016 to 2021	7.5%	6.8%	5.1%	5.1%
AGE				
2016 Median Age	37.7	37.0	37.8	37.9
2016 Average Age	37.5	36.6	37.5	37.5
HOUSEHOLDS				
2016 Households	891	8,094	18,110	90,502
2021 Households	969	8,687	19,114	95,240
2010 Households	784	7,368	16,897	84,665
2000 Households	626	5,373	13,501	68,453
Percent HH Change: 2010 to 2016	13.5%	9.9%	7.2%	6.9%
Percent HH Change: 2016 to 2021	8.8%	7.3%	5.5%	5.2%
Average Household Size	2.8	2.9	2.8	2.8
INCOME				
2016 Median Household Income	\$78,781	\$83,624	\$79,169	\$78,267
2016 Average Household Income	\$87,403	\$95,434	\$91,266	\$92,347
2016 Per Capita Income	\$31,224	\$32,251	\$32,494	\$33,079
HOUSING UNITS				
2016 Housing Units	915	8,341	18,757	94,083
2016 Occupied Housing Units	891	8,094	18,110	90,502
2016 Vacant Housing Units	24	247	647	3,580
2016 Owner-Occupied Housing Units	843	7,420	15,525	75,960
2016 Renter-Occupied Housing Units	48	674	2,585	14,542
EDUCATION				
2016 Population Age 25 and Over	1,667	15,545	33,618	166,878
High School thru Associates	1,144 68.6%	10,387 66.8%	22,454 66.8%	107,522 64.4%
Bachelor's Degree	301 18.1%	3,238 20.8%	6,816 20.3%	36,265 21.7%
Graduate Degree	105 6.3%	1,075 6.9%	2,366 7.0%	14,266 8.5%
PLACE OF WORK				
Total Businesses	27	627	1,564	8,672
Daytime Employment (Total Employees)	65	6,154	15,654	100,660

CBRE DEMOGRAPHIC BRIEF

RAMSEY CITY CENTER



©2016 CBRE. This information has been obtained from sources believed reliable. We have not verified it and make no guarantee, warranty or representation about it. Any projections, opinions, assumptions or estimates used are for example only and do not represent the current or future performance of the property. You and your advisors should conduct a careful, independent investigation of the property to determine to your satisfaction the suitability of the property for your needs. Source: Nielsen Page 1 ProjectID:81390

NAME	LATITUDE	LONGITUDE
1 RAMSEY CITY CENTER	45.2611	-93.45

THE CITY OF RAMSEY - EDA FINANCING TOOLS

The City of Ramsey has a number of financial tools available for economic development projects. Below is an overview of common economic development tools.

GAP FINANCING

- Ramsey Revolving Loan Fund (RLF)
- Minnesota Investment Fund (MIF)

SBA FINANCING

- Small Business Administration (SBA) Loans
- Small Business Administration (SBA) Loan Guarantees

PROPERTY TAX PROGRAMS

- Tax Abatement
- Tax Increment Financing (TIF)

PRIMARY FINANCING

- Private Primary Lending Lender and/or Owner Equity (no involvement from city)
- Industrial Revenue Bonds (IRB)



DISCLOSURE

Eligibility for financing tools is based on the merit of an individual project, compliance with specific program requirements and in many cases approval from the Ramsey EDA and City Council. The City of Ramsey targets quality projects with high quality job growth. Typically, projects will require owner equity and/or private financing.

THE CITY OF RAMSEY - THE COR

THE COR

The COR (Center of Ramsey) is the City of Ramsey's downtown development. This 400 acre development is a true, transit oriented and walkable, urban development. The COR is centered on U.S. Highway 10/ U.S. Highway 169 and the Northstar Rail (Ramsey Station). This mixed use development is home to a long list of successful projects including residential, retail, office, recreation, government facilities, and much more!

The COR, known formerly as Ramsey Town Center, was purchased by the City of Ramsey in 2009. About 130 acres of land is available for development in The COR today; about 90 acres is City-owned. Located directly adjacent to The COR is 90 acres of additional land available for commercial (retail) development.

RECENT MAJOR ACTIVITY

1. Rental apartments – 121 units of market rate apartments being developed by PSD LLC in The COR, near The Draw Park and Amphitheatre. Construction is underway, completion is anticipated for winter 2016.
2. Rental apartments - 47 units of workforce housing being developed by Common Bond Communities in The COR, near The Ramsey Northstar Commuter Rail Station. Construction is underway, completion is anticipated for fall 2016.
3. Casey's Convenience Store – 4,500 square foot convenience retail store completed by Casey's Retail Company, near Ramsey Boulevard/ Sunwood Drive. Construction is completed, operations began in January of 2016.
4. Quick Service Restaurant – 4,500 square foot restaurant to be developed by McDonald's USA LLC in The COR, near the new Armstrong Interchange. Construction anticipated for completion in 2017.






5. Armstrong Blvd Interchange – new full-access grade-separated interchange, intersection of U.S. Highway 10 and Armstrong Boulevard. Final completion set for summer 2016.
6. Townhomes – 15 units of town homes completed in 2016, 77 additional units under review for platting by D.R. Horton within The COR, near The Draw Park & Amphitheatre.
7. Renovation – Coborn's completed a half-million dollar remodel and upgrade to their convenience and liquor spaces in late 2015. Coborn's is 60,000 square

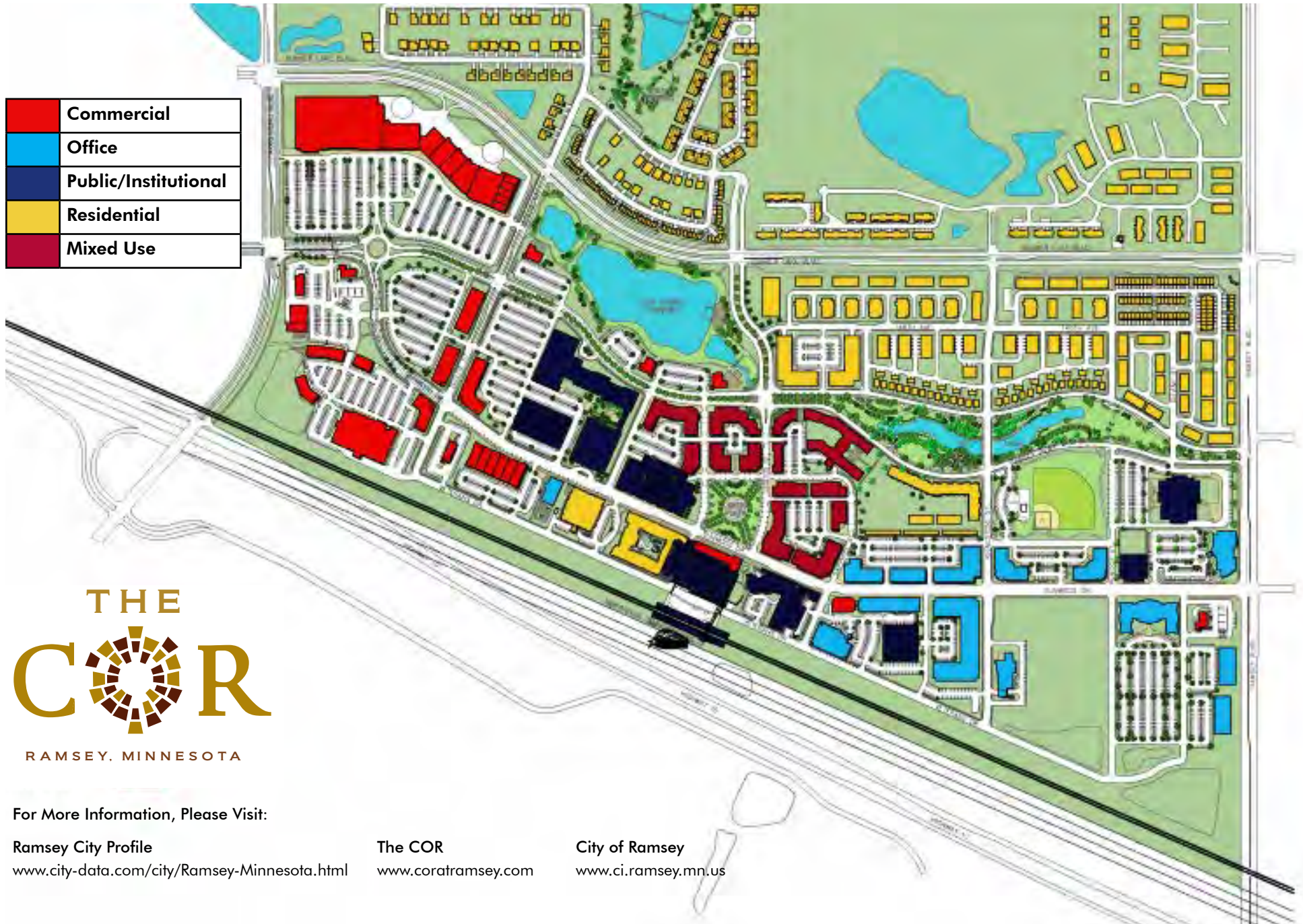
PRE-2015 COR PROJECTS INCLUDE:

- 95,000 square foot Coborn's anchored multi-tenant retail center, over 90% occupancy
- PACT Charter School (K-12)
- Ramsey Municipal Center (60,000 square feet)
- Veterans Affairs Outpatient Clinic (40,000 square feet)
- Ramsey Office Plaza (80,000 square feet), over 90% occupancy
- Midwest Medical Examiner's Office
- NAU County Insurance Office (42,000 square feet)
- Northgate Church & Community Performing Arts Center (500 seats)
- Allina Medical Clinic (25,000 square feet)
- 230-unit luxury apartment complex (Residence at The COR)
- \$3M The Draw park & amphitheater
- Ramsey Rail Station: connected to covered 800 stall parking ramp by skyway with service to Minneapolis
- Various single family and townhome developments totaling several hundred households



COR CONCEPT PLAN

	Commercial
	Office
	Public/Institutional
	Residential
	Mixed Use



THE
COR
RAMSEY, MINNESOTA

For More Information, Please Visit:

Ramsey City Profile
www.city-data.com/city/Ramsey-Minnesota.html

The COR
www.coratramsey.com

City of Ramsey
www.ci.ramsey.mn.us

COR - AVAILABLE PARCELS



For More Information, Please Visit:

Ramsey City Profile
www.city-data.com/city/Ramsey-Minnesota.html

The COR
www.coratramsey.com

City of Ramsey
www.ci.ramsey.mn.us

HWY 10/ARMSTRONG BLVD REALIGNMENT

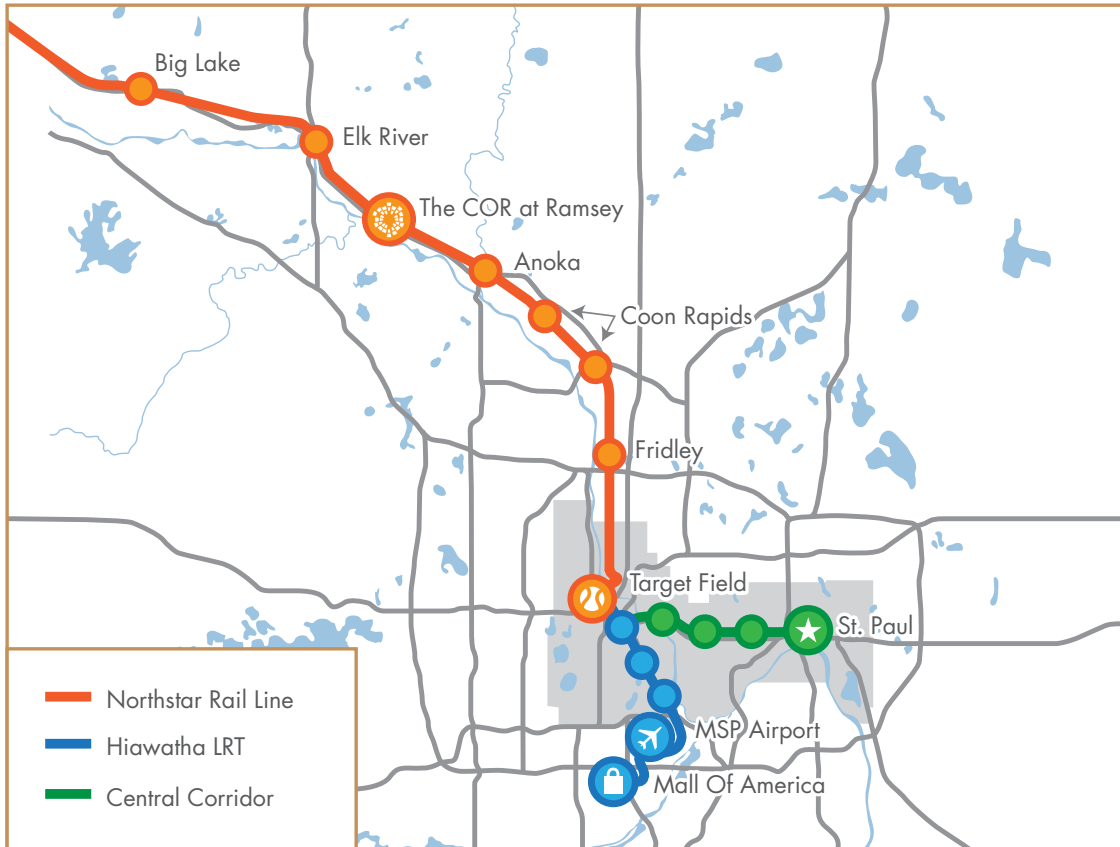
NEW FULL ACCESS INTERCHANGE - COMPLETED 2015/2016



ROAD CONSTRUCTION TIMING

Construction of the Armstrong Interchange has been completed. Additionally, there is a large Hwy 10 Access Planning Study under way to improve the safety and flow of Hwy 10. Hwy 10 is already a tremendous asset to the community but its positive impact will continue to grow with improvements to the corridor between Anoka, Ramsey and Elk River.

NORTHSTAR COMMUTER RAIL



STATION SPOTLIGHTS

The Ramsey Rail Station is now open and is the newest stop on the Northstar Commuter Rail. With safe, convenient, affordable and reliable transportation to downtown Minneapolis, and connections to the Airport and Mall of America, this regional transit solution is a critical part of the transit services provided in The COR. It's the only station connected by skyway to a public parking ramp and is located in the center of The COR, Ramsey's new downtown development.



DAILY RIDERSHIP
AVERAGES 2,539 RIDERS
PER DAY WITH A TARGET
OF 5,900 RIDERS PER
DAY BY 2030.

The \$13 million Ramsey Station investment is leveraging \$80 million in residential, retail and other investments in The COR. Rail service has also sparked new development around the station area, including the new Veterans Administration Clinic, Allina Medical Clinic, Falls Café, and Legacy Christian Academy.

Outside of downtown Minneapolis, seven stations are located along the 40-mile corridor: Target Field in Minneapolis, Fridley, Coon Rapids/Riverdale, Anoka, Ramsey, Elk River, and Big Lake. Another 3 stations are proposed in St. Cloud, Becker and Coon Rapids/Foley.

For More Information, Please Contact:

Richard Palmiter

Vice President

+1 952 924 4603

richard.palmiter@cbre.com

Brian Pankratz

Vice President

+1 952 924 4665

brian.pankratz@cbre.com

For More Information, Please Visit:

Ramsey City Profile

www.city-data.com/city/Ramsey-Minnesota.html

Northstar Commuter Rail Line

www.metrotransit.org/northstar

The COR

www.coratramsey.com

City of Ramsey

www.ci.ramsey.mn.us

AFFILIATED BUSINESS DISCLOSURE

CBRE, Inc. operates within a global family of companies with many subsidiaries and/or related entities (each an "Affiliate") engaging in a broad range of commercial real estate businesses including, but not limited to, brokerage services, property and facilities management, valuation, investment fund management and development. At times different Affiliates may represent various clients with competing interests in the same transaction. For example, this Memorandum may be received by our Affiliates, including CBRE Investors, Inc. or Trammell Crow Company. Those, or other, Affiliates may express an interest in the property described in this Memorandum (the "Property") may submit an offer to purchase the Property and may be the successful bidder for the Property. You hereby acknowledge that possibility and agree that neither CBRE, Inc. nor any involved Affiliate will have any obligation to disclose to you the involvement of any Affiliate in the sale or purchase of the Property. In all instances, however, CBRE, Inc. will act in the best interest of the client(s) it represents in the transaction described in this Memorandum and will not act in concert with or otherwise conduct its business in a way that benefits any Affiliate to the detriment of any other offeror or prospective offeror, but rather will conduct its business in a manner consistent with the law and any fiduciary duties owed to the client(s) it represents in the transaction described in this Memorandum.

CONFIDENTIALITY AGREEMENT

This is a confidential Memorandum intended solely for your limited use and benefit in determining whether you desire to express further interest in the acquisition of the Property.

This Memorandum contains selected information pertaining to the Property and does not purport to be a representation of the state of affairs of the Property or the owner of the Property (the "Owner"), to be all-inclusive or to contain all or part of the information which prospective investors may require to evaluate a purchase of real property. All financial projections and information are provided for general reference purposes only and are based on assumptions relating to the general economy, market conditions, competition and other factors beyond the control of the Owner and CBRE, Inc. Therefore, all projections, assumptions and other information provided and made herein are subject to material variation. All references to acreages, square footages, and other measurements are approximations. Additional information and an opportunity to inspect the Property will be made available to interested and qualified prospective purchasers. In this Memorandum, certain documents, including leases and other materials, are described in summary form. These summaries do not purport to be complete nor necessarily accurate descriptions of the full agreements referenced. Interested parties are expected to review all such summaries and other documents of whatever nature independently and not rely on the contents of this Memorandum in any manner.

Neither the Owner or CBRE, Inc. nor any of their respective directors, officers, Affiliates or representatives make any representation or warranty, expressed or implied, as to the accuracy or completeness of this Memorandum or any of its contents, and no legal commitment or obligation shall arise by reason of your receipt of this Memorandum or use of its contents; and you are to rely solely on your investigations and inspections of the Property in evaluating a possible purchase of the real property.

The Owner expressly reserved the right, at its sole discretion, to reject any or all expressions of interest or offers to purchase the Property, and/or to terminate discussions with any entity at any time with or without notice which may arise as a result of review of this Memorandum. The Owner shall have no legal commitment or obligation to any entity reviewing this Memorandum or making an offer to purchase the Property unless and until written agreement(s) for the purchase of the Property have been fully executed, delivered and approved by the Owner and any conditions to the Owner's obligations therein have been satisfied or waived.

By receipt of this Memorandum, you agree that this Memorandum and its contents are of a confidential nature, that you will hold and treat it in the strictest confidence and that you will not disclose this Memorandum or any of its contents to any other entity without the prior written authorization of the Owner or CBRE, Inc. You also agree that you will not use this Memorandum or any of its contents in any manner detrimental to the interest of the Owner or CBRE, Inc.

If after reviewing this Memorandum, you have no further interest in purchasing the Property, kindly return this Memorandum to CBRE, Inc.

CBRE



EXCLUSIVE SALES LISTING AGREEMENT
CBRE, INC.
BROKERAGE AND MANAGEMENT

1. In consideration of the listing for sale the real property hereinafter described (the "Property") by CBRE, Inc. ("Broker") and Broker's agreement to use commercially reasonable efforts to effect a sale of same, the City of Ramsey and the Ramsey Housing & Redevelopment Authority ("Owner") hereby grants to Broker the exclusive right to list for sale the Property for a period commencing January 28, 2014, and ending midnight January 28, 2017. This agreement will be for three (3) years, with the option to cancel after Year One with a ninety (90) day written notice (with no penalty) by either party (the "Term"), at a price of the following terms, or such other terms, as owner may agree.

The Properties are situated in the City of Ramsey, County of Anoka, State of Minnesota, is located at and is further described as (see Exhibit "A").

References herein to the Property shall be understood to include portions of the Property.

2. **NOTICE: THE COMPENSATION FOR THE SALE, LEASE, RENTAL, OR MANAGEMENT OF REAL PROPERTY SHALL BE DETERMINED BETWEEN EACH INDIVIDUAL BROKER AND THE BROKER'S CLIENT.**

Owner agrees to pay Broker a sales commission in accordance with Broker's Schedule of Sale and Lease Commissions (the "Schedule"), a copy of which is executed by Owner, attached hereto and hereby made a part hereof. This commission shall be earned for services rendered, if, during the Term: (a) the Property is sold to a purchaser procured by Broker, Owner, or anyone else; (b) any contract for the sale of the Property is entered into by Owner; (c) Property is transferred due to eminent domain or the threat thereof, foreclosure, or conveyance in lieu of foreclosure; (d) Owner contributes or conveys the Property to a partnership, joint venture, or other business entity; or (e) Owner is a corporation, partnership, or other business entity and an interest in such corporation, partnership or other business entity is transferred, whether by merger, outright purchase, or otherwise, in lieu of a sale of the Property. Broker is authorized to cooperate with and to share its commission with other licensed real estate brokers, regardless of whether said brokers represent prospective purchasers (hereinafter "Cooperating Brokers") or assist Broker.

3. As used in this Agreement the term "sale" shall include an exchange of the Property, and also the granting of an option to purchase the Property. Owner agrees that in the event such an option is granted, Owner shall pay Broker a sales commission in accordance with the Schedule on the price paid for the option and for any extensions thereof. This commission shall be paid upon receipt by Owner of any such payment(s). In the event such an option is exercised, either during the term or within one year thereafter, Owner shall also pay Broker a sales commission on the gross sales price of the Property, in accordance with the Schedule. Notwithstanding the foregoing, to the extent that all or part of the price paid for the option or any extension thereof is applied to the sales price of the Property, then any commission previously paid by Owner to Broker on account of such option payment(s) shall be credited against the commission payable to Broker on account of the exercise of the option.
4. Owner further agrees that Owner shall pay Broker a commission in accordance with the Schedule, if, within one hundred eighty (180) calendar days after the expiration or termination of the Term (the "Override Period"), the Property is sold to, or Owner enters into a contract of sale of the Property with any person or entity (including his/her/its successors, assigns or affiliates) with whom Broker has negotiated (either directly or through another broker or agent) or to whom the Property has been submitted prior to the expiration or termination of the Term. Broker is authorized to continue negotiations with such persons or entities. Broker agrees to submit a protective list of such persons or entities to Owner within seventy-two (72) hours following the expiration or termination of the Term as required by M.S.A. §82.21. The protective list may include only persons who have, during the Term, either made an affirmative showing of interest in the Property by responding to an advertisement or by contacting Broker or has been physically shown the Property by Broker, provided, however, that if a written offer has been submitted it shall not be necessary to include the offeror's name on the list. The parties on the protective list must acknowledge in writing that the Property has been presented to such party. The submitted list will include submitted offers, groups currently under contract, and groups identified on the CBRE monthly update list.
5. Broker agrees Owner shall not pay Broker commission fees in accordance with the Schedule, if, within one hundred eighty (180) calendar days after commencement of this Exclusive Sales Listing Agreement, Property is sold to, or Owner enters into a contract of sale of Property with any person or entity as indicated in Appendix B.
6. Owner further agrees that (a) if a lease of the Property is entered into during the Term by anyone, or (b) if, during the Override Period, the Property is leased to, or owner enters into a contract to lease the Property with, or negotiations continue, resume or commence and thereafter continue leading to the lease of the Property to any person or entity (including his/her/its successors, assigns or affiliates) with whom Broker has negotiated (either directly or through another broker or agent) or to whom the Property has been submitted prior to the expiration or termination of the Term, Owner shall pay Broker a leasing commission in accordance with the Schedule.

IF YOU RELIST WITH ANOTHER BROKER WITHIN THE OVERRIDE PERIOD AND THEN SELL YOUR PROPERTY TO ANYONE WHOSE NAME APPEARS ON THIS LIST, YOU COULD BE LIABLE FOR FULL COMMISSIONS TO BOTH BROKERS. IF THIS NOTICE IS NOT FULLY UNDERSTOOD, SEEK COMPETENT ADVICE.

7. Commissions shall be payable hereunder when earned or at the earlier of closing of escrow, recordation of the deed, lease execution, or taking of possession by the purchaser or tenant.

8. Check one of the following:

- Owner agrees to have Broker arrange for closing services.
 Owner shall arrange for closing services to be provided by a third-party.

8. Unless otherwise provided herein, the terms of sale shall be, at the option of the purchaser, either cash or cash to any existing loan. Any offer may contain normal and customary contingencies such as those relating to the condition of the Property, title report, and timing of closing.
9. Owner shall reimburse Broker, monthly or upon request, for its direct out-of-pocket expenses reasonably incurred and approved by Owner in the preparation of the offering brochures required for print advertising, and for other activities involved in marketing the Property hereunder. The reimbursement for these expenses shall not exceed the sum of \$0 Dollars (\$0). Except as expressly provided in this paragraph, all expenses incurred by Broker in the performance of its service shall be borne by Broker, not Owner.
10. Owner agrees to cooperate with Broker in bringing about a sale of the Property and to refer immediately to Broker all inquiries of anyone interested in the Property. All negotiations are to be through Broker. Broker is authorized to accept a deposit from any prospective purchaser and to handle it in accordance with the instructions of the parties unless contrary to applicable law. Broker is exclusively authorized to advertise the Property and, exclusively, to place a sign(s) on the Property if, in Broker's opinion, such would facilitate the sale of the Property. Owner and its counsel will be responsible for determining the legal sufficiency of any purchase and sale agreement and other documents relating to any transaction contemplated by this Agreement.
11. In the event the Property is removed from the market due to the opening of an escrow or acceptance of an offer to purchase the Property during the Term, or any extension thereof, and the sale is not consummated for any reason then, in that event, the Term shall be extended for a period of time equal to the number of days that the escrow had been opened and/or the Property had been removed from the market, whichever is longer, provided that, in no event shall such extension(s) exceed one hundred eighty (180) calendar days in the aggregate.
12. Owner agrees to disclose to Broker and to prospective tenants or purchasers any and all information which Owner has regarding present and future zoning and environmental matters affecting the Property and regarding the condition of the Property, including, but not limited to structural, mechanical and soils conditions, the presence and location of asbestos, PCB transformers, other toxic, hazardous or contaminated substances, and underground storage tanks in, on, or about the Property. Broker is authorized to disclose any such information to prospective purchasers or tenants.
13. Owner represents that it is the owner of the Property and that, except as may be set forth in an addendum attached hereto, no person or entity who has an ownership interest in the Property is a foreign person as defined in the Foreign Investment in Real Property Tax Act (commonly known as "FIRPTA").
14. If earnest money or similar deposits made by a prospective purchaser or tenant are forfeited, in addition to any other rights of Broker pursuant to this Agreement, Broker shall be entitled to one-half (1/2) thereof, but not to exceed the total amount of the anticipated commission.
15. To the extent permitted by applicable law, Broker is authorized to deduct its commissions from any deposits, payments or other funds, including proceeds of sale or rental payments, paid by a purchaser or tenant in connection with a transaction contemplated by this Agreement, and Owner hereby irrevocably assigns said funds and proceeds to Broker to the extent necessary to pay said commissions. Broker is authorized to provide a copy of this Agreement to any escrow or closing agent working on such transaction, and such escrow or closing agent, or tenant, is hereby instructed by Owner to pay Broker's commissions from any such funds or proceeds available. Owner shall remain liable for the entire amount of said commissions regardless of whether Broker exercises its rights under this paragraph.
16. Owner and Broker designate the individual(s) identified below as the legal agent(s) of Owner, to the exclusion of all other licensees of Broker (individually or collectively referred to as "Designated Agent(s)"). Owner acknowledges that Broker is a national brokerage firm and that in some cases it may represent prospective purchasers or tenants. Owner desires that the Property be presented to such persons or entities, and consents to any dual representation created in the event that such purchaser or tenant is also represented by Designated Agent(s). Designated Agent(s) shall not disclose the confidential information of one principal to the other.
- Designated Agent(s): Brian Pankratz, Richard Palmiter, Krista Flemming
17. In the event that the Property comes under the jurisdiction of a bankruptcy court, Owner shall immediately notify Broker of the same, and shall promptly take all steps necessary to obtain court approval of Broker's appointment, unless Broker shall elect to terminate this Agreement upon said notice.
18. In the event that the Property becomes the subject of foreclosure proceedings prior to the expiration of this Agreement, then Broker may, in its sole and absolute discretion (i) suspend this Agreement until such time as Broker may elect, in its sole and absolute discretion, to reinstate this Agreement, or (ii) terminate this Agreement and be free to enter into a listing agreement with any receiver, the party initiating the foreclosure, the party purchasing the Property at a foreclosure sale, or any other person having an interest in the Property.
19. In the event Owner fails to make payments within the time limits set forth herein, then from the date due until paid, the delinquent amount shall bear interest at the four percent (4%) per year.

20. Each signatory to this Agreement represents and warrants that (s)he has full authority to sign this Agreement on behalf of the party for whom (s)he signs and that this Agreement binds such party.
21. This Agreement constitutes the entire agreement between Owner and Broker and supersedes all prior discussions, negotiations and agreements, whether oral or written. Owner and Broker each represent and warrant to the other that in entering into this Agreement, they are not relying upon any discussions, representations, understandings or agreements, other than the matters specifically stated herein. No amendment, alteration, cancellation or withdrawal of this Agreement shall be valid or binding unless made in writing and signed by both Owner and Broker. This Agreement shall be binding upon, and shall benefit, the heirs, successors, and assignees of the parties. In the event any clause, provision, paragraph or term of this Agreement shall be deemed to be unenforceable or void based on any controlling state or federal law, the remaining provisions hereof, and each part, shall remain unaffected and shall continue in full force and effect.
22. The parties hereto agree to comply with all applicable federal, state and local laws, regulations, codes, ordinances and administrative orders having jurisdiction over the parties, Property or the subject matter of this Agreement, including, but not limited to, the 1964 Civil Rights Act and all amendments thereto, the Foreign Investment In Real Property Tax Act, the Comprehensive Environmental Response Compensation and Liability Act, and The Americans With Disabilities Act. Owner and Broker agree that the Property will be offered in compliance with all applicable anti-discrimination laws.

The undersigned Owner hereby acknowledges receipt of a copy of this Agreement.

BROKER:

CBRE, Inc.
Licensed Real Estate Broker

By: Richard Palmiter
 Richard Palmiter
 Title: Vice President

By: Brian Pankratz
 Brian Pankratz
 Title: Vice President

Address: 4400 West 78th Street
Suite 200
Minneapolis, MN 55435

Telephone: (952) 924-4600

Date: 1-28-14

OWNER:

City of Ramsey

By: Sarah Strommen
 Sarah Strommen
 Title: Mayor

By: Kurt Ulrich
 Kurt Ulrich
 Title: City Administrator

Address: 7550 Sunwood Drive NW
Ramsey, MN 55303

Telephone: 763-427-1410

Date: January 28, 2014

OWNER:

Ramsey Housing & Redevelopment Authority (HRA)

By: Randy Backous
 Randy Backous
 Title: HRA Chair

By: Ted LaFrance
 Ted LaFrance
 Title: Executive Director

Address: 7550 Sunwood Drive NW
Ramsey, MN 55303

Telephone: 763-427-1410

Date: January 28, 2014

CONSULT YOUR ADVISORS – This document has legal consequences. No representation or recommendation is made by Broker as to the legal or tax consequences of this Agreement or the transaction(s) which it contemplates. These are questions for your attorney and financial advisors.

Owner Marketing Approval

Property Name:	City of Ramsey Land
Property Address:	(See Exhibit "A"), City of Ramsey, MN
Broker(s):	Brian Pankratz, Richard Palmiter, Krista Flemming

I hereby authorize CBRE to actively market the above-referenced property with signage, spec sheets, brochures, postcards, company web page, MNCAR, Co-Star & Loopnet:

OWNER:

City of Ramsey

By: 
Sarah Strommen

Title: Mayor

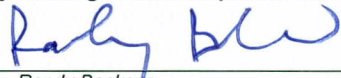
By: 
Kurt Ulrich

Title: City Administrator

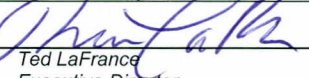
Date: January 28, 2014

OWNER:

Ramsey Housing & Redevelopment Authority (HRA)

By: 
Randy Backous

Title: HRA Chair

By: 
Ted LaFrance

Title: Executive Director

Date: January 28, 2014



SCHEDULE OF LAND SALE COMMISSIONS

CBRE, INC.
BROKERAGE AND MANAGEMENT
LICENSED REAL ESTATE BROKER

FOR PROPERTY: (See Exhibit "A")

NOTICE: THE COMMISSION RATE FOR THE SALE, LEASE, RENTAL, OR MANAGEMENT OF REAL PROPERTY SHALL BE DETERMINED BETWEEN EACH INDIVIDUAL BROKER AND ITS CLIENT.

As to all sales of real property, the commission shall be calculated on the basis of five percent (5%) of the gross sales price of the property paid to owners at closing. If a cooperative broker is involved, the total commission payable to Broker and cooperative Broker shall be calculated on the basis of seven percent (7%) of the gross sales price of the property paid to owners at closing.

The minimum gross sale price for industrial and office land, for the purpose of calculating CBRE's commission only, shall be \$2.00 per square foot. CBRE shall receive a minimum fee of \$5,000.00 for the sale of any residential parcel of land greater than \$45,000; and, a minimum fee of \$3,500.00 for the sale of any residential parcel of land less than or equal to \$45,000.

The provisions hereof are subject to the terms and provisions of any Authorization of Sale, Exclusive Leasing Agreement or other agreement to which this Schedule may be attached and which is executed by the parties hereto.

In the event Owner fails to make payments within the time limits called for herein, then from the date due until paid, the delinquent payment shall bear interest at four percent per year. In addition, should it become necessary for CBRE to take legal action to collect payments due hereunder, and if CBRE prevails in such action, Owner shall pay all reasonable attorneys fees and court costs incurred by CBRE in connection therewith.

The undersigned Owner hereby acknowledges receipt of a copy of this Schedule and further agrees that it shall be binding upon the heirs, successors and assigns of the undersigned. The term "Owner", when used herein, shall be deemed to mean the owner of the property, a tenant under a ground lease, and any tenant desiring to effect subleases.

APPROVED this 28th day of January, 2014

CBRE, Inc.
Licensed Real Estate Broker

By: Richard Palmiter
Title: Vice President

By: Brian Pankratz
Title: Vice President

OWNER:
City of Ramsey

By: Sarah Strommen
Its: Mayor

By: Kurt Ulrich
Its: City Administrator

OWNER:
Ramsey Housing and Redevelopment Authority (HRA)

By: Randy Backous
Its: HRA Chair

By: Ted LaFrance
Its: Executive Director

Exhibit A

Exclusive Sale Listing Agreement:
Property Listing Descriptions

Parcels to be listed for sale by CBRE

<u>Property Identification Number (PID)</u>	<u>Unique Ramsey Identification Number</u>
1. 253225430043	08
2. 113225430004	11
3. 273225440003	28
4. 063225140009	34
5. 273225330006	37
6. 343225130005	40
7. 283225220011, 283225220013	42
8. 353225310018	44
9. 283225220058	46
10. 2832255230010, 283225310019	47
11. 283225240009 (partial), 283225240009, 283225240011, 283225240010, 283225240013, 28322540012	48
12. 283225420017, 283225420018	49
13. 283225410009	50
14. 283225140094	51
15. 283225240005, 283225130034, 283225130033	52
16. 283225210035, 283225210030	53
17. North Commons, Four 9,000 sq. ft. Lots (no PIDs) (283225210033)	54

Exhibit B

Exclusive Sale Listing Agreement:
Owner Prospect List

Parcels CBRE receives no regular commission fees in accordance with the Schedule, during the first six months of the executed Exclusive Listing Agreement, if said properties are sold to the following prospect buyers (July 28, 2014).

Property Identification Number (PID)	Ramsey ID	Prospect Buyer
15. North Commons, Four Lots (no PIDs)	54	Greg Bauer Trilogy Homes, Inc. 9340 Highway 10 NW Ramsey, MN 55303
4. 063225140009	34	Nathan Gunn Homes of Influence, LLC 14228 Vintage Street NW Andover, MN 55304 Nathan Gunn Foundational Realty, LLC 14228 Vintage Street NW Andover, MN 55304
6. 283225220011, 283225220013	42	Casey's General Store, Inc. One Convenience Boulevard Ankeny, IA 50021
8. 353225310018	44	Nathan Gunn Homes of Influence, LLC 14228 Vintage Street NW Andover, MN 55304 Nathan Gunn Foundational Realty, LLC 14228 Vintage Street NW Andover, MN 55304
12. 283225410009	50	Casey's General Store, Inc. One Convenience Boulevard Ankeny, IA 50021

See paragraph 5 of Exclusive Listing Agreement for details.

Ramsey Prospects

Below is a list of prospects CBRE has had 1:1 conversations with RE Ramsey. CBRE send emails out to over 3,000 developers and businesses each month on Ramsey (not listed below). CBRE lists sites on LoopNet, CoStar, and their website.

1. Kwik Trip
2. Dunkin Donuts
3. Tim Hortons
4. Wendy's
5. Burger King
6. Cub Foods
7. Hy-Vee
8. Target
9. Wal-Mart
10. Aldi
11. Rainbow Learning Centers
12. MedExpress
13. Super America
14. Mills Fleet Farm
15. Little Caesars
16. Pizza Rev
17. Buffalo Wild Wings
18. Starbucks
19. Fresh Thyme
20. Jiffy Lube
21. Discount Tire
22. Sherwin Williams
23. YMCA
24. Home Depot
25. Metro Self Storage
26. Smash Burger
27. New Horizon Daycare
28. CVS
29. Walgreens
30. Hardees
31. Bank of America
32. G-Will Liquors
33. MGM Liquors
34. Total Wine
35. Chick-Fil-A
36. Family Dollar
37. Dollar General
38. PetSmart
39. Kindercare
40. LA Fitness
41. Panda Express
42. Advance Auto Parts
43. Holiday
44. Panera Bread
45. Raising Canes
46. Choice Hotels
47. Cowboy Jacks
48. Applebees
49. KFC
50. Taco Bell
51. Dairy Queen
52. Culvers
53. Five Guys
54. Noodles
55. Perkins
56. Denny's
57. Cracker Barrel
58. Planet Fitness
59. Darden
60. Jimmy John's
61. Brinker
62. Extra Space Storage
63. Tide Dry Cleaners
64. Wells Fargo
65. Famous Dave's
66. Qdoba
67. Broadway Pizza
68. Pizza Ranch
69. Axel's
70. Axel's Bonfire
71. Chipotle
72. Dominionium
73. SCA
74. XGA Medical Developer



Retail Site Assessment

September 2011

DRAFT

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Retail Site 1 Analysis.....	2
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Appendix B: Segmentation Guide	

Buxton CommunityID Staff

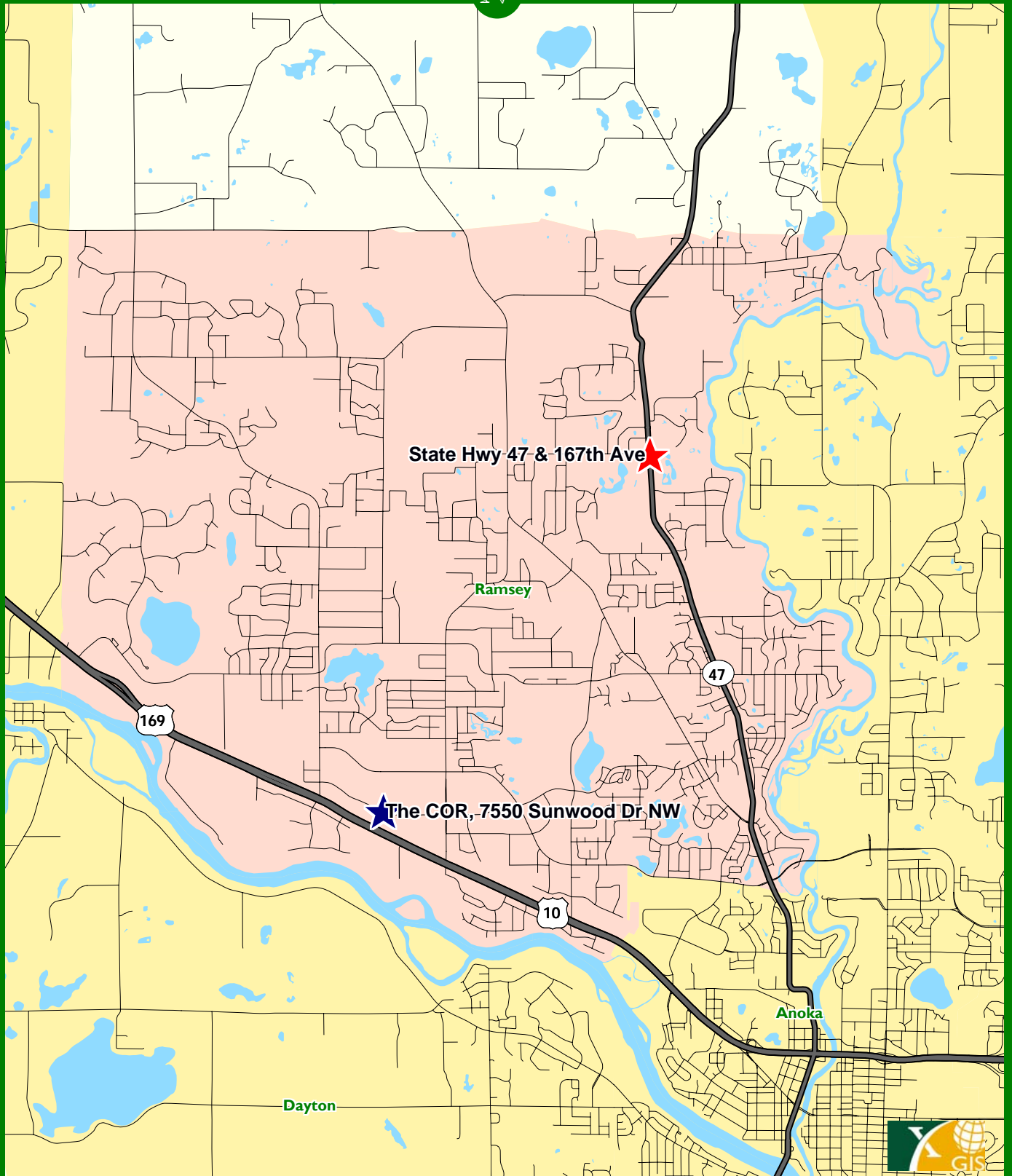
Jennifer Kalil, Business Development Manager, jkalil@buxtonco.com

Diana Binz, Account Executive, dbinz@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

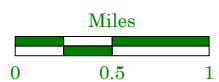
GLA in thousands



City Limits

Site 2

Site 1



Selecting Ramsey's Retail Site

To begin the CommunityID process, the City of Ramsey selected two sites to be analyzed for possible retail development or revitalization. The locations of the two sites are shown on the following page.

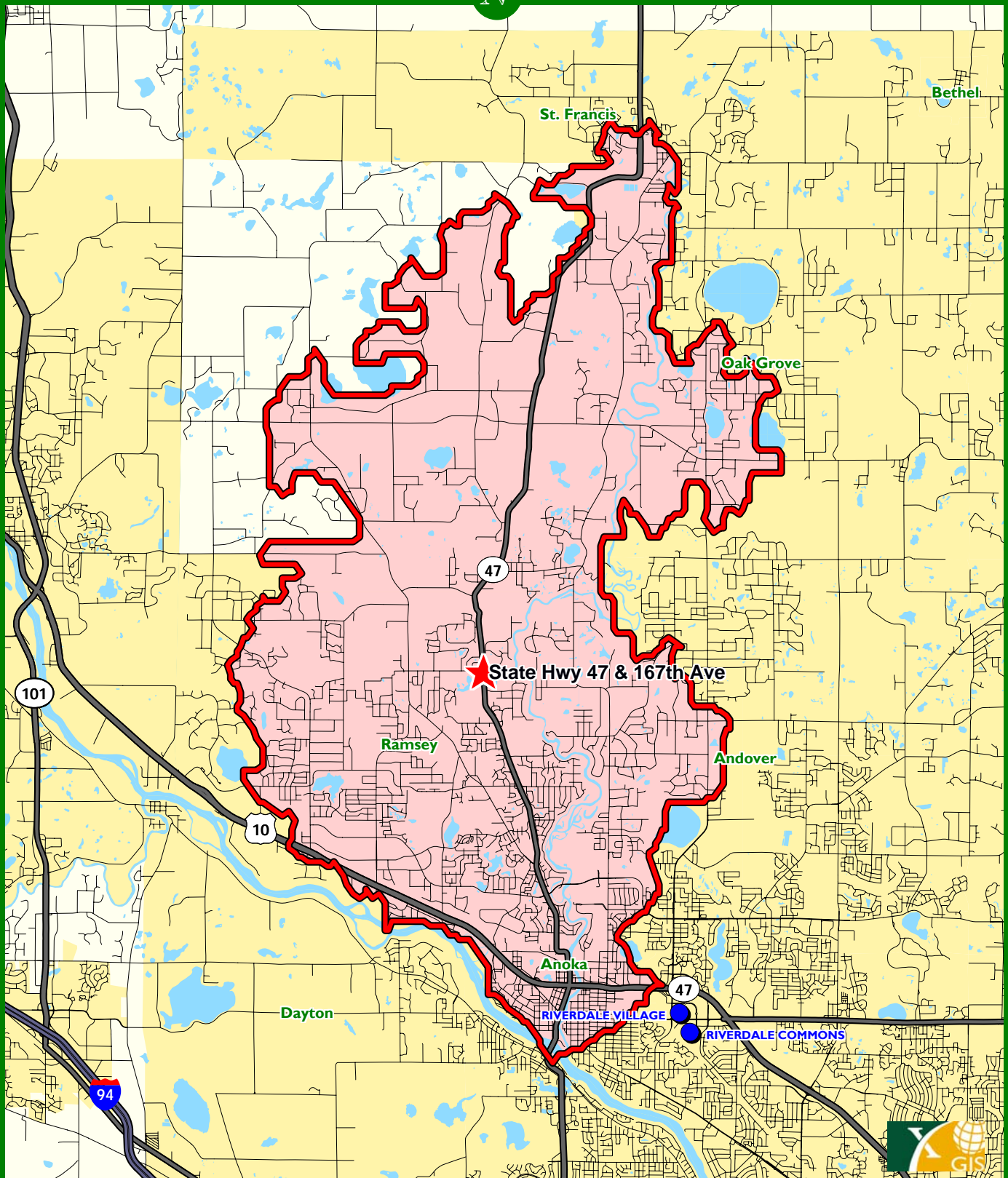
Buxton has examined the retail potential of the two sites based on the following analyses:

- A primary 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 of the two trade areas was developed
- The surplus and leakage for 11 major store types and 49 minor store types were determined for the 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



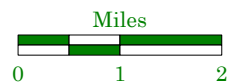
Shopping Centers

GLA in thousands



□ 12 Minute Drive Time

★ Site 1



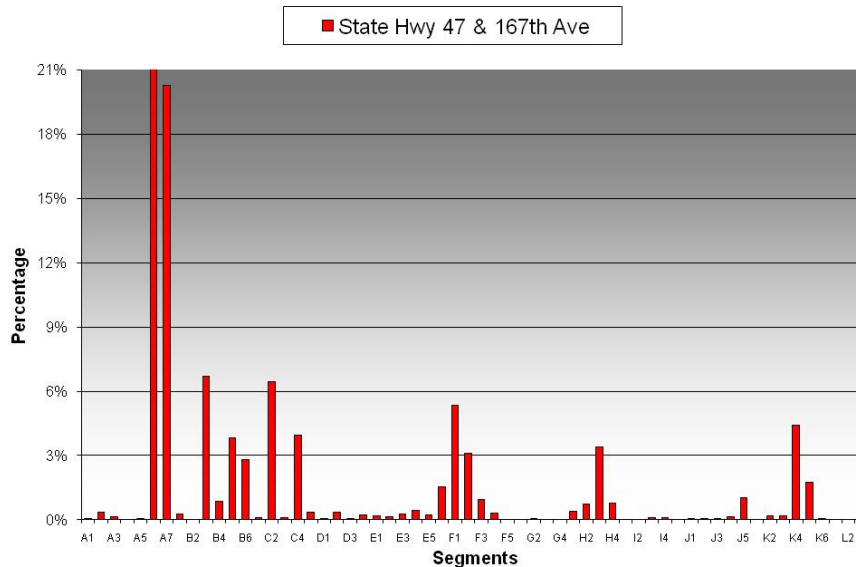
Site 1 Analysis: State Highway 47 & 167th Avenue

Drive-Time Trade Area

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

Psychographics

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



Mosaic® USA is a registered trademark of Experian; Census Data. Data Source: Applied Geographic Solutions, 2000; Census Estimates and Projections 2008 Data

Dominant Segments

A segment that represents at least three percent of a trade area is a dominant segment. By determining dominant segments and reviewing their segment descriptions, lifestyle habits and preferences can be identified. Please refer to Appendix B for additional segment description information.

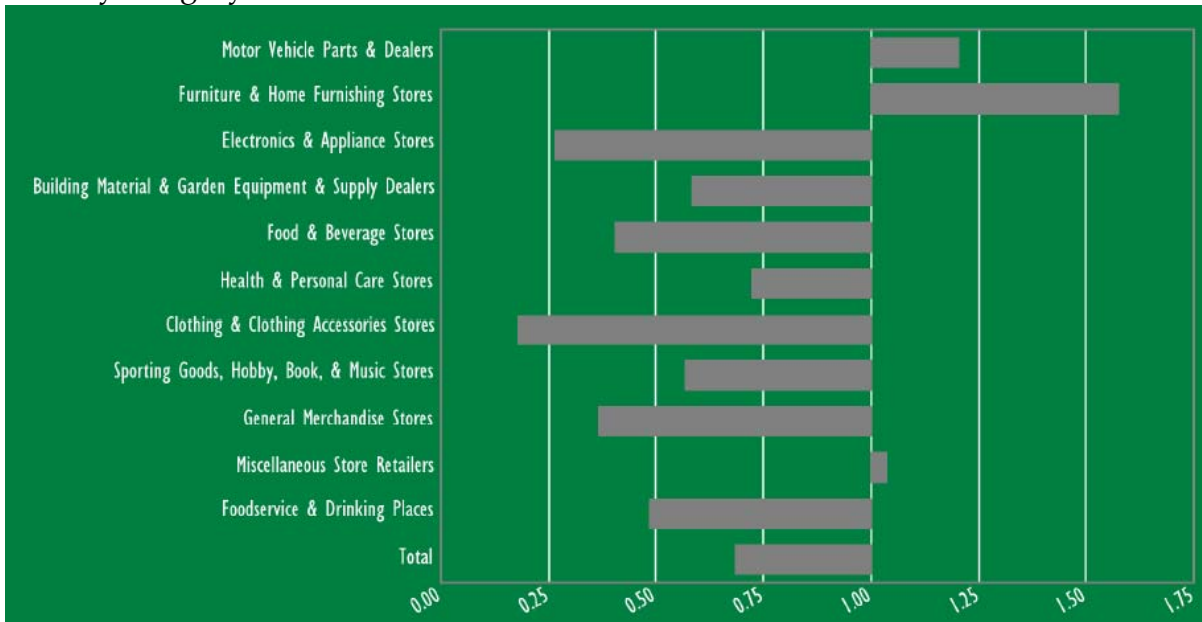
Dominant Segments	Description	Households
A06	Small-town Success	5,050
A07	New Suburbia Families	3,786
B03	Urban Commuter Families	1,249
B05	Second-generation Success	711
C02	Prime Middle America	1,208
C04	Family Convenience	741
F01	Steadfast Conservatives	999
F02	Moderate Conventionalists	581
H03	Stable Careers	639
K04	Urban Diversity	822

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Site 1 Analysis (continued)

Leakage Analysis

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



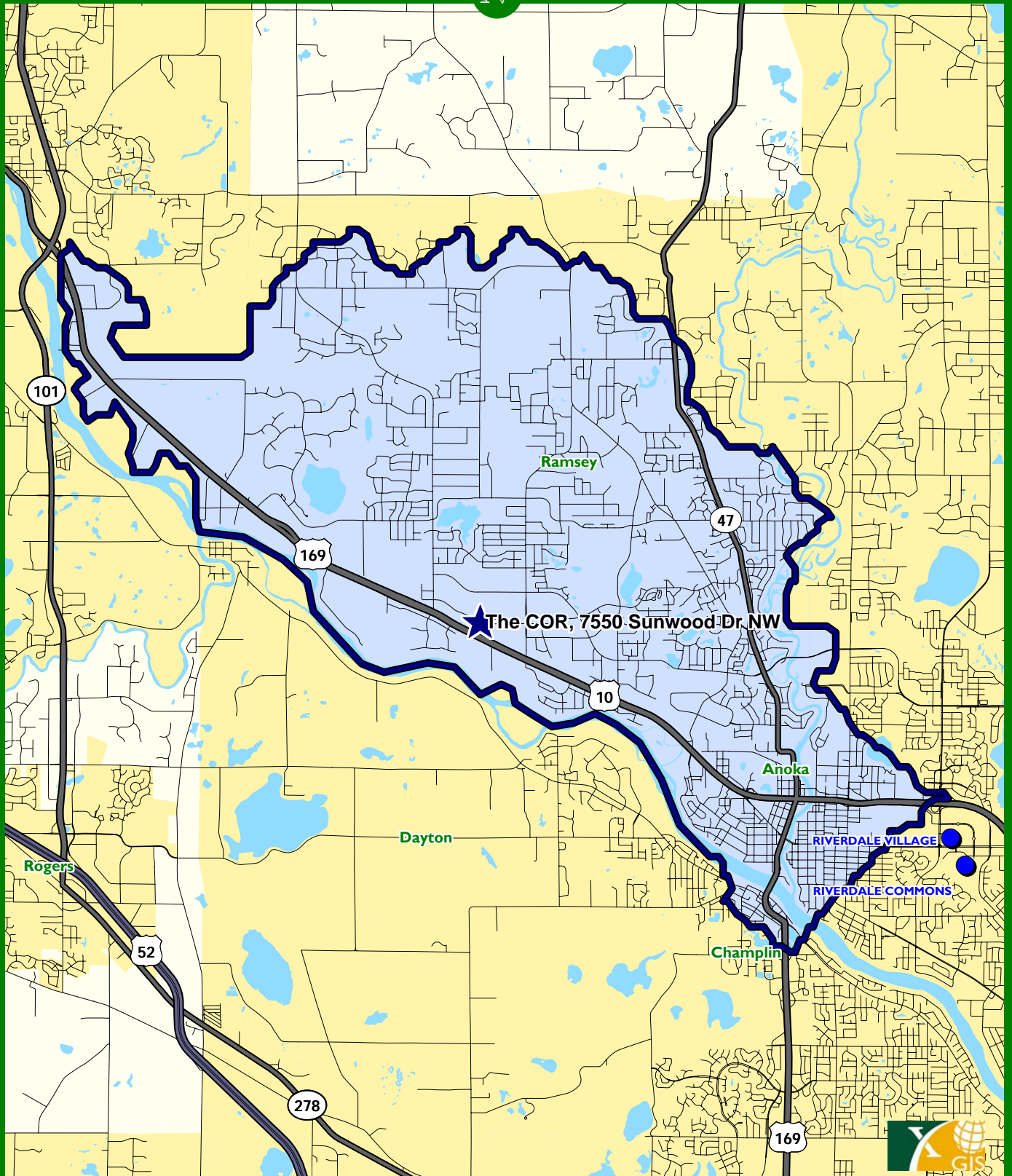
Source: Mosaic® USA is a registered trademark of Experian; Census Data. Data Source: Applied Geographic Solutions, 2000; Census Estimates and Projections 2008 Data

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

Trade Potential Variables	Site 1
Estimated Household Count	18,678
Number of Households in Dominant Segments	15,786
Traffic Count	9,600
Total Demand	\$629,316,309
Total Supply	\$432,123,888
Leakage	(\$197,192,421)

Mosaic® USA is a registered trademark of Experian; Census Data. Data Source: Applied Geographic Solutions, 2000; Census Estimates and Projections 2008 Data





Ramsey, Minnesota: Trade Area



Shopping Centers

GLA in thousands



 12 Minute Drive Time

 Site 2

Miles



0 1 2

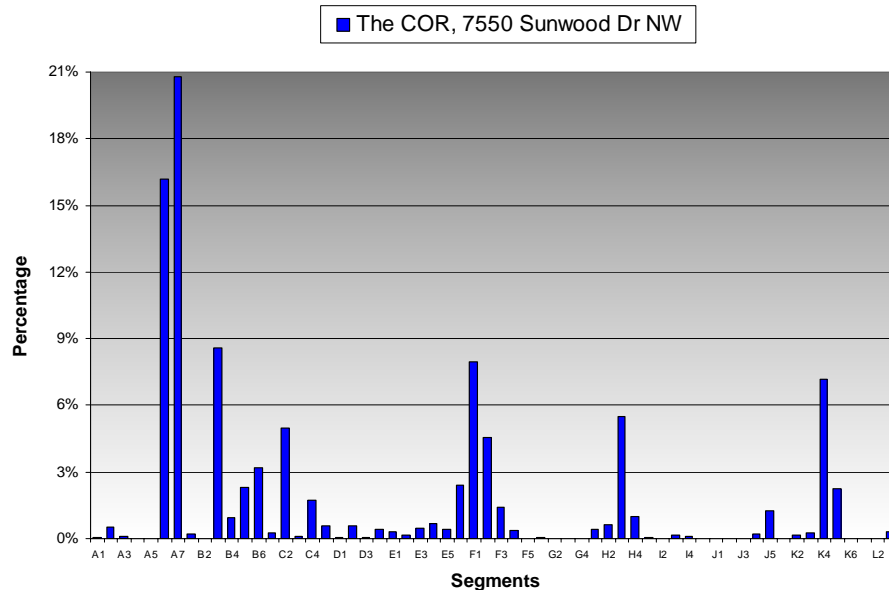
Site 2 Analysis: The COR, 7550 Sunwood Drive NW

Drive-Time Trade Area

The map on the previous 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.



Mosaic® USA is a registered trademark of Experian; Census Data. Data Source: Applied Geographic Solutions, 2000: Census Estimates and Projections 2008 Data

Dominant Segments

A segment that represents at least three percent of a trade area is a dominant segment. By determining dominant segments and reviewing their segment descriptions, lifestyle habits and preferences can be identified. Please refer to Appendix B for additional segment description information.

Dominant Segments	Description	Households
A06	Small-town Success	2,188
A07	New Suburbia Families	2,812
B03	Urban Commuter Families	1,158
B06	Successful Suburbia	430
C02	Prime Middle America	669
F01	Steadfast Conservatives	1,074
F02	Moderate Conventionalists	613
H03	Stable Careers	742
K04	Urban Diversity	973

Mosaic® USA is a registered trademark of Experian; Census Data. Data Source: Applied Geographic Solutions, 2000: Census Estimates and Projections 2008 Data

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.



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

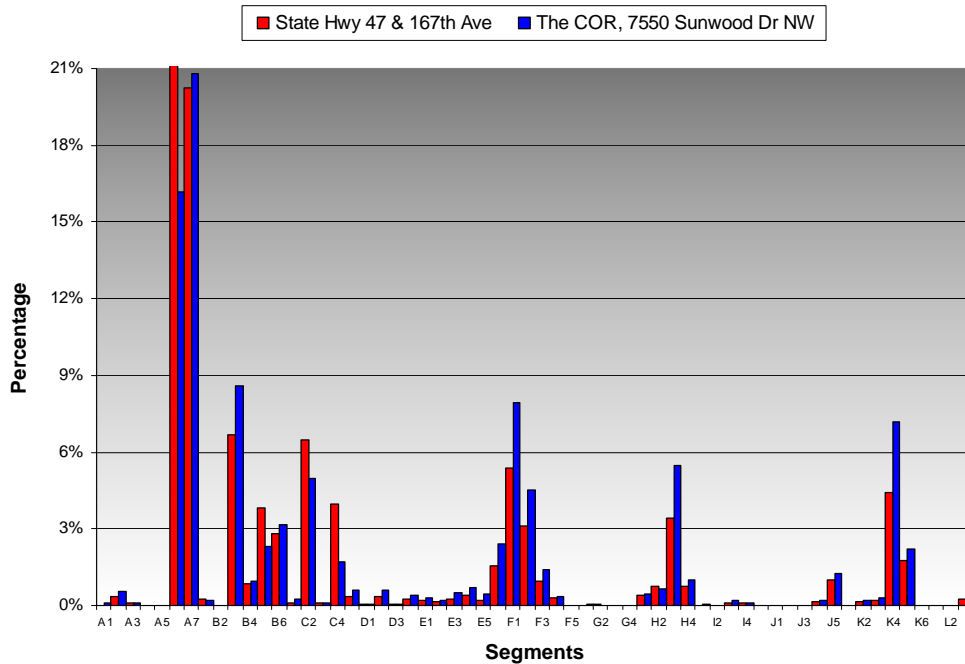
Trade Potential Variables	Site 2
Estimated Household Count	13,514
Number of Households in Dominant Segments	10,659
Traffic Count	37,500
Total Demand	\$955,227,451
Total Supply	\$1,175,177,367
Surplus	\$219,949,916

Mosaic® USA is a registered trademark of Experian; Census Data. Data Source: Applied Geographic Solutions, 2000: Census Estimates and Projections 2008 Data

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.

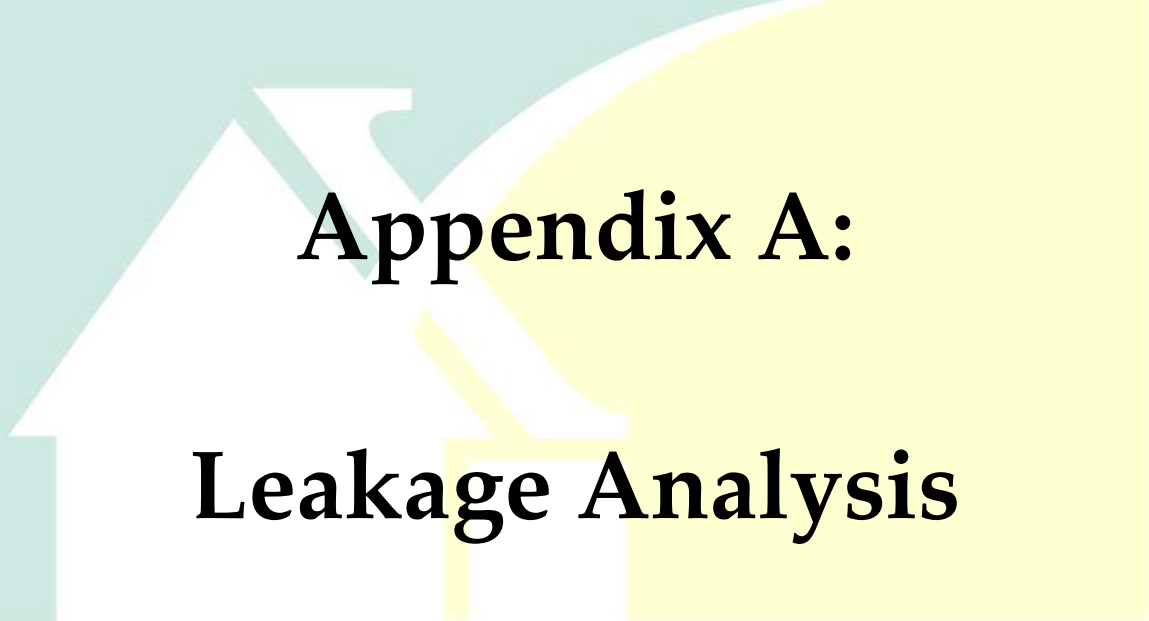


Mosaic® USA is a registered trademark of Experian; Census Data. Data Source: Applied Geographic Solutions, 2000: Census Estimates and Projections 2008 Data

12- Minute Trade Area Statistics

Trade Potential Variables	Site 1	Site 2
Estimated Household Count	18,678	13,514
Number of Households in Dominant Segments	15,786	10,659
Traffic Count	9,600	37,500
Total Demand	\$629,316,309	\$955,227,451
Total Supply	\$432,123,888	\$1,175,177,367
Leakage/Surplus	(\$197,192,421)	\$219,949,916

Mosaic® USA is a registered trademark of Experian; Census Data. Data Source: Applied Geographic Solutions, 2000: Census Estimates and Projections 2008 Data



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.

Interpreting Leakage Index

1.0 = equilibrium, meaning that demand and sales in the area being analyzed are in balance.

.80 = demand exceeds sales by 20%, meaning that consumers are leaving the area being analyzed.

1.2 = sales exceed demand by 20%, meaning that consumers are coming from outside the area being analyzed.

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

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



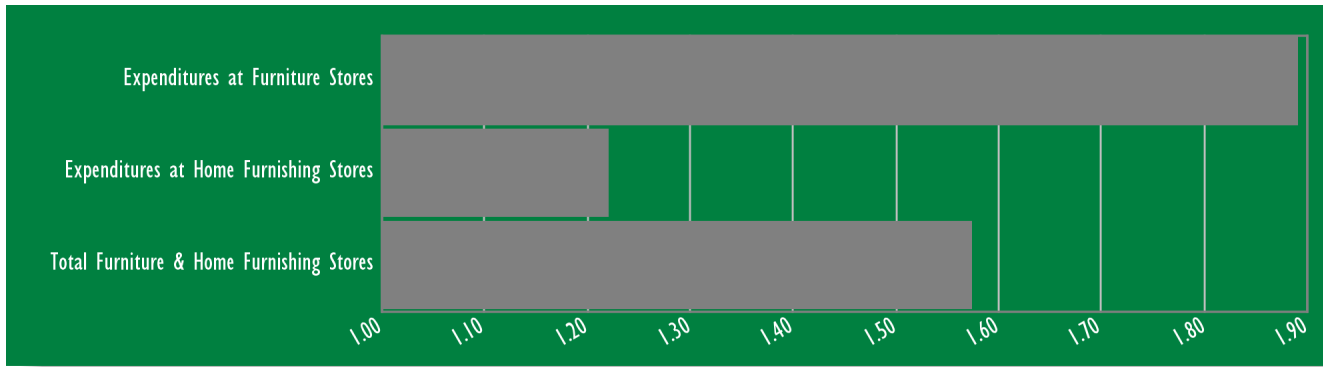
Store Type	Potential	Actual Sales	Leakage
Motor Vehicle Parts & Dealers	149,660,406	179,996,510	1.2
Furniture & Home Furnishing Stores	20,483,996	32,254,984	1.6
Electronics & Appliance Stores	18,142,728	4,881,670	0.3
Building Material & Garden Equipment & Supply Dealers	95,030,755	55,623,887	0.6
Food & Beverage Stores	82,693,348	33,582,484	0.4
Health & Personal Care Stores	32,900,745	23,862,895	0.7
Clothing & Clothing Accessories Stores	37,271,242	6,637,591	0.2
Sporting Goods, Hobby, Book, & Music Stores	14,909,907	8,496,836	0.6
General Merchandise Stores	90,365,546	33,130,570	0.4
Miscellaneous Store Retailers	19,917,598	20,599,947	1.0
Foodservice & Drinking Places	67,940,038	33,056,514	0.5
Total	629,316,309	432,123,888	0.7

Sub-Categories of Motor Vehicle Parts & Dealers



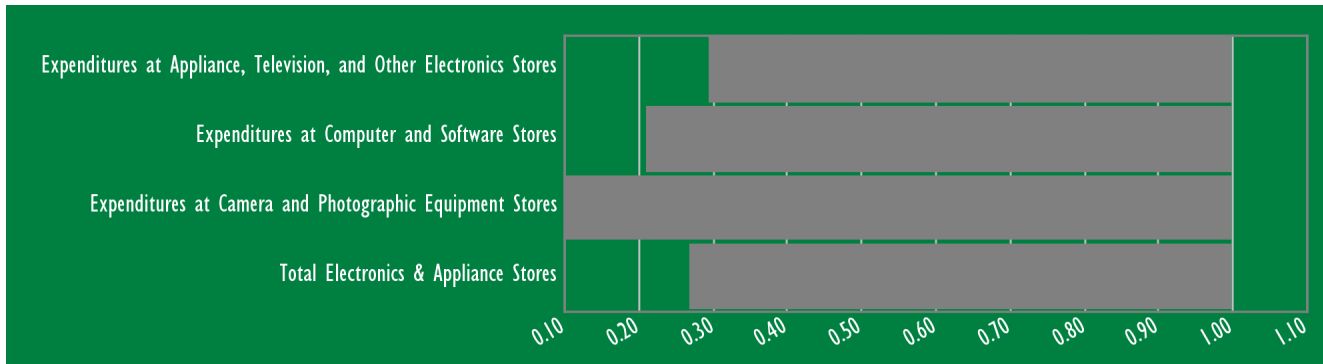
Store Type	Potential	Actual Sales	Leakage
Expenditures at Automotive Dealers	129,146,720	140,545,858	1.1
Expenditures at Other Motor Vehicle Dealers	9,488,263	31,577,770	3.3
Expenditures at Automotive Parts, Accessories, and Tire Stores	11,025,422	7,872,882	0.7
Total Motor Vehicle Parts & Dealers	149,660,406	179,996,510	1.2

Sub-Categories of Furniture & Home Furnishing Stores



Store Type	Potential	Actual Sales	Leakage
Expenditures at Furniture Stores	10,789,586	20,413,743	1.9
Expenditures at Home Furnishing Stores	9,694,410	11,841,241	1.2
Total Furniture & Home Furnishing Stores	20,483,996	32,254,984	1.6

Sub-Categories of Electronics & Appliance Stores



Store Type	Potential	Actual Sales	Leakage
Expenditures at Appliance, Television, and Other Electronics Stores	13,631,944	4,017,476	0.3
Expenditures at Computer and Software Stores	3,752,604	788,295	0.2
Expenditures at Camera and Photographic Equipment Stores	758,179	75,899	0.1
Total Electronics & Appliance Stores	18,142,728	4,881,670	0.3

Sub-Categories of Building Material & Garden Equipment & Supply Dealers



Store Type	Potential	Actual Sales	Leakage
Expenditures at Home Centers	34,575,783	12,371,415	0.4
Expenditures at Paint and Wallpaper Stores	1,958,246	0	0.0
Expenditures at Hardware Stores	6,934,600	13,533,357	2.0
Expenditures at Other Building Materials Dealers	44,049,036	26,201,508	0.6
Expenditures at Outdoor Power Equipment Stores	1,100,267	1,054,116	1.0
Expenditures at Nursery and Garden Centers	6,412,824	2,463,490	0.4
Total Building Material & Garden Equipment & Supply Dealers	95,030,755	55,623,887	0.6

Sub-Categories of Food & Beverage Stores



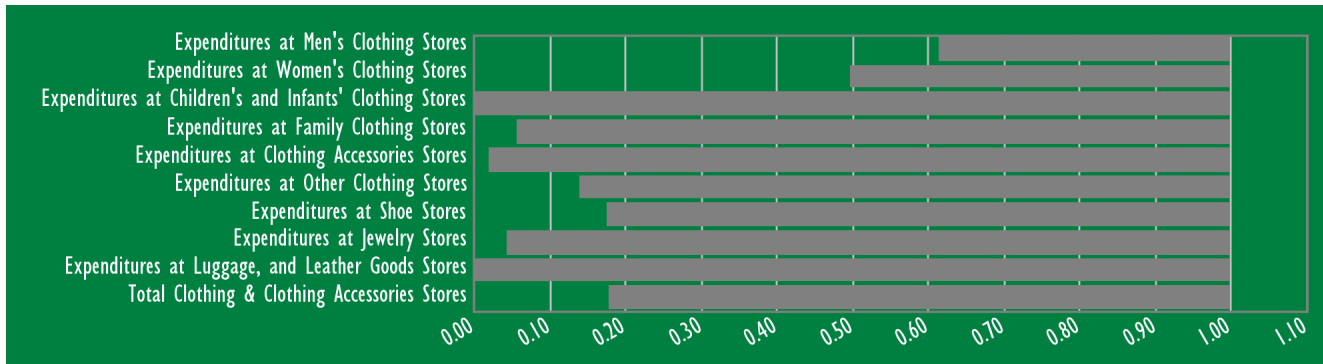
Store Type	Potential	Actual Sales	Leakage
Expenditures at Supermarkets and Other Grocery (except Convenience) Stores	70,980,489	26,613,050	0.4
Expenditures at Convenience Stores	3,969,048	748,888	0.2
Expenditures at Specialty Food Stores	2,285,507	770,966	0.3
Expenditures at Beer, Wine, and Liquor Stores	5,458,304	5,449,580	1.0
Total Food & Beverage Stores	82,693,348	33,582,484	0.4

Sub-Categories of Health & Personal Care Stores



Store Type	Potential	Actual Sales	Leakage
Expenditures at Pharmacies and Drug Stores	28,291,074	21,317,149	0.8
Expenditures at Cosmetics, Beauty Supplies and Perfume Stores	1,090,245	0	0.0
Expenditures at Optical Goods Stores	1,581,756	260,747	0.2
Expenditures at Other Health and Personal Care Stores	1,937,669	2,284,999	1.2
Total Health & Personal Care Stores	32,900,745	23,862,895	0.7

Sub-Categories of Clothing & Clothing Accessories Stores



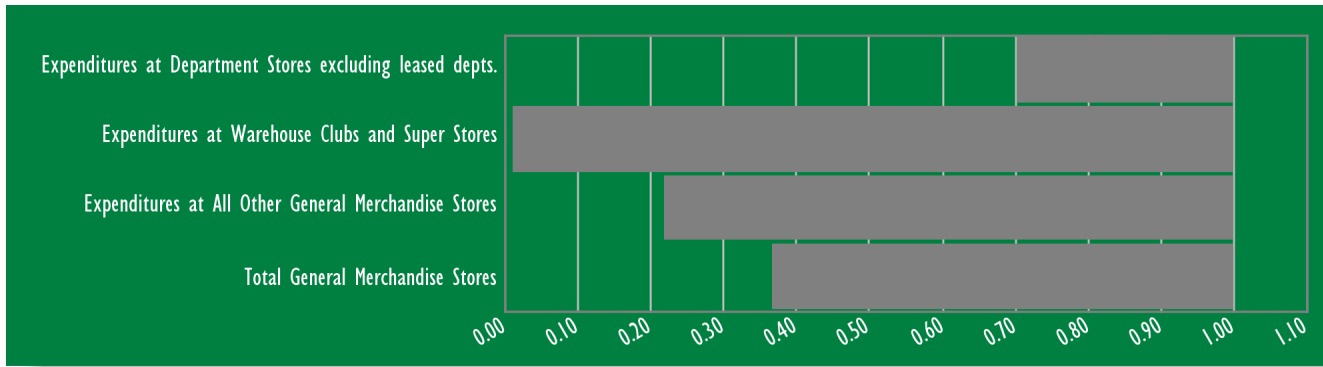
Store Type	Potential	Actual Sales	Leakage
Expenditures at Men's Clothing Stores	1,736,422	1,067,917	0.6
Expenditures at Women's Clothing Stores	6,864,316	3,415,189	0.5
Expenditures at Children's and Infants' Clothing Stores	1,443,296	0	0.0
Expenditures at Family Clothing Stores	14,380,184	817,601	0.1
Expenditures at Clothing Accessories Stores	627,446	12,609	0.0
Expenditures at Other Clothing Stores	1,733,329	244,238	0.1
Expenditures at Shoe Stores	4,803,863	843,791	0.2
Expenditures at Jewelry Stores	5,244,567	236,245	0.0
Expenditures at Luggage, and Leather Goods Stores	437,819	0	0.0
Total Clothing & Clothing Accessories Stores	37,271,242	6,637,591	0.2

Sub-Categories of Sporting Goods, Hobby, Book, & Music Stores



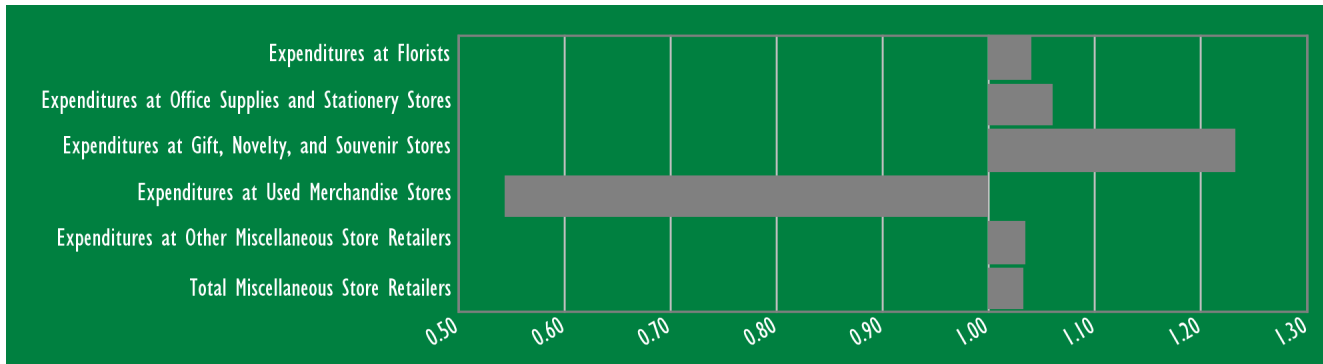
Store Type	Potential	Actual Sales	Leakage
Expenditures at Sporting Goods Stores	5,569,216	5,491,546	1.0
Expenditures at Hobby, Toys and Games Stores	3,314,160	1,304,947	0.4
Expenditures at Sew/Needlework/Piece Goods Stores	749,262	889,467	1.2
Expenditures at Musical Instrument and Supplies Stores	947,358	342,258	0.4
Expenditures at Book Stores and News Dealers	2,922,860	356,402	0.1
Expenditures at Prerecorded Tape, Compact Disc, and Record Stores	1,407,051	112,217	0.1
Total Sporting Goods, Hobby, Book, & Music Stores	14,909,907	8,496,836	0.6

Sub-Categories of General Merchandise Stores



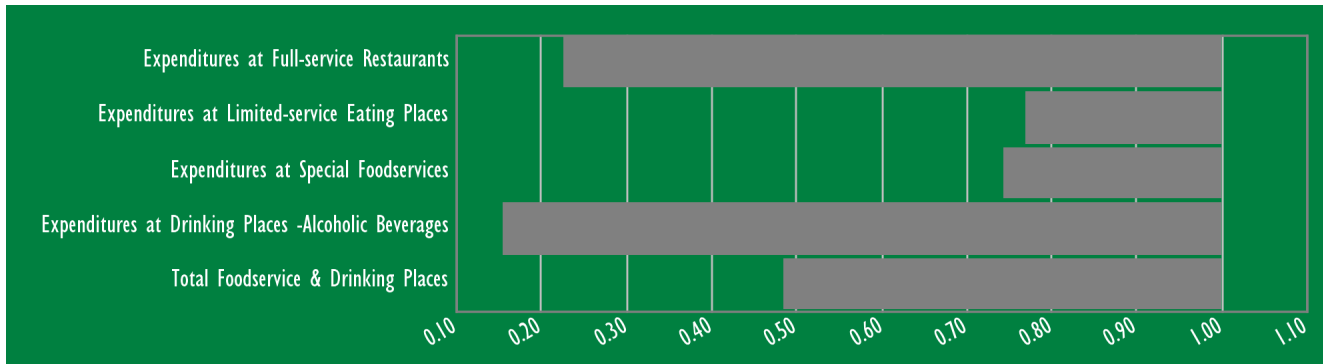
Store Type	Potential	Actual Sales	Leakage
Expenditures at Department Stores excluding leased depts.	44,271,577	31,197,433	0.7
Expenditures at Warehouse Clubs and Super Stores	39,204,104	436,278	0.0
Expenditures at All Other General Merchandise Stores	6,889,865	1,496,860	0.2
Total General Merchandise Stores	90,365,546	33,130,570	0.4

Sub-Categories of Miscellaneous Store Retailers



Store Type	Potential	Actual Sales	Leakage
Expenditures at Florists	1,470,743	1,530,956	1.0
Expenditures at Office Supplies and Stationery Stores	4,529,564	4,806,945	1.1
Expenditures at Gift, Novelty, and Souvenir Stores	3,491,790	4,309,653	1.2
Expenditures at Used Merchandise Stores	1,717,028	933,518	0.5
Expenditures at Other Miscellaneous Store Retailers	8,708,474	9,018,875	1.0
Total Miscellaneous Store Retailers	19,917,598	20,599,947	1.0

Sub-Categories of Foodservice & Drinking Places



Store Type	Potential	Actual Sales	Leakage
Expenditures at Full-service Restaurants	31,323,828	7,123,431	0.2
Expenditures at Limited-service Eating Places	27,507,668	21,169,395	0.8
Expenditures at Special Foodservices	5,676,962	4,229,978	0.7
Expenditures at Drinking Places -Alcoholic Beverages	3,431,581	533,710	0.2
Total Foodservice & Drinking Places	67,940,038	33,056,514	0.5

Sources and Methodology

The primary data sources used in the construction of the database include:

- Current year AGS (Applied Geographic Solutions) Consumer Expenditure Estimates
- Census of Retail Trade, Merchandise Line Sales
- Census Bureau Monthly Retail Trade

The Census of Retail Trade presents a table known as the Merchandise Line summary, which relates approximately 120 merchandise lines (e.g. hardware) to each of the store types. For each merchandise line, the distribution of sales by store type can be computed, yielding a conversion table which apportions merchandise line sales by store type.

The AGS (Applied Geographic Solutions) Consumer Expenditure database was re-computed to these merchandise lines by aggregating both whole and partial categories, yielding, at the block group level, a series of merchandise line estimates which are consistent with the AGS Consumer Expenditure database.

These two components were then combined in order to derive estimated potential by store type. The results were then compared to current retail trade statistics to ensure consistency and completeness.





Retail Leakage and Surplus Analysis

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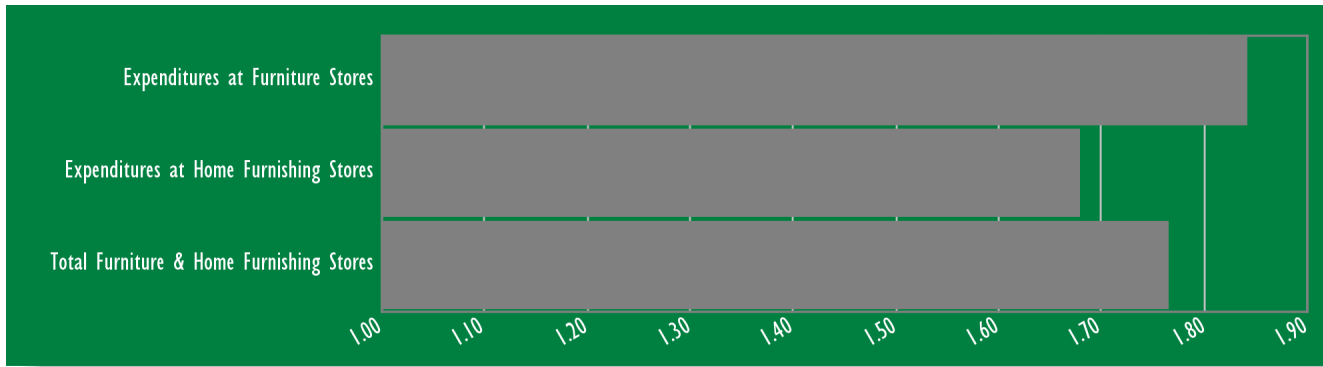
Store Type	Potential	Actual Sales	Leakage
Motor Vehicle Parts & Dealers	228,607,369	255,401,791	1.1
Furniture & Home Furnishing Stores	29,917,339	52,836,985	1.8
Electronics & Appliance Stores	27,318,974	12,428,000	0.5
Building Material & Garden Equipment & Supply Dealers	137,590,373	196,251,012	1.4
Food & Beverage Stores	129,231,986	181,774,978	1.4
Health & Personal Care Stores	52,303,345	59,263,828	1.1
Clothing & Clothing Accessories Stores	54,744,508	25,847,066	0.5
Sporting Goods, Hobby, Book, & Music Stores	22,392,967	22,951,557	1.0
General Merchandise Stores	137,040,628	227,713,487	1.7
Miscellaneous Store Retailers	30,260,211	37,626,745	1.2
Foodservice & Drinking Places	105,819,751	103,081,917	1.0
Total	955,227,451	1,175,177,367	1.2

Sub-Categories of Motor Vehicle Parts & Dealers



Store Type	Potential	Actual Sales	Leakage
Expenditures at Automotive Dealers	197,332,251	192,708,424	1.0
Expenditures at Other Motor Vehicle Dealers	14,293,971	42,931,727	3.0
Expenditures at Automotive Parts, Accessories, and Tire Stores	16,981,148	19,761,640	1.2
Total Motor Vehicle Parts & Dealers	228,607,369	255,401,791	1.1

Sub-Categories of Furniture & Home Furnishing Stores



Store Type	Potential	Actual Sales	Leakage
Expenditures at Furniture Stores	15,916,445	29,317,089	1.8
Expenditures at Home Furnishing Stores	14,000,894	23,519,896	1.7
Total Furniture & Home Furnishing Stores	29,917,339	52,836,985	1.8

Sub-Categories of Electronics & Appliance Stores



Store Type	Potential	Actual Sales	Leakage
Expenditures at Appliance, Television, and Other Electronics Stores	20,578,398	10,174,308	0.5
Expenditures at Computer and Software Stores	5,609,549	1,115,201	0.2
Expenditures at Camera and Photographic Equipment Stores	1,131,027	1,138,492	1.0
Total Electronics & Appliance Stores	27,318,974	12,428,000	0.5

Sub-Categories of Building Material & Garden Equipment & Supply Dealers



Store Type	Potential	Actual Sales	Leakage
Expenditures at Home Centers	50,224,216	128,857,531	2.6
Expenditures at Paint and Wallpaper Stores	2,772,665	4,761,072	1.7
Expenditures at Hardware Stores	10,221,953	18,180,226	1.8
Expenditures at Other Building Materials Dealers	63,288,603	40,951,888	0.6
Expenditures at Outdoor Power Equipment Stores	1,622,473	1,240,137	0.8
Expenditures at Nursery and Garden Centers	9,460,463	2,260,158	0.2
Total Building Material & Garden Equipment & Supply Dealers	137,590,373	196,251,012	1.4

Sub-Categories of Food & Beverage Stores



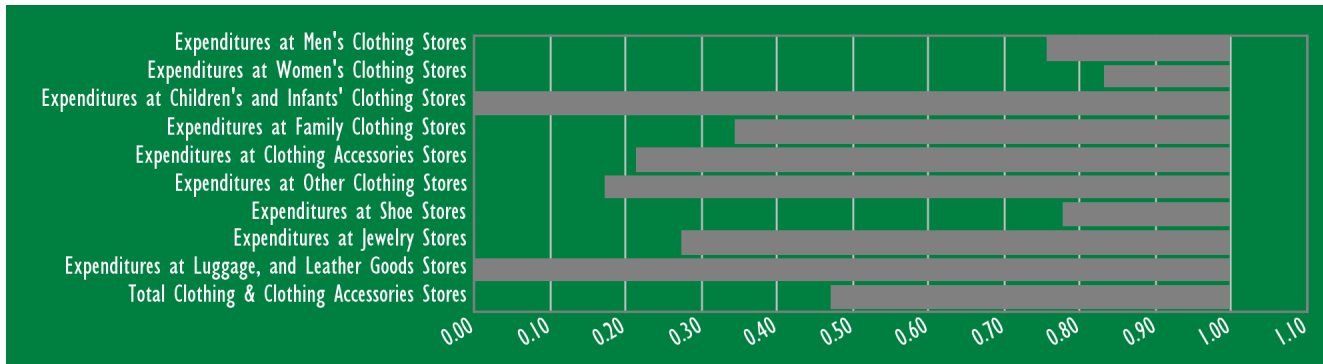
Store Type	Potential	Actual Sales	Leakage
Expenditures at Supermarkets and Other Grocery (except Convenience) Stores	110,821,801	164,646,839	1.5
Expenditures at Convenience Stores	6,278,217	1,695,858	0.3
Expenditures at Specialty Food Stores	3,551,918	1,960,832	0.6
Expenditures at Beer, Wine, and Liquor Stores	8,580,049	13,471,449	1.6
Total Food & Beverage Stores	129,231,986	181,774,978	1.4

Sub-Categories of Health & Personal Care Stores



Store Type	Potential	Actual Sales	Leakage
Expenditures at Pharmacies and Drug Stores	45,052,907	53,816,966	1.2
Expenditures at Cosmetics, Beauty Supplies and Perfume Stores	1,743,517	5,434	0.0
Expenditures at Optical Goods Stores	2,403,744	1,421,870	0.6
Expenditures at Other Health and Personal Care Stores	3,103,177	4,019,558	1.3
Total Health & Personal Care Stores	52,303,345	59,263,828	1.1

Sub-Categories of Clothing & Clothing Accessories Stores



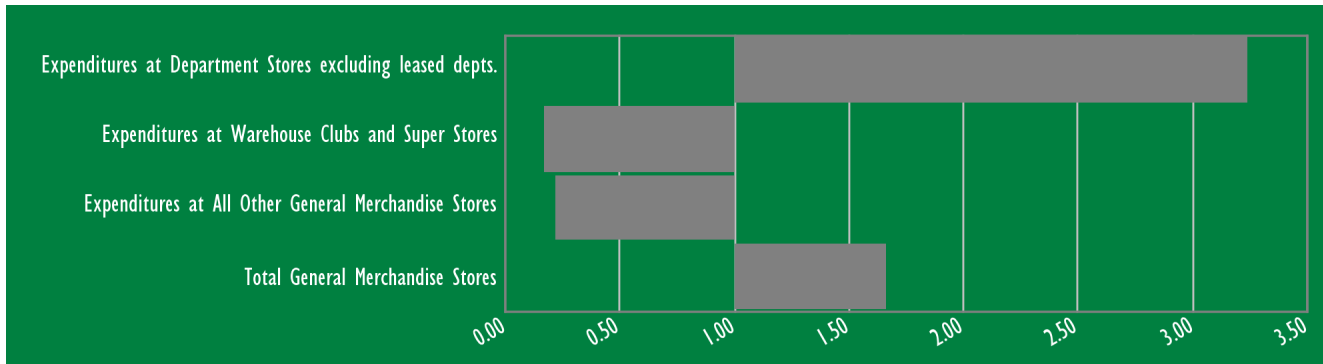
Store Type	Potential	Actual Sales	Leakage
Expenditures at Men's Clothing Stores	2,565,104	1,942,868	0.8
Expenditures at Women's Clothing Stores	9,993,395	8,331,835	0.8
Expenditures at Children's and Infants' Clothing Stores	2,208,647	0	0.0
Expenditures at Family Clothing Stores	21,224,352	7,313,832	0.3
Expenditures at Clothing Accessories Stores	909,054	195,190	0.2
Expenditures at Other Clothing Stores	2,539,496	438,828	0.2
Expenditures at Shoe Stores	7,139,416	5,557,368	0.8
Expenditures at Jewelry Stores	7,531,156	2,067,145	0.3
Expenditures at Luggage, and Leather Goods Stores	633,889	0	0.0
Total Clothing & Clothing Accessories Stores	54,744,508	25,847,066	0.5

Sub-Categories of Sporting Goods, Hobby, Book, & Music Stores



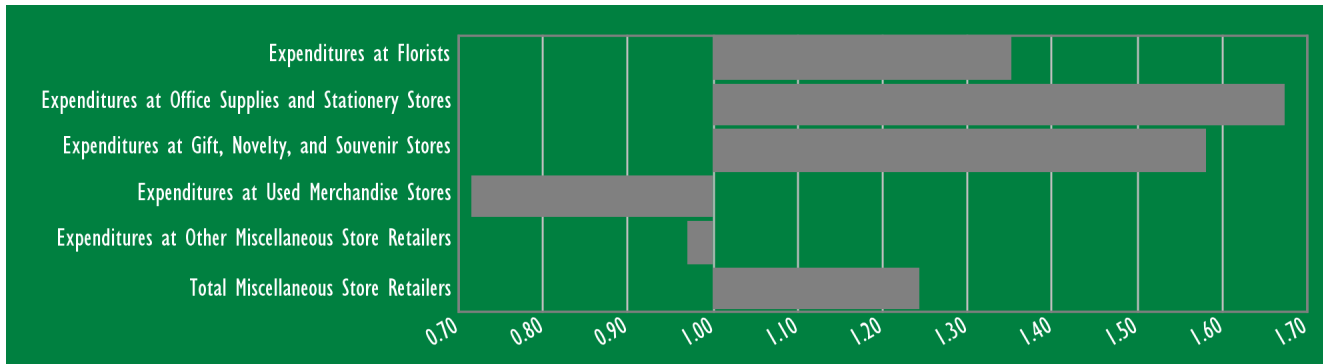
Store Type	Potential	Actual Sales	Leakage
Expenditures at Sporting Goods Stores	8,214,638	9,525,227	1.2
Expenditures at Hobby, Toys and Games Stores	4,979,785	6,062,766	1.2
Expenditures at Sew/Needlework/Piece Goods Stores	1,121,349	1,241,456	1.1
Expenditures at Musical Instrument and Supplies Stores	1,433,780	936,900	0.7
Expenditures at Book Stores and News Dealers	4,457,297	4,389,770	1.0
Expenditures at Prerecorded Tape, Compact Disc, and Record Stores	2,186,118	795,438	0.4
Total Sporting Goods, Hobby, Book, & Music Stores	22,392,967	22,951,557	1.0

Sub-Categories of General Merchandise Stores



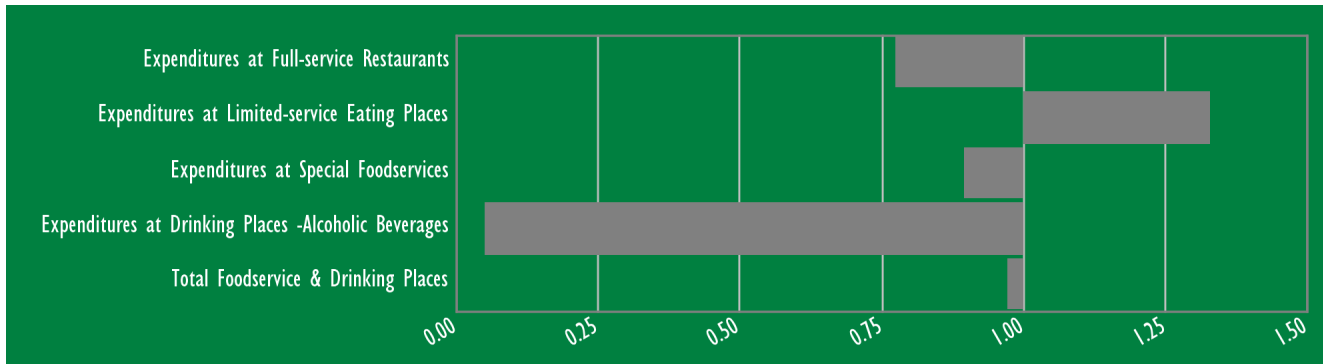
Store Type	Potential	Actual Sales	Leakage
Expenditures at Department Stores excluding leased depts.	66,378,948	215,263,870	3.2
Expenditures at Warehouse Clubs and Super Stores	60,296,373	10,131,549	0.2
Expenditures at All Other General Merchandise Stores	10,365,307	2,318,068	0.2
Total General Merchandise Stores	137,040,628	227,713,487	1.7

Sub-Categories of Miscellaneous Store Retailers



Store Type	Potential	Actual Sales	Leakage
Expenditures at Florists	2,176,533	2,945,361	1.4
Expenditures at Office Supplies and Stationery Stores	6,884,444	11,520,674	1.7
Expenditures at Gift, Novelty, and Souvenir Stores	5,295,338	8,378,151	1.6
Expenditures at Used Merchandise Stores	2,569,005	1,841,074	0.7
Expenditures at Other Miscellaneous Store Retailers	13,334,891	12,941,484	1.0
Total Miscellaneous Store Retailers	30,260,211	37,626,745	1.2

Sub-Categories of Foodservice & Drinking Places



Store Type	Potential	Actual Sales	Leakage
Expenditures at Full-service Restaurants	48,803,164	37,916,346	0.8
Expenditures at Limited-service Eating Places	42,820,669	56,954,853	1.3
Expenditures at Special Foodservices	8,827,746	7,926,997	0.9
Expenditures at Drinking Places -Alcoholic Beverages	5,368,172	283,721	0.1
Total Foodservice & Drinking Places	105,819,751	103,081,917	1.0

Sources and Methodology

The primary data sources used in the construction of the database include:

- Current year AGS (Applied Geographic Solutions) Consumer Expenditure Estimates
- Census of Retail Trade, Merchandise Line Sales
- Census Bureau Monthly Retail Trade

The Census of Retail Trade presents a table known as the Merchandise Line summary, which relates approximately 120 merchandise lines (e.g. hardware) to each of the store types. For each merchandise line, the distribution of sales by store type can be computed, yielding a conversion table which apportions merchandise line sales by store type.

The AGS (Applied Geographic Solutions) Consumer Expenditure database was re-computed to these merchandise lines by aggregating both whole and partial categories, yielding, at the block group level, a series of merchandise line estimates which are consistent with the AGS Consumer Expenditure database.

These two components were then combined in order to derive estimated potential by store type. The results were then compared to current retail trade statistics to ensure consistency and completeness.



Appendix B:
Segmentation Guide

Group Structure

Segment Group	Label	Segment Name	% of US Households	
A	Affluent Suburbia 11.19%	A01	America's Wealthiest	1.14%
		A02	Dream Weavers	1.74%
		A03	White-collar Suburbia	1.43%
		A04	Upscale Suburbanites	0.84%
		A05	Enterprising Couples	0.84%
		A06	Small-town Success	2.38%
		A07	New Suburbia Families	2.82%
B	Upscale America 13.26%	B01	Status-conscious Consumers	1.55%
		B02	Affluent Urban Professionals	1.44%
		B03	Urban Commuter Families	6.33%
		B04	Solid Suburban Life	0.63%
		B05	Second-generation Success	2.40%
		B06	Successful Suburbia	0.91%
C	Small-town Contentment 7.64%	C01	Second City Homebodies	0.74%
		C02	Prime Middle America	3.52%
		C03	Suburban Optimists	0.61%
		C04	Family Convenience	1.93%
		C05	Mid-market Enterprise	0.84%
D	Blue-collar Backbone 6.57%	D01	Nuevo Hispanic Families	2.73%
		D02	Working Rural Communities	1.06%
		D03	Lower-income Essentials	0.83%
		D04	Small-city Endeavors	1.95%
E	American Diversity 9.73%	E01	Ethnic Urban Mix	1.89%
		E02	Urban Blues	1.74%
		E03	Professional Urbanites	2.09%
		E04	Suburban Advantage	1.15%
		E05	American Great Outdoors	1.37%
		E06	Mature America	1.48%
F	Metro Fringe 10.63%	F01	Steadfast Conservatives	6.51%
		F02	Moderate Conventionalists	1.60%
		F03	Southern Blues	0.92%
		F04	Urban Grit	0.55%
		F05	Grass-roots Living	1.05%
G	Remote America 7.39%	G01	Hardy Rural Families	2.70%
		G02	Rural Southern Living	2.71%
		G03	Coal and Crops	1.81%
		G04	Native Americana	0.18%
H	Aspiring Contemporaries 11.18%	H01	Young Cosmopolitans	3.22%
		H02	Minority Metro Communities	2.20%
		H03	Stable Careers	4.29%
		H04	Aspiring Hispania	1.48%
I	Rural Villages and Farms 4.77%	I01	Industrious Country Living	1.30%
		I02	America's Farmlands	1.04%
		I03	Comfy Country Living	0.73%
		I04	Small-town Connections	0.48%
		I05	Hinterland Families	1.23%
J	Struggling Societies 8.20%	J01	Rugged Rural Style	1.62%
		J02	Latino Nuevo	2.91%
		J03	Struggling City Centers	1.72%
		J04	College Town Communities	0.98%
		J05	Metro Beginnings	0.98%
K	Urban Essence 8.63%	K01	Unattached Multi-cultures	0.38%
		K02	Academic Influences	0.47%
		K03	African-American Neighborhoods	1.93%
		K04	Urban Diversity	2.44%
		K05	New Generation Activists	2.37%
		K06	Getting By	1.05%
L	Varying Lifestyles 0.80%	L01	Military Family Life	0.31%
		L02	Major University Towns	0.27%
		L03	Gray Perspectives	0.22%

Mosaic USA Group Descriptions

A full Mosaic media guide is available online at: www.buxtonco.com/mosaic.asp

Group A: Affluent Suburbia

The wealthiest households in the U.S. living in exclusive suburban neighborhoods enjoying the best of everything that life has to offer

The seven Segments in the Affluent Suburbia group comprise the wealthiest households in the nation. These segments outrank all other Mosaic Segments in terms of household income, home value and educational achievement. Concentrated in exclusive suburban neighborhoods, these households are predominantly white, college educated and filled with Baby Boom parents and their children. With their managerial and executive positions paying six-figure-plus incomes, they enjoy the good life in fashionable houses outfitted with the latest technology. These are the Americans who drive luxury cars, belong to country clubs, travel abroad and relax by sailing, golfing or skiing. Many are culture buffs who attend the theater, art shows, dance performances and concerts, all at high rates. Both their purchasing behavior and media choices reflect their interests in money management, travel, computers and gourmet foods.

Group B: Upscale America

College-educated couples and families living in the metropolitan sprawl earning upscale incomes providing them with large homes and very comfortable and active lifestyles

The six Segments in Upscale America are populated with mainly white, college-educated couples and families living in the metropolitan sprawl. Most of the adults work as executives and white-collar professionals, and their upscale incomes provide them with large homes and comfortable lifestyles. They like to spend their leisure time getting exercise—jogging, biking and swimming are popular—or shopping for the latest in-fashion and high-tech electronics. They are active in community affairs as members of business clubs, environmental groups and arts associations. They're selective media fans who prefer magazines and cable TV channels that cover business, fashion and the arts. Their one exception is the Internet. These Americans are omnivorous Web users who go online for everything from banking and trading stocks to downloading music and buying merchandise.

Group C: Small-town Contentment

Middle-aged, upper-middle-class families living in small towns and satellite cities with moderate educations employed in white-collar, blue-collar and service professions

The five Segments in Small-town Contentment represent the nation's middle-aged, upper-middle-class families living in small towns and satellite cities. As a group, they share moderate educations and a mix of well-paying jobs in white-collar, blue-collar and service professions. With their locations outside the nation's major metros, these households can afford recently built homes and new SUVs and pickup trucks. They enjoy outdoor sports like hiking, fishing and camping. They are also close enough to big cities to frequent comedy clubs, nightclubs and upscale malls for designer clothes and sporting goods. They tend to have varied media tastes, enjoying music and comedy shows on television, modern rock and country music on the radio and fitness and music magazines from newsstands. They are active Internet users going online for instant messaging, exchanging email and getting the latest sports scores and news.

Group D: Blue-collar Backbone

Budget-conscious, young and old blue-collar households living in older towns working in manufacturing, construction and retail trades

The four Segments in Blue-collar Backbone are a bastion of blue-collar diversity. This group features above-average proportions of both old and young residents, whites and Hispanics, families and singles, homeowners and apartment renters. Most residents live in older outlying towns and cities, and work at blue-collar jobs in manufacturing, construction and retail trades. Their lifestyle reflects a working-class sensibility. Their most popular leisure activities include baseball, soccer, fishing and woodworking. They're more likely to go out to a veterans club than attend a concert or play. These budget-conscious households shop at discount clothiers and department stores, and they have low rates for buying investments or insurance products. With relatively few entertainment options due to their remote location or lack of discretionary income, this group is a strong market for traditional media. Residents like to watch soaps and game shows on television, listen to country music on the radio and read a variety of outdoor and women's magazines.

Group E: American Diversity

A diverse group of ethnically mixed singles and couples, middle-aged and retired with middleclass incomes from blue-collar and service industry jobs

American Diversity is a reflection of how contrasting mid-America's population is. It is an ethnic mix of middle-aged couples, singles and retirees. With a few exceptions, these six Mosaic Segments consist of households with average educations and middle-class incomes from blue-collar and service industry jobs. Many of the group's adults are older Americans—aging singles and couples who've already exited the workplace. They tend to have unassuming lifestyles, scoring high for reading books and newspapers, going to movies and plays, and socializing through fraternal orders and veterans clubs. They have traditional media tastes, enjoying TV news, movies and game shows as well as business and shelter magazines. Conservative in their politics and fashion, they have limited interest in new clothing styles, consumer electronics or the Internet.

Group F: Metro Fringe

Racially mixed, lower-middle-class clusters in older single-family homes, semi-detached houses and low-rise apartments in satellite cities

Metro Fringe is a collection of five racially mixed, lower-middle-class Mosaic Segments located primarily in satellite cities such as Kissimmee, FL, Flint MI, Joliet, IL and Fresno, CA. Many of the group's households consist of young singles and couples who work at blue-collar and service industry jobs. They tend to live in older singlefamily homes, semidetached houses and low-rise apartments. Overall, this group is relatively active and pursues sports-oriented lifestyles participating in activities such as soccer and softball, rollerblading, skateboarding, gocarting and video gaming. As shoppers, they patronize discount retailers where they buy the latest fashion and tech gear at low prices. In their homes, they're fans of electronic media, whether it's watching youth-oriented cable channels like Spike TV, FX and Cartoon Network, or going online to chat forums and Web sites for job listings or music downloading.

Group G: Remote America

A mix of farming and small industrial rural communities with outdoor oriented lifestyles living primarily in America's heartland

The four Remote America Segments reflect heartland lifestyles, a mix of farming and small industrial communities mostly located in the nation's midsection. The working-class couples and families in this group tend to be employed in agriculture and blue-collar jobs that pay modest wages. The median home value is about half the national average, and a significant number of residents live in mobile homes. No group has a lower population density, and few have higher rates for outdoors-oriented lifestyles. Households spend their leisure time fishing, hunting, hiking and horseback riding. In their homes, they look to their TV sets for entertainment, especially game shows, soap operas and home improvement shows. Their magazine tastes may split along gender lines with the men reading hunting publications while the women peruse shelter magazines. On the radio, country and western is the preferred choice of music.

Group H: Aspiring Contemporaries

Young, mostly single, ethnically diverse, online active households living in new homes or apartments with discretionary income to spend on themselves

The four Segments in Aspiring Contemporaries are all filled with upward strivers. The households tend to be young (Generation Xers between 18 and 34 years old), ethnically diverse (about 40 percent are minorities) and unattached (about two-thirds are single or divorced). Yet despite traditional barriers to affluence, the members of these metropolitan segments are already solidly middle-class. Many live in relatively new homes or apartments valued at more than the national average—a reliable sign of upward mobility. They're big culture buffs who like to see plays, movies, comics and live bands. They spend a lot of their discretionary income on the latest fashions and consumer electronics. They're heavy media consumers, listening to jazz on the radio and reading the Sunday paper for science and technology news. Raised on technology, they are very Internet savvy, spending their leisure time online to chat, shop, job search, send instant messages, bid in auctions and frequent dating Web sites.

Group I: Rural Villages and Farms

Rural, middle-class married families and couples of varied ages, living and working in agricultural and mining communities

Representing America's agricultural and mining communities, Rural Villages and Farms is a collection of five low-density Segments filled with middle-class families and couples of varied ages. Most of the households in this group are married, white and high school educated. They maintain tranquil lifestyles in unpretentious houses and comfortable mobile homes. They share a fondness for outdoor sports, enjoying fishing, hunting, camping and motor sports. Many residents are do-it-yourselfers who are into woodworking and needlework. They like to shop at the big-box home improvement chains and watch how-to shows on TV. When it comes to media, nothing dominates like country music. They watch their favorite country and western stars on TV, listen to them on the radio and attend their concerts.

Group J: Struggling Societies

Young minorities, students and single parents trying to raise families on low-level jobs in manufacturing, health care and food services

The five Segments in Struggling Societies symbolize the challenges facing a significant number of economically challenged Americans. These households tend to be disadvantaged and uneducated. With incomes half the national average and nearly a third never completing high school, they are consigned to low-level jobs in manufacturing, health care and food services. Many of these residents are young, minorities, students and single parents trying to raise families on low incomes and tight budgets. Without much discretionary income their activities are limited and leisure pursuits include playing sports like basketball, volleyball and skateboarding. They shop at discount clothiers and sporting goods stores for casual apparel and athletic shoes. In these lessfortunate communities, television is a main source of entertainment, specifically reality programs, sitcoms, talk shows and sports. This group also relates to ethnic-oriented media, creating a strong radio market for stations that play Spanish, Mexican and urban contemporary music.

Group K: Urban Essence

Young, single and single-parent minorities living in older apartments working at entry-level jobs in service industries

As a whole, the six segments in Urban Essence make up the nation's least affluent group, a collection of relatively young minorities living in older apartments. More than half the households consist of African Americans and Hispanics. Many of these residents are single or single parents working at entry-level jobs in service industries. With their low education levels and household incomes, residents lead unpretentious lifestyles. Many spend their leisure time playing sports like baseball, basketball and football. With their above-average household size, they make a strong market for children's toys and electronic gear, especially video games, dolls and board games. They have high rates for enjoying traditional media, reading ethnic-targeted magazines, listening to jazz and urban contemporary radio and, especially, watching television. It's hard to find a network program or cable channel that they don't view watching comedies, cartoons, sports, soaps and game shows.

Group L: Varying Lifestyles

Residents who primarily live in group quarters including students, military personnel and institution populations

The three Segments that make up Varying Lifestyles are an unconventional group. What they share is the singular experience of living in group quarters. A majority of this group lives the unique lifestyles offered by the military and university dorm life. Though their daily lives are different from many Americans—as well as each other—those who have the ability are more likely than average Americans to visit museums, zoos and state fairs. They like to stay active doing aerobic exercise, hiking, bowling and playing sports like tennis, baseball and volleyball. They're frequent travelers who vacation abroad as well as within the United States. At home, they divide their time between the television and computer screens. They typically watch TV news, comedy programs and latenight talk shows. When online they frequent chat rooms, auction and banking sites and listen to Internet radio with a preference for rock 'n' roll.

Group A: Affluent Suburbia

Segment A06: Small-town Success

White-collar, college educated, middle-aged working couples living in newly developed subdivisions outside the nation's beltways

Demographics

Small-town Success is typically home to the families of the most prominent citizens in their exurban communities. White-collar, college educated and upscale, they live in recently developed subdivisions outside the nation's beltways in the Midwest and West. Most of these households contain white, middle-aged working couples who have positions as executives and professionals in health care, retail and education. More than eight in ten drive alone to work, pulling out of the driveways of large single-family homes valued at 50 percent above the national median. These high-earners drive to work in comfort and have high rates for owning luxury SUVs as well as family vehicles including minivans.

Lifestyles

Small-town Success households enjoy a prosperous way of life. For athletic activities, they enjoy biking, swimming, bowling and jogging. They tend to seek out intellectual stimulation, reading books and taking adult education classes at high rates, and they don't mind driving to big cities to visit museums or see a show. They're conservative by nature and describe themselves as "smart shoppers." They like to buy quality merchandise at low prices at big-box chains such as Sam's Club, Circuit City and Bed, Bath & Beyond. They're late adopters when it comes to consumer electronics and are more likely to own 35-mm cameras than digital models, VHS players than DVD units. They own a wide range of insurance products, including life, health, disability and homeowner's coverage. However, being conservative hasn't dampened their enthusiasm for travel as they are likely to take a trip for either business or pleasure almost every month of the year.

Media

Small-town Success households share a fondness for a variety of media. They like to watch primetime crime dramas and comedies on television, especially "CSI," "Law and Order" and "Two and a Half Men." They are avid radio listeners and enjoy stations that offer news talk, golden oldies and country music. They have high rates for reading the Sunday newspaper to catch up on sports, business and entertainment news and read mainstream magazine titles as National Geographic, Good Housekeeping and Better Homes and Gardens. They have above average interest in the Internet, and they go online to get news, do their banking and buy merchandise such as books and CDs.

Group A: Affluent Suburbia

Segment A07: New Suburbia Families

Young, affluent working couples with pre-school children concentrated in fast-growing, metro fringe communities

Demographics

Young couples with pre-school children have turned New Suburbia Families into a booming lifestyle. Concentrated in fast-growing, metro fringe communities mainly in the West and Southwest, the segment's population has more than tripled since 1990. With many households under 35 years old, these young families are making the most of their new subdivisions. More than half the housing has been built since 2000 and the median value worth nearly 50 percent above the U.S. average. Residents have both brains and bucks. More than two-thirds have gone to college and many workers earn six-figure incomes. It takes hard work to have achieved success at such a young age. More than two-thirds of families have multiple workers in the labor force, gravitating to jobs as managers, executives and white-collar professionals.

Lifestyles

The members of New Suburbia Families have crafted active, children-centered lifestyles. These families participate in a number of team sports such as baseball, basketball and soccer, shuttling kids and gear to activities in their SUVs and minivans. They go to kid-friendly destinations and frequent zoos, aquariums and campgrounds. At supermarkets, they fill their grocery carts with pizza, Pop Tarts and prepared lunch kits. This is one of the top-ranked segments for owning toys, books and video games, and residents here never met a consumer electronics device they didn't like including cell phones, gaming systems and home theater systems. With their relatively large families, money still needs to be managed. They maintain that price and functionality trump style when they purchase electronics and clothing at retailers like Target, Best Buy and Wal-Mart. Contributing to 529 college savings plans is a priority, but this segment can be debt heavy due to first mortgages and home equity loans.

Media

These energetic households are only moderate consumers of most media. New Suburbia Families are often too busy to read a newspaper or magazine, although they will sit in front of a TV to watch network sitcoms and reality shows as well as sports and entertainment on cable channels such as ESPN, MTV and Comedy Central. Thanks to their lengthy commutes, they exhibit high rates for listening to radio stations that offer news and sports as well as classic rock and adult contemporary music. When they finally wind down, many go online to trade stocks, search for jobs and check out real estate listings.

Group B: Upscale America

Segment B03: Urban Commuter Families

Upscale, college educated Baby Boomer families and couples living in comfortable, single detached homes in city neighborhoods on the metropolitan fringe

Demographics

Not all families have fled the nation's cities for the far-out suburbs. In Urban Commuter Families, Baby Boomer families and couples are content to live in comfortable, single detached homes in city neighborhoods on the metro fringe. Many of these upscale, college-educated households contain dual-income couples who put in long hours as professionals and managers in retail, health care and education services. They tend to leverage their home equity with major home improvement projects, and build their real estate holdings with recent purchases of second homes for family getaways.

Lifestyles

With its concentration of empty-nesters, Urban Commuter Families lifestyle is relatively serene. They are not into aerobic sports, preferring to get their exercise from low-impact activities such as gardening, golfing and birdwatching. They enjoy leisure activities like going to the theater or antique show rather than a rock concert or an auto race. They describe themselves as brand-loyal shoppers who prefer to buy functional clothes over expensive designer labels, shopping at stores like Sears and J.C. Penney. With limited interest in the latest electronics and technology products, their homes are more likely to contain stereos and 35-mm cameras than MP3 players and digital cameras. These conservative investors put their money to work in CDs, U.S. savings bonds and taxsheltered annuities. With their high rates of owning houses and vacation homes, they take out home improvement loans and spend their free time roaming the aisles at Home Depot and Lowe's, Linens 'N Things and Pottery Barn.

Media

The households in Urban Commuter Families are old-fashioned media fans. They subscribe to daily newspapers at high rates and spend their Sunday mornings poring over the travel section and the ad inserts. They pick up traditional general interest magazines at the supermarket, enjoying Reader's Digest, Family Circle and Good Housekeeping. On their commute to work, they listen to the calming strains of classical, golden oldies and big band music on the radio. When they finally wind down in front of a TV, these conservative households watch Fox News, the History Channel and the old movies on AMC and TMC. Their Mosaic motto could be "No surprises, please."

Group B: Upscale America

Segment B05: Second-generation Success

Upper-middle-class and large multi-ethnic households working in white and blue-collar jobs within metro fringe communities

Demographics

These grandchildren of immigrants who live in Second-generation Success, life is sweet. These multi-ethnic households—of Asian, Hispanic and varied European descent—have achieved upper-middle-class status through hard work and devotion to family. They are primarily married couples with children. Their household size with five or more people is almost double the U.S. average. More than half of adults have attended college, landing a mix of blue- and white-collar jobs in retail, manufacturing, transportation and public administration. In these metro fringe communities, located primarily in coastal states, many households strive to balance the need to assimilate with the desire to retain their cultural traditions. For now, most have found the American Dream in a single detached house built in the early 1980s in what was then the suburban frontier.

Lifestyles

With their upscale incomes and children of all ages, Second-generation Success households enjoy active, familycentered lifestyles. They participate in a number of team sports, including soccer, basketball, football and baseball. On weekends, they typically pile into their vans and SUVs for outings to a zoo, aquarium, cinema or one of the kids' sporting games. Those vehicles also come in handy when they go on shopping excursions patronizing big-box stores such as Home Depot, Toys R Us and Best Buy. Indeed, these relatively young families make a strong market for toys, sporting goods and high-tech products, and they say they're heavily influenced by their children when shopping. With these households, most of their savings is tied up in their home equity. At the supermarket they buy a lot of fresh fish, poultry and meat for home-cooked meals.

Media

Second-generation Success is a media-filled lifestyle where residents enjoy virtually all media channels at aboveaverage rates. They watch network television programs that feature sitcoms, sports, reality shows and even animation—the grownups watching alongside their kids. They read celebrity publications such as People and Us Weekly as well as Spanish-language newspapers and magazines. Radio preferences vary but with many of the households whose families are of Hispanic origin there is a tendency for ranchero and Tejano music. When it comes to the Internet, this ethnic mix has relatively high rates for surfing the Internet to download music, get sports scores, upload family pictures and search for jobs.

Group B: Upscale America

Segment B06: Successful Suburbia

Middle-age, married couples with children who enjoy an upscale life far from the downtown hustle of city living

Demographics

The households in Successful Suburbia are located primarily in East Coast towns on the metro fringe. Predominantly white and college educated, these middle-aged couples and families have settled in upscale homes built around 1985. These homeowners earn relatively high incomes from a combination of management and professional jobs in health care, retail and manufacturing. This cluster is a haven for married couples with children who enjoy life far from the downtown hustle. They rank near the top for having multiple workers and cars to commute to jobs and entertainment.

Lifestyles

Successful Suburbia households lead busy family-oriented lifestyles. They participate in varied leisure activities, from cooking and gardening to going to aquariums, bowling alleys and theaters. Many enjoy outdoor athletic activities such as golf, soccer, baseball, football and swimming. They travel frequently for business and pleasure, though mostly to domestic beaches and ski resorts. Brand loyal shoppers, they patronize stores including Kohl's, BJ's Wholesale, Old Navy, Linens 'N Things and Best Buy. In the early childrearing phase of their lives, they buy lots of home-based consumer electronics, like desktop computers, video game systems and home theater systems, bringing everything home in their SUVs. To help finance their acquisitive nature, they carry a variety of credit cards while maintaining high levels of investments in stocks, mutual funds and U.S. savings bonds.

Media

Despite their upscale profile, the households in Successful Suburbia are a tough media sell. Other than their fondness for radio, they exhibit relatively low rates for consuming most media. They will tune in family-friendly TV sitcoms, animated shows as "The Simpsons" and cable channels including ABC Family and TBS. They subscribe to a handful of home-based magazines like Popular Mechanics, Cooking Light, American Baby and Parents. On the radio, they prefer listening to country, classic rock and golden oldies. These middle-aged family households have begun to rely on the Internet for sports news, auctions and medical information. Marketers however should be warned. These busy consumers have little patience for advertising and declare that television commercials are annoying.

Group C: Small-town Contentment

Segment C02: Prime Middle America

A mix of young, upper-middle-class couples and families living in both small towns and mid-sized cities working in well paying white-collar and blue-collar jobs

Demographics

Prime Middle America features a mix of couples and families living in both small towns and mid-sized cities in the South and Northwest. Younger than average and upper-middle-class in status, these predominantly white dual-income households have well-paying blue-collar and white-collar jobs in transportation, manufacturing and public administration. Most of the households own their own homes and are nearly twice as likely to live in mobile homes than the national average.

Lifestyles

Prime Middle America features a small-town, family-centered lifestyle. Households enjoy leisure activities like playing cards and board games as well as outdoor pursuits such as fishing, biking and swimming at a lake. Many are do-it-yourselfers who load up their SUVs and pickup trucks with home improvement supplies from stores such as Lowe's, Home Depot and True Value Hardware. Their incomes afford them a wide range of mortgages, home equity loans and college savings plans. As consumers, they describe themselves as less interested in new fashions than the latest high-tech gadgets.

Media

When the folks in this cluster put down their hammers and saws, they enjoy a variety of media. Prime Middle America residents like to gather round their large-screen TVs to watch reality shows, sports and cable channels such as MTV, FX, Discovery and Country Music Television. They're traditionalists who enjoy reading established magazines such as Woman's World, Field & Stream and Parents. The radio soundtrack usually playing features a mix of country music, classic rock and contemporary hits. The Internet has expanded the entertainment and convenience choices for residents of small towns, and Prime Middle America households are no exception. They like to go online to play games, do their banking and participate in auctions for antiques and collectibles.

Group C: Small-town Contentment

Segment C04: Family Convenience

Sprawling families living in remote towns and military bases containing dual-income couples working at skilled blue-collar jobs in manufacturing and construction as well as in the military

Demographics

Family Convenience is a collection of sprawling families living in remote towns and military bases primarily in the Midwest and Northern Plains. Most of the households contain dual-income couples working at skilled blue-collar jobs in manufacturing and construction as well as in the military. Service families are six times as likely to live here than the general population. Despite moderate educations, the adults in this segment earn upper-middleclass incomes and have a high rate of home ownership. The vast majority own new single-family homes and have SUVs and pickup trucks in the driveway. With an above-average length of residence, many have achieved a secure lifestyle with room for the kids to grow.

Lifestyles

Life today in Family Convenience looks a lot like it did a half-century ago. Residents enjoy spending their leisure time swimming, fishing, hunting and camping. They are active in their community and belong to civic clubs and parent/teacher associations. To feed their big families, they spend their grocery money on easy-to-prepare foods like toaster pastries, lunch kits, frozen pizza and refrigerated biscuits. Discount department stores like Wal-Mart, Sam's Club and Big Lots are frequent destinations for clothing and housewares. When they take a vacation, parents are content to pile the kids into their domestic SUVs and head to a theme park or campground near a lake or beach. Financially risk-averse, they make a stronger market for insurance rather than investment products.

Media

The members of Family Convenience have traditional media tastes. They like to watch classic sitcoms on TV Land, family-friendly fare on the Disney Channel and cartoons on Nickelodeon. Many listen to radio every day, tuning in country, classic rock and adult contemporary stations. They prefer magazines that cater to their interests in the home, hunting, motor sports and entertainment. When they go online, they seek out websites that follow their leisure interests frequenting sites such as NASCAR.com, Disney.com and eBay.com all at high rates. Although their small towns may have few movie theaters, residents are avid movie goers with their favorite genre being family movies which is not surprising for this Mosaic.

Group F: Metro Fringe

Segment F01: Steadfast Conservatives

Home to high-school educated mature singles and couples living in middle-class urban bluecollar neighborhoods

Demographics

A quietly aging cluster, Steadfast Conservatives is home to mature singles and couples living in midscale urban neighborhoods. Households tend to be white, high school-educated and middle class. Many have begun to empty nest or are already filled with couples and singles aged 65 years or older. The seniority of many residents does have benefits in the workplace. They earn middle class incomes from skilled jobs in manufacturing, retail and health care. Their incomes go far, allowing residents to own older homes and multiple cars and trucks at higher than average rates.

Lifestyles

The residents of Steadfast Conservatives live up to their old fashioned reputation. They think the stock market is too risky, computers and the Internet too confusing and take preventive medicine before any sign of illness. They even regard aerobic exercise as too strenuous, preferring to spend their leisure time fishing, gardening, antiques or doing needlework or woodworking. For their social life, they attend activities sponsored by fraternal orders, veterans clubs and church groups. As consumers, they're likely to be brand loyal when they shop at favorite stores like J.C. Penney for clothes, Dick's Sporting Goods for outdoor gear and Jo-Ann for needlecrafts. With their middle-class incomes, they make a strong automotive market, especially for American-made pickup trucks and mid-sized sedans. To further protect their established lifestyles, they buy a variety of insurance products— covering health, life, car and home— though primarily low-value policies.

Media

Households in Steadfast Conservatives are fans of traditional media, including print, TV and radio. They like to get their news from a daily paper or the nightly newscasts on network TV. They consider television as a primary source of entertainment in their lives, and they have high rates for watching sitcoms, reality shows, daytime soaps and religious programs. They enjoy reading magazines that appeal to their do-it-yourself sensibilities including popular titles as Family Handyman, Better Homes & Gardens and Country Living. Their radio tastes include a mix of big band, classic rock, country and golden oldies. These households are mostly unenthusiastic about the Internet, but when online they engage in chat forums and visit NASCAR.com.

Group F: Metro Fringe

Segment F02: Moderate Conventionalists

Highly mobile, middle-class singles and childless couples living in modest homes, semidetached houses and apartments scattered throughout second-tier cities

Demographics

With many key demographic measures close to the national average—including age, income and education—members of Moderate Conventionalists epitomize average Americans. Scattered throughout second-tier cities in the Midwest and West Coast, these singles and couples tend to live in modest homes, semi-detached houses and apartments. Most have completed high school or some college and parlayed well-paying blue-collar and white-collar jobs into middle-class status. These predominantly childless households have low rates of homeownership and above-average rates of mobility. Moving vans are a frequent sight in this cluster, as young singles move into their first apartments and empty-nesting couples leave their homes for smaller retirement rentals.

Lifestyles

Members of Moderate Conventionalists lead active social lives. With the majority of residents unattached, these areas present an active social scene. Their favorite activities include dancing, bar hopping, bowling and playing pool. They're avid exercise buffs who like to play softball, tennis and volleyball. They travel frequently for business and pleasure, though their destinations are frequently to ocean beaches. They're big consumers for products that help them look their best such as cosmetics, toiletries and athletic gear. With their midscale incomes, these childless households have discretionary cash to spend on clothes and the latest tech gear. However, they can't be too extravagant since many are carrying plenty of debt with education and car loans.

Media

Despite all their socializing, Moderate Conventionalists find time to enjoy a variety of media—from newspapers and TV to movies and the Internet. They like to watch reality shows, sitcoms and evening animation such as "CSI," "King of the Hill," "E.R." and "Malcolm in the Middle." They read a lot of gaming, celebrity and sports magazines, such as Entertainment Weekly, Us, Sports Illustrated and GamePro. This is only a moderate market for radio programming, with country music and contemporary hit radio stations faring the best. Many of the young residents would rather spend their free time on the Internet, downloading games, looking for better jobs, surfing to sports websites and participating in chat forums.

Group H: Aspiring Contemporaries

Segment H03: Stable Careers

Young and ethnically diverse singles residing in low- and high-rise apartment buildings and living comfortable lifestyles in big-city metropolitan areas

Demographics

Stable Careers is a collection of young and ethnically diverse singles living in big-city metros as Los Angeles, CA, Philadelphia, PA and Miami, FL. A quarter of the households are of Hispanic and Asian and are slightly less affluent than others dominated by Generation Y residents. More than half of households have gone to college and most have landed white-collar jobs in retail, health services and professional offices. Without the financial responsibilities of children, these singles and couples stretch their incomes into comfortable lifestyles. Most of the households live in relatively new apartments—in both low- and high-rise buildings—and pay above-average rents for the in-town real estate.

Lifestyles

The households in Stable Careers enjoy urbane lifestyles. They take advantage of their urban settings to go to bars, restaurants, concerts and comedy clubs. These young singles are body conscious and spend a fair portion of their free time jogging, lifting weights and doing aerobic exercises at nearby health clubs. Often on the go, they rarely set foot inside banks, preferring ATM machines to pick up cash for shopping trips to stores like Target, Old Navy, Gap and Best Buy. Although they're drawn to the clearance racks when shopping for clothes, they're willing to spend extra money for electronic devices such as MP3 players, digital cameras and laptop computers. In Stable Careers, these budget-conscious consumers enjoy traveling as often as they can, but their trips are typically to U.S. cities and staying with friends and family.

Media

The media tastes skew young in Stable Careers. The households make a strong market for a variety of network TV offerings including reality shows, sitcoms, music and late-night programs, including TV shows such as "Saturday Night Live," "American Idol" and "Fear Factor." Most residents prefer compact cars, but they make a point of having high-end radios to play alternative rock, urban contemporary and contemporary hit music. Their taste in magazines reflects their pop sensibilities, with favorite publications such as Rolling Stone, Vanity Fair and Entertainment Weekly. As early tech adopters, the members of Stable Careers are computer literate, and they go online frequently to search for jobs, chat, download music and check out the local personal ads.

Group K: Urban Essence

Segment K04: Urban Diversity

Young and mobile multi-ethnic singles and single-parent families living in inter-city neighborhoods in a mix of rowhouses and high-rise apartment buildings

Demographics

With nearly half of households containing minorities, Urban Diversity is known as a transient world of young, multi-ethnic singles and single-parent families. In these inter-city neighborhoods, residents struggle against challenging economics in a mix of rowhouses and high-rise apartment buildings. Most adults have completed high school or some college, with many working at entry-level jobs in retail, health care and food services. With a high unemployment rate, the median income is a third below the general population, and sometimes it's a stretch for households to make the rent for their less-than-lavish apartments that nevertheless cost more than the U.S. average. Young and mobile, a disproportionate number have lived in their units less than a year and mostly alone.

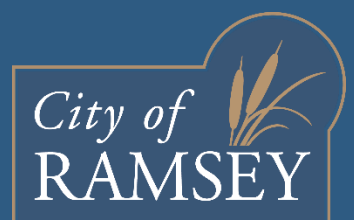
Lifestyles

Modest incomes haven't kept the young members of Urban Diversity from leading vibrant lifestyles. They have high rates for going to nightclubs, theme parks, comedy clubs and bowling alleys. They enjoy an impressive number of athletic activities, from soccer and basketball to weight lifting and jogging. Residents describe themselves as the first among their friends to try a new store and fashion, but they also frequent retail chains like Old Navy, Marshalls and Mervyn's. With a third of households having children, this is a strong market for kids' products including toys, books, dolls, board games and easy-to-prepare foods such as lunch kits and frozen pizza. They buy consumer electronics for themselves and their kids, including video game devices, MP3 players and digital cameras. They claim they're not good at saving money, but prefer the safety of short-term CDs versus stocks or other investments.

Media

The households of Urban Diversity are omnivorous media fans. They describe themselves as TV addicts, radio lovers, regular movie-goers and Internet surfers. Television is still their entertainment source of choice, and they watch sitcoms, reality shows, evening animation and late-night talk shows all at high rates. On their radios, they gravitate to talk stations, Spanish programming and urban contemporary music. Residents alternate between reading ethnic-targeted magazines and mainstream titles covering music, parenting and popular culture. They pick up a daily newspaper for job and TV listings. These young households typically go online each day for a variety of activities, from finding sports scores and job openings to listening to streaming radio and trying their luck at gambling sites.

City of RAMSEY



CITY OF RAMSEY

Located in the northwest Twin Cities Metro, the City of Ramsey boasts an urban downtown, incredible outdoor recreation opportunities, an impressive manufacturing sector, and a stable, pro-active local government.

The City of Ramsey has experienced strong and steady development over the past 20 years. This trend is expected to continue—Ramsey has well over 1,000 acres of developable land located near U.S. Highway 10.

Included in this document is an overview of development activity in Ramsey; including sections on Residential, Business Parks, and *The COR*.

OVERVIEW

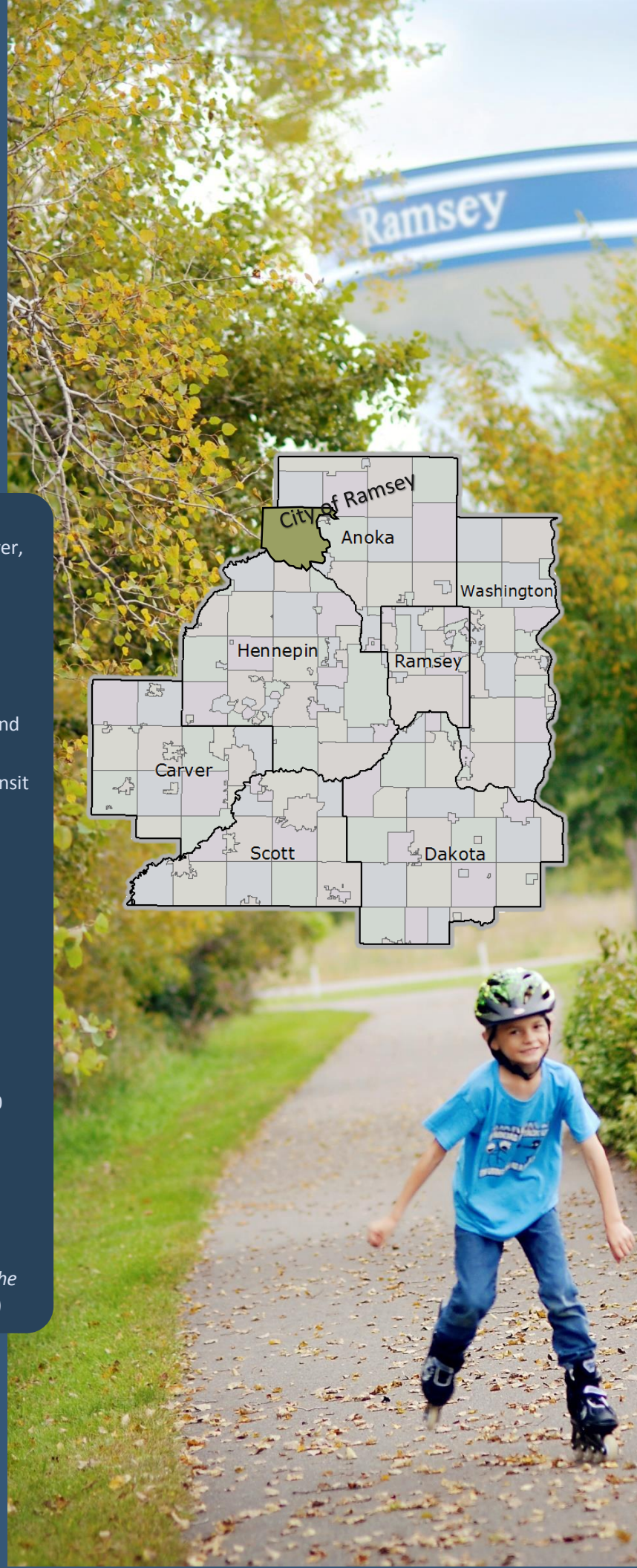
- Bordered by both the Mississippi River and the Rum River, offering unique outdoor amenities
- Second fastest growing city in Anoka County
- Located along major transportation corridors: U.S. Highway 10, U.S. Highway 169, State Highway 47, and Northstar Commuter Rail
- Manufacturing hub: 33% of businesses in Ramsey; second highest percentage in Anoka County
- Home to *The COR*, Ramsey's downtown, mixed-use, transit oriented development.

DEMOGRAPHICS

- 2015 population: 25,580
- Median household income: \$81,163
- Nearly 1,300 businesses and non-profit organizations
- More than 6,000 jobs

LIVABILITY

- 565 acres of parkland, extensive trail system, 15% protected wetland, two championship golf courses, 160 acre regional scouts camping reserve
- Diverse housing stock: single family, apartments, townhomes, assisted living, and rural lots
- K-12 Education, Anoka Ramsey Technical College
- Exceptional community events: Game Fair (50,000+ attendees), Happy Days Festival (10,000+ attendees), *The Draw* Summer Event Series (500+ attendees, 12 events)





RESIDENTIAL

The City of Ramsey was the second fastest growing community in Anoka County from 2001-2010. That trend is anticipated to continue from 2011-2020. Residents find the wide variety of housing options, the long list of local amenities, access to the Twin Cities, and connection to Minnesota’s natural assets an attractive offering. In fact, in 2015, Ramsey was named a “Top Minneapolis Suburb for Young Couples” by Movoto.com.



RESIDENTIAL DEVELOPMENT PATTERNS

2012: 295 total housing units

- Single Family, 57 units
- Townhomes, 8 units
- Multi Family, 230 units

2013: 234 total housing units

- Single Family, 96 units
- Townhomes, 66 units
- Multi Family, 72 units

2014: 66 total housing units

- Single Family, 66 units
- Townhomes, 0 units
- Multi Family, 0 units

2015: 290 total housing units

- Single Family, 83 units
- Townhomes, 39 units
- Multi Family, 168 units



MAJOR ACTIVE DEVELOPMENTS

- Single-family Construction – GS Land/ Harvest Estates PLAT, up to 44 lots located in east central Ramsey.
- Single-family Construction –Lennar Homes/ Woodlands PLAT, up to 85 lots located in central Ramsey.
- Townhome Construction –D.R. Horton/ The Station PLAT, up to 77 units located in *The COR*.

NOTE: various multi-family projects are outlined in *The COR* section of this document.



BUSINESS PARKS

The City of Ramsey is proud to be a pro-economic development community. This is not only demonstrated by its rich history of successfully developing business parks, it is exemplified by Ramsey's commitment to the future of economic development. The City has placed an emphasis on encouraging economic development within its Council strategic plan, EDA workplan, and Comprehensive Plan.

The Cities of Ramsey and Anoka share a large **BUSINESS PARK SPANNING ACROSS 1,000 ACRES OF LAND**. This business park includes various office, warehouse, assembly, and a wide-variety of manufacturing users. **OVER 10,000 JOBS** have been created by this business park. The City of Ramsey and Anoka share a major economic engine that serves not only the Twin Cities, but also the national and global market place.

MAJOR RECENT DEVELOPMENTS

- Manufacturing Expansion – Life Fitness (Brunswick Corporation) expands existing 280,000 sf facility by 48,500 sf in 2016.
- Manufacturing Expansion – Dedicated Networks expands 25,000 sf facility by 20,000 sf in 2016.
- Office Expansion—NTI expands 9,000 sf facility by 2,000 sf in 2016.
- New Business Park—the City of Ramsey will consider moving forward with a new 93-acre green-field business park located just northwest of the new full-access grade-separated Armstrong Boulevard/ U.S. Highway 10 Interchange in April 2016. The new business park has 25 acres of land shovel ready today.

TOP 10 EMPLOYERS

1. Life Fitness, 457 employees
2. Vision Ease Lens, 349 employees
3. Connexus Energy, 250 employees
4. Anderson Dahlen, 175 employees
5. Zero-Zone Refrigeration, 174 employees
6. Green Valley Greenhouse, 165 employees
7. Diamond Graphics, 160 employees
8. In'Tech Industries, 136 employees
9. Ramsey Elementary, 135 employees
10. Altron Manufacturing, 112 employees

SHOVEL READY SITES

The City's 125+ acre inventory of land available for development by industrial and office users has been certified development shovel ready.



THE COR

The COR (Center of Ramsey) is the City of Ramsey's downtown development. This 300+ acre development is a true, transit oriented and walkable, urban development. *The COR* is centered on U.S. Highway 10/ U.S. Highway 169 and the Ramsey Northstar Commuter Rail Station. This mixed use development is home to a long list of successful projects including residential, retail, office, recreation, government facilities, and much more.

The COR, known formerly as *Ramsey Town Center*, was purchased by the City of Ramsey in 2009. About 130 acres of land is available for development in *The COR* today; about 90 acres is City-owned. Located directly adjacent to *The COR* is 90 acres of additional land available for commercial (retail) development.

RECENT MAJOR ACTIVITY

- Rental apartments— 121 units of market rate apartments being developed by PSD LLC in *The COR*, near *The Draw* park and amphitheater. Construction is underway, completion is anticipated for fall 2016.
- Rental apartments - 47 units of workforce housing being developed by Common Bond Communities in *The COR*, near the Ramsey Northstar Commuter Rail Station. Construction is underway, completion is anticipated for fall 2016.
- Convenience Store – 4,500 sf convince retail store completed by Casey's Retail Company, near Ramsey Blvd./ Sunwood Dr. Construction is completed, operations began in January of 2016.
- Quick Service Restaurant – 4,500 sf restaurant to be developed by McDonald's USA LLC in *The COR*, near the new Armstrong Blvd. Interchange. Construction anticipated for completion by 2017.
- Armstrong Blvd. Interchange – new full-access grade-separated interchange, intersection of U.S. Highway 10 and Armstrong Blvd. Final completion set for summer 2016.
- Townhomes – 15 units of townhomes completed in 2016, 77 additional units under review for platting by D.R. Horton within *The COR*, near *The Draw* park and amphitheater.
- Renovation – Coborn's completed a half-million dollar remodel and upgrade to their convenience and liquor spaces in late 2015. Coborn's is a 60,000 sf grocery tenant located within *The COR*.



PRE-2015 PROJECTS

- 95,000 sf Coborn's anchored multi-tenant retail center, over 90% occupancy
- PACT Charter School (K-12)
- Ramsey Municipal Center (60,000 sf)
- Veterans Affairs Outpatient Clinic (40,000 sf)
- Ramsey Office Plaza (80,000 sf), over 90% occupancy
- Midwest Medical Examiner's Office
- NAU County Insurance Office (42,000 sf)
- Northgate Church & Community Performing Arts Center (500 seats)
- Allina Medical Clinic (25,000 sf)
- 230-unit luxury apartment complex (Residence at The COR)
- \$3M *The Draw* park & amphitheater
- Ramsey Rail Station: connected to 800-stall covered parking ramp by skyway with service to Minneapolis
- Various single family and townhome developments totaling several hundred households





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City of RAMSEY



LINKS

- City's General Website, cityoframsey.com
- Available Land, cityoframsey.com/economic-development
- Development Updates, cityoframsey.com/developmentupdate
- Land Use Materials, cityoframsey.com/landuse
- LRR WMO, lrrwmo.org
- U.S. Highway 10 Access Planning Study, www.dot.state.mn.us/metro/projects/hwy10study/index.html

City of RAMSEY

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Ramsey, MN 55303

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www.cityoframsey.com

Meeting Date: 01/10/2017

Information

Title:

Discuss Council Organization

Purpose/Background:

Purpose: The purpose of this report is to determine the committees, boards, or authorities to which Council Members will be appointed. Also to be determined are the appointments for the official newspaper and the approval of the annual contract with TimeSavers Off-Site Secretarial Service (TOSS), and appointment of legal services.

Background: Each year, Council Members are appointed to serve on different committees, authorities and boards. Council Members are asked their preference for appointment, and a resolution with the final selections will be adopted by Council via the Consent Agenda at the regular Council meeting. The Chair and Vice-Chair positions for each committee will be appointed at that committee level. With regard to EDA appointments, the Code states that the appointments shall be made by the Mayor with the approval of the City Council.

Attached is the resolution that is on the Consent Agenda this evening for formal adoption. Please note: If there are any changes to the appointments based on discussion this evening, those changes will be incorporated in the resolution that is on tonight's agenda. It will then be adopted as amended.

The organizational resolution includes declaring the City's official newspaper. This year again, the City has received two proposals: *Anoka County UnionHerald* and *Anoka County Record*. Both proposals are attached to the case. In 2016, the City spent approximately \$12,129 toward advertising and publishing expenses - which did include the extra publications for a special Primary and General and a regular Primary and General Election. The *Anoka County UnionHerald* has historically served as the City's official newspapers and currently provides the most regular coverage of City. The proposal from ABC Newspapers states the rates for 2017 will remain unchanged. The *Anoka County Record* has a less established circulation and reporting operation, but does offer a potential for significant savings over the traditional *Anoka County UnionHerald* newspaper. Their proposal states they will publish all public notices at no cost to the City. Anoka County, as well as a couple of communities in Anoka County have used the *Anoka County Record* as their "official newspaper" without a successful challenge as to whether they meet the "official newspaper" qualifications.

Also included for Council review and approval is the Addendum to the Recording Secretary Service Agreement that extends the expiration date to December 31, 2017. The addendum shows a 2.5 percent increase in the rates. Approval of the contract with TOSS is part of the resolution.

Appointing legal services is another part of the Organization Resolution. The proposed contract renewal with Joseph Langel of the firm of Ratwik, Rozak & Maloney for General Legal is a three-year contract (to January 1, 2019) and with Bill Goodrich of Randall, Goodrich and Haag for prosecution is a three-year contract (to June 30, 201). The three year contact for Goodrich, which expired June 30, 2016, was extended another year to June 30, 2017, and can be extended indefinitely under a 30-day termination provision). (The City's policy is to review outside professional contracts on a three to five year basis). The last review of legal services was in 2013. This has no bearing at this point related to the appointments in the resolution.

Timeframe:

Approximately 15 minutes

Funding Source:

N/A

Responsible Party(ies):

City Administrator
City Clerk

Outcome:

To receive clear direction from the Council with regard to the appointments to committees, boards, and authorities, designation of the official newspaper, and the addendum to the Recording Secretary Service Agreement.

Attachments

Org Resolution

Proposal from ABC Newspapers

Proposal from Anoka County Record

Proposal Addendum from TimeSavers

Form Review

Inbox	Reviewed By	Date
Kurt Ulrich	Kurt Ulrich	01/05/2017 05:02 PM
Jo Thieling (Originator)	Jo Thieling	01/05/2017 05:33 PM
Kurt Ulrich	Kurt Ulrich	01/05/2017 05:43 PM
Form Started By: Jo Thieling		Started On: 01/05/2017 11:11 AM
Final Approval Date: 01/05/2017		

Councilmember

introduced the following resolution and moved for its adoption:

RESOLUTION #17-01-001

RESOLUTION FOR 2017 COUNCIL ORGANIZATION

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF RAMSEY, ANOKA COUNTY, STATE OF MINNESOTA, as follows:

- 1) That the City of Ramsey's official newspaper is as follows:
 - a) Anoka County Union Herald - official newspaper of the City in which all legal notices, vacancies, advertisements, etc. will be published
- 2) That the Acting Mayor, Council standing committees, Ramsey/Nowthen Joint Powers Board, Economic Development Authority, County HRA, Health Authority, recording secretary and legal services designations, and delegate appointments are as follows:

	<u>2016 Appt.</u>	<u>2017 Appt.</u>
a) Acting Mayor	John LeTourneau	John LeTourneau
b) Public Works Committee	Jill Johns Chris Riley Melody Shryock Mark Kuzma (Alt)	Jill Johns Chris Riley Mark Kuzma Melody Shryock (Alt)
c) Economic Development Auth	Chris Riley Kristine Williams John LeTourneau (Alt)	Chris Riley Kristine Williams John LeTourneau(Alt)
d) Environmental Policy Board	John LeTourneau Melody Shryock (Alt)	John LeTourneau Melody Shryock (Alt)
e) Happy Days Committee	Kristine Williams Chris Riley (Alt)	Kristine Williams Chris Riley (Alt)
f) Highway 10 Committee	Sarah Strommen John LeTourneau Melody Shryock Kurt Ulrich Elwyn Tinklenberg	Sarah Strommen John LeTourneau Melody Shryock Kurt Ulrich Elwyn Tinklenberg
	<u>2015-2016 Appt.</u>	<u>2017-2018 Appt.</u>
g) Ramsey/Nowthen Joint Powers Board	Jill Johns Kristine Williams Mark Kuzma (Alt)	Jill Johns Kristine Williams Mark Kuzma (Alt)

		<u>2015-2016 Appt.</u>	<u>2017-2018 Appt.</u>
h)	Northstar Corridor Dev Auth	Jill Johns John LeTourneau (Alt)	Abolished 2016
i)	Joint Law Enforcement Council	Mark Kuzma Jeff Katers Chris Riley (Alt)	Jeff Katers Kurt Ulrich
j)	Anoka County Fire Joint Powers Group	Jill Johns Kristine Williams (Alt)	Jill Johns Kristine Williams (Alt)
k)	Lower Rum River Water Management Organization (LRRWMO)	Mark Kuzma Chris Riley (Alt)	Mark Kuzma Chris Riley (Alt)
l)	Lower Rum River WMO TAC	Bruce Westby	Bruce Westby
m)	North Metro Mayors Association: Operating Committee Management Committee	Kurt Ulrich Sarah Strommen	Kurt Ulrich Sarah Strommen
n)	Anoka County Solid Waste Abatement Advisory Team	Chris Anderson	Chris Anderson
o)	County Housing and Redevelopment Auth Liaisons	Patrick Brama	Patrick Brama Tim Gladhill
p)	Youth First	Melody Shryock Brad Bluml Jim Steffen Michelle Anderson Sarah Strommen (Alt)	Melody Shryock Brad Bluml Jim Steffen Michelle Anderson Sarah Strommen (Alt)
q)	Quad Cities Cable Communications Commission	John LeTourneau Kurt Ulrich Melody Shryock (Alt)	John LeTourneau Kurt Ulrich Melody Shryock (Alt)
r)	LOGIS Board of Directors	Jason Fredrickson Patrick Brama (Alt)	Jason Fredrickson Patrick Brama (Alt)
s)	Health Authority	Dr. James Long	Dr. James Long

	<u>2016 Appt.</u>	<u>2017 Appt.</u>
t) Legal Services:		
General Legal Prosecution	Ratwik, Rozak & Maloney Randall, Goodrich & Haag	Ratwik, Roszak&Maloney Randall, Goodrich & Haag
Bond Counsel/TIF	Kennedy & Graven Briggs & Morgan	Briggs & Morgan <i>Only 1 firm necessary</i>
Personnel	Kennedy & Graven Barna, Guzy & Steffen Madden, Galanter, Hansen	<i>No longer necessary</i> <i>No longer necessary</i> <i>No longer necessary</i>
Intergovernmental Relations	Kennedy & Graven Flaherty & Hood	<i>No longer necessary</i> <i>No longer necessary</i>
u) Recording Secretarial Services:		
TimeSaver Off Site Recording Secretary Service (TOSS)		TOSS

The motion for the adoption of the foregoing resolution was duly seconded by Councilmember , and upon vote being taken thereon, the following voted in favor thereof:

and the following voted against the same:

and the following abstained:

and the following were absent:

Whereupon said resolution was declared duly passed and adopted by the Ramsey City Council this the 10th day of January, 2017.

Mayor

ATTEST:

City Clerk

RECEIVED

DEC 05 2016

**ABC Newspaper and
Anoka County Shopper**

ABC NEWSPAPERS
ANOKA COUNTY UNIONHERALD • BLAINE/SPRING LAKE PARK LIFE

Shopper ANOKA COUNTY
Publish South, East, West
Serving Most of Anoka County & Beyond

Division of ECM Publishers, Inc

4101 Coon Rapids Blvd., Coon Rapids, MN 55433

December 1, 2016

Jo Thieling
City Clerk
City of Ramsey
7550 Sunwood Drive NW
Ramsey, MN 55303

Dear Jo:

It is with great pleasure that we ask to serve as the official newspaper for the City of Ramsey in 2017. As we continue to implement new changes in the newspaper to improve readership, we feel it's important to provide readers with the city's public notices in addition to news stories, features and photographs of local events we cover each week.

We would like to publish your public notices in the Anoka County UnionHerald. The legal publication rate for the Anoka County UnionHerald as of January 1, 2017, will remain unchanged at \$10.75 per column inch. If any documents need to be manually typeset, a \$20 flat fee will be charged per public notice. As a newspaper published in the County of Anoka, we meet the requirements to qualify as your official legal newspaper.

All public notices published in the Anoka County UnionHerald will be posted to abcnewspapers.com – which averages over 65,000 unique visitors per month in search of local news and information.

We have appreciated your business over the past years and hope that we can be of service to you in 2017 as a credible community news source. Your direct contacts with our Public Notice department are: publicnotice@ecm-inc.com or call Tonya Orbeck at (763) 689-6001. Deadline: 10am Wednesday to publish Friday. If you have any questions, please feel free to call me at (763) 712-3533 or email me at tom.murray@ecm-inc.com. Thank you for your consideration.

Sincerely,



Tom Murray
General Manager
ECM Publishers, Inc.
ABC Newspapers

RECEIVED

DEC 22 2016

PLEASE PLACE IN JANUARY CITY COUNCIL PACKET

Anoka County RECORD

PO Box 21014 • Columbia Heights MN 55421-0014 • (763) 220-0411
E-Mail: editor@anokacountyrecord.com Website: www.anokacountyrecord.com

December 20, 2016

City of Ramsey: Mayor and Councilmembers,

For first time customers, *Anoka County Record* is pleased to present you with an offer to publish all of your public notices for FREE in exchange for being named as your official newspaper for 2017. If you own a computer or smartphone, our e-subscription is also FREE. All affidavits of publication are posted online for FREE. Print subscriptions to city hall are also FREE.

The *Record* is currently the official newspaper for Anoka County, City of Ham Lake, and City of Oak Grove. The *Record* is the low bidder to publish all Anoka County notices in 2017.

With the recent sale of the *Anoka County UnionHerald*, *Blaine-Spring Lake Park Life*, *Columbia Heights-Fridley Sun Focus*, and the *Forest Lake Times*, we would like to highlight some ownership differences.

Anoka County Record, LLC vs. Other Paper

	Anoka County Record, LLC	Owners of Anoka County UnionHerald, Blaine-Spring Lake Park Life, Columbia Heights-Fridley Sun Focus, Forest Lake Times
Company Registration	Minnesota	Delaware
Ownership Makeup	One Owner	Unknown Investors
Owner Residence	Minnesota	France, California, Montana, Connecticut
Price Per Notice for 2017	FREE	\$50 - \$350 for many notices
e-Subscription (PDF)	FREE	\$26/yr or not available
Campaign Law Violations	NO	YES, \$115,000 fine
Political Expenditures	NO	Over \$2,000,000
FDIC Bank Seizures	NO	YES, Affinity Bank \$254 million loss to taxpayers

Please feel free to contact me with any questions.

Sincerely,

John M. Kysylyczyn
Owner & Publisher

TimeSaver Off Site Secretarial, Inc.

RECEIVED

NOV 18 2016

November 16, 2016

Ms. Jo Thieling, City Clerk
City of Ramsey
7550 Sunwood Drive
Ramsey, MN 55303

Dear Jo,

Enclosed is an Addendum to the Recording Secretary Service Agreement that extends the expiration date to December 31, 2017. The rates reflect an increase of about 2.5%.

We appreciate the confidence you have placed in TimeSaver to handle your meeting minute needs and look forward to continuing that relationship in 2017.

If you need further information or have questions, please feel free to contact me at 612-251-8999.

Best regards,



Carla Wirth
Owner

Enclosure: Recording Secretary Service Agreement
Return envelope

**ADDENDUM TO
RECORDING SECRETARY SERVICE AGREEMENT**

Dated: December 31, 2016

By and between TimeSaver Off Site Secretarial, Inc. and the City of Ramsey, 7550 Sunwood Drive, Ramsey, MN 55303.

1. EXTENSION OF RECORDING SECRETARIAL SERVICE AGREEMENT: The term of the existing Recording Secretary Service Agreement dated December 31, 2015 shall be extended under the same terms and conditions to December 31, 2017.
2. TOSS Charges. TOSS shall be paid for its services as recording secretary for each meeting (the highest rate will prevail), as follows:
 - a. Base Rate of One Hundred Thirty-Nine and 00/100 dollars (\$139.00) for any meeting up to one (1) hour (billable time) plus Thirty-Four and 00/100 dollars (\$34.00) for each thirty (30) minutes following the first one (1) hours; or
 - b. Twenty-Nine and 50/100 dollars (\$29.50) per hour for length of meeting, and fifteen (15) minutes prior to Call to Order and fifteen (15) minutes following Adjournment with a one and one-half (1.5) hour minimum; and Thirteen and 25/100 dollars (\$13.25) for each page of minutes prepared from shorthand or machine notes of the recording secretary as draft minutes for submission to and the review and comment of the City of Ramsey for their preparation of final minutes.

At the end of the term of this Addendum or any extension of it, the parties may make a new Agreement or extend or modify the terms of this Agreement.

IN WITNESS WHEREOF, the undersigned have executed this Addendum to the Recording Secretary Service Agreement as of the day and year indicated.

January __, 2017

CITY OF RAMSEY

By _____
Kurtis G. Ulrich

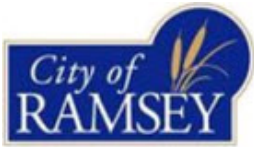
Its City Administrator

November 16, 2016

TIMESAVER OFF SITE SECRETARIAL, INC.

By Carla Wirth
Carla Wirth

Its President & CEO



Our Mission: To work together to responsibly grow our community, and to provide quality, cost-effective, and efficient government services.

CC Work Session

3.1.

Meeting Date: 01/10/2017

By: Jo Thieling, Administrative Services

Information

Title:

Review Future Topics/Calendar

Purpose/Background:

Attached is the current list of future topics for work session discussion. Items are drawn from Council requests at meetings, or are related to topics that have been identified in the City's strategic plan. Dates will be assigned in the future.

Recommendation:

N/A

Action:

For Council review - no formal action necessary.

Attachments

Future Topics

Form Review

Inbox

Kurt Ulrich

Form Started By: Jo Thieling

Final Approval Date: 01/05/2017

Reviewed By

Kurt Ulrich

Date

01/05/2017 04:19 PM

Started On: 01/05/2017 08:58 AM

City Council Future Topics – Work Session
(Draft)

Date	Topics for Discussion – Council Action
Future	Website Redesign (<i>Wenberg</i>)
Future	Review Bidding Process for Towing Contract (<i>Katers</i>)
Future	Discuss Ordinance Governing Unmanned Aerial Vehicle Use (<i>Katers</i>)
Future	Review and Potentially Adopt Ramsey’s Portion of Previous Highway 47 Study (<i>Westby</i>)
Future	Cost Share a Corridor Study for Nowthen (<i>Westby</i>)
Future	ICE Reports for Spot Improvements on Armstrong (<i>Westby</i>)
Future	Website and Website Services Update (<i>Fredrickson</i>)
Future	Pollinator-Friendly Community Proclamation (<i>Anderson</i>)
January 24	Joint Session with Planning Commission (<i>Gladhill</i>)
February 14	Prestmore Academy & Daycare Purchase Agreement for OUTLOT B of COR ONE (Portions may be closed to the public) (<i>Brama</i>)
February	Commercial Assessments for Public Improvement Assessments (<i>Westby</i>)
February	Discussion re the 2016 All-Staff Survey and Work Plan (<i>Lasher</i>)
Date	Topics for Discussion – Regulatory
Future	Commercial Signage Standards and Community Sign Plan(<i>Gladhill</i>)
Future	Property Maintenance Code (Maintenance of Buildings and Structures) (<i>Gladhill</i>)
Date	Topics for Discussion – Policy
Future	Future Business Park Policy (<i>Brama</i>)
Future	Social Media Facebook Policy (<i>Wenberg</i>)
Future	Public Facilities Naming Policy (<i>Riverblood</i>)
Future	Trail Maintenance Policy (<i>Westby</i>)
Future	Stormwater Pond Maintenance Policy (<i>Westby</i>)
Future	Citizen Volunteer and Recognition Program (<i>Ulrich</i>)
Future	Newsletter Policy (<i>Brama</i>)
February	Discussion re Updating the City’s Personnel Policy (<i>Lasher</i>)
February	Discuss Communications Plan (<i>Wenberg</i>)
Date	Topics for Discussion – Planning and Budget
Future	Summary of Compensation Plan for Employees (<i>Lasher</i>)
Future	Evaluate Staffing Deployment and Process Effectiveness (<i>Ulrich/Lasher/Gladhill</i>)
Future	Review Comprehensive Plan for Long-Term Water Supply (<i>Westby</i>)
Future	Review Corridor Improvement Initiatives (<i>Ulrich</i>)
Date	Topics for Discussion – Information
Future	Follow-Up 2016 LMC Conference/Programs/Tasks (<i>Ulrich</i>)
Future	Follow Up Discussions with ARAA (<i>Riverblood</i>) <ul style="list-style-type: none"> • Special Use Permits • What improvements can we make • Communication – in General
Future	Review 2015 Area Recreation Opportunity Assessment (<i>Riverblood</i>)
Future	Informational/Educational Session with BSWR (<i>Ulrich/Westby</i>)

