

**City of Ramsey**  
**Agenda**  
**Economic Development Authority (EDA)**  
**Thursday, January 25, 2018**  
**7:30 am**  
**COR Room, 7550 Sunwood Drive NW**

- 1. Call to Order**
- 2. Approve Agenda**
- 3. EDA Business**
  1. NO ACTION: Supplemental Information for Next Case
  2. Review Draft Economic Development Chapter of Comprehensive Plan
- 4. Member/Staff Input**
- 5. Adjournment**

**Economic Development Authority (EDA)**

**3. 1.**

**Meeting Date:** 01/25/2018

**Submitted For:** Patrick Brama, Administrative Services

**By:** Patrick Brama, Administrative Services

---

**Title:**

NO ACTION: Supplemental Information for Next Case

**Purpose/Background:**

The purpose of this case is to provide a clearing house of supplemental information that may be useful for the next case. This information may or may not be useful or pertinent. Staff is not requesting EDA Members read/ print all of this information. It's here for reference purposes only.

**Notification:**

NA

**Observations/Alternatives:**

NA

**Funding Source:**

NA

**Recommendation:**

NA

**Action:**

NA

---

**Attachments**

2018 EDA Workplan

Citizen Survey (2014)

Citizen Survey (2016)

RCP Retail Market Analysis (Streeter)

RCP Retail Market Analysis (Burga)

RCP Business Incubator (Streeter)

RCP Business Incubator (Burga)

RCP Community Center (Burga)

---

**Form Review**

**Inbox**

Kurt Ulrich

Form Started By: Patrick Brama

Final Approval Date: 01/19/2018

**Reviewed By**

Kurt Ulrich

**Date**

01/19/2018 03:33 PM

Started On: 01/19/2018 12:36 PM

## 2018 Economic Development Workplan

### **Purpose**

Provide a functional plan that prioritizes the work of the City's economic development department and Economic Development Authority (EDA).

### **Objectives**

1. Encourage, and plan for, growth of industrial, commercial, retail and housing opportunities
2. Foster the retention and expansion of existing Ramsey businesses
3. Support and maintain a positive local businesses environment
4. Leverage use of outside economic resources, partnerships and funding for economic development initiatives

### **Outcomes**

1. Growth of the City's tax base
2. Growth in the City's job base
3. Improved quality of life

<b>Tactics/ Description</b>	<b>Timeline</b>	<b>Additional Resources &amp; Tools Required</b>	<b>Key Outcomes/Metrics</b>
<p><u>(1) Business Retention &amp; Expansion</u>  The large majority of local economic growth comes from existing Ramsey businesses. The purpose of this goal is to develop and maintain positive relationships with existing Ramsey businesses (establish trust). This goal is implemented through quality customer service, businesses visits, and facilitating business events.</p>	Ongoing	Currently Sufficient: assuming moderate customer service demand levels, sufficient resources exist to complete this tactic as proposed.	<p>Complete 24 business visits annually.</p> <p>Host EDA business expo, business appreciation golf tournament, and fall networking event. Participate in Anoka County Broker Event, Anoka Ramsey Job Fair, and MN Marketing Partnership.</p>
<p><u>(2) Recruit Restaurants &amp; Retail Users</u>  The desire for the City of Ramsey to establish new restaurant and retail users continuous to be a high priority for Ramsey residents and elected officials alike. Feedback from the development market is Ramsey needs more rooftops and higher traffic counts to achieve this goal. Although Ramsey continues to make good progress on rooftops and traffic counts, there is a desire to be more pro-active. The purpose of this tactic is:</p> <ul style="list-style-type: none"> <li>(A) Consider establishing a policy(ies) to provide financial incentives for said users. For example, the City had a full service restaurant subsidy program/ policy several years back.</li> <li>(B) Consider establishing a targeted professional information/ marketing package for said users.</li> <li>(C) Consider deploying staff (and CBRE) to establish/ grow relationships with developers that work directly with said target market.</li> <li>(D) Reconsider broker selection—is there a better broker for retail?</li> <li>(E) Try to define what success looks like, or what progress targets Ramsey can make?</li> <li>(F) Obtain annual traffic counts for The COR</li> </ul>	2018	<p>Currently Sufficient: assuming moderate customer service demand levels, sufficient resources exist to complete this tactic as proposed.</p> <p>This tactic may result in the need to create/ dedicate financial resources for incentives in the future.</p> <p>If dollars are needed for the developer information package, the EDA Budget (Marketing line item) can be utilized. Also, The COR TIF District (#14) is available to support this tactic.</p>	<p>(A) New financial incentive policy in place.</p> <p>(B) New information packet/ marketing packet.</p> <p>(C) New relationships created.</p>

Tactics/ Description	Timeline	Additional Resources & Tools Required	Key Outcomes/Metrics
<p><b>(3) COR Development Feasibility, Pro-Forma, and Policy</b>  The City of Ramsey has taken on the role of master developer for The COR. Currently, the City manages The COR, and our various COR development related discussions on a “case-by-case-basis” and with policy based on “past practice.” Staff would like to develop more clarity/ intentional policy/ structure on how the City manages this project.</p> <p>Completion of this tactic will put the City in a stronger position to analyze/ respond to development proposals, strategize marketing efforts, and carry out budget/ policy discussions.</p> <p>(A) Pro-Forma: from a development perspective, the list of City obligations (expenditures) for The COR is relatively long, and at this point not well-defined. Additionally, the list of revenue streams from The COR is relatively straight forward, but have been committed informally in several instances. Staff would like to develop a formal pro-forma that outlines all anticipated expenses and all anticipated revenues for the project.</p> <p>(B) Feasibility Analysis: this discussion will require the City to complete a feasibility analysis for all outstanding development items to provide a clear scope of future development costs (i.e. cut/ fill, roads, storm water, community center, signs, etc.).</p> <p>(C) Policy Positions: this discussion also warrants the City to take policy positions on various outstanding development items (i.e. expenses) and how they will be paid for (all city, all developer, split, etc.), and roughly when various improvements will be made (now, in the future, in phases, etc.).</p>	<p>2018</p>	<p>This work will require assistance from third party professionals.</p> <p><u>Feasibility Reports/ Concept Studies:</u></p> <ul style="list-style-type: none"> <li>• infrastructure--\$25,000-\$75,000</li> <li>• regional storm water --\$15,000-\$35,000</li> <li>• cut &amp; fill analysis -- \$5,000-\$25,000</li> <li>• sign plan--\$5,000-\$30,000</li> <li>• parking ramp(s) -- \$5,000-\$15,000</li> <li>• community center-- \$10,000-\$25,000.</li> <li>• parks/ trails--\$15,000-\$40,000</li> <li>• pro-forma assistance/ review from Ehlers--\$5,000-\$20,000.</li> </ul> <p>The numbers outlined above are very preliminary. Staff would like to get quotes for EDA review and/or review by other boards. Staff anticipates various funding sources to be utilized. Potentially, the University of Minnesota Resilient Communities Program may play a role in completing, or speeding up, some of this work.</p>	<p>Completed feasibility analysis on various outstanding pre-development items.</p> <p>Policy positions on various development items.</p> <p>Completed development pro-forma.</p>

<b>Tactics/ Description</b>	<b>Timeline</b>	<b>Additional Resources &amp; Tools Required</b>	<b>Key Outcomes/Metrics</b>
<p><u>(4) RALF</u> Utilize the Metropolitan Council administered, MNDOT funded, RALF (right of way acquisition loan fund) for purchasing properties needed for U.S. Highway 10 improvements in Ramsey.</p> <p>Update: staff received word from MnDOT/ MetCouncil in August 2017 that they will no longer accept applications for RALF from the City of Ramsey. The City must first complete their updated plan for improvements to US Highway 10 and must update their Official Map.</p>	Ongoing	<p>Currently Sufficient: assuming moderate customer service demand levels, sufficient resources exist to complete this tactic as proposed. In some cases, this work does require use of third party professionals</p>	<p>Economic Development staff will continue to work with the Metropolitan Council to purchase at least property per year.</p> <p>Economic Development staff will continue to work with Engineer and Planning staff to complete an updated Official Map and Highway 10 plan for Ramsey.</p>
<p><u>(5) Sell Surplus City Owned Land</u> The City owns a large inventory of surplus land available for development. In 2017, the City completed a process to obtain shovel ready information for most city-owned property. Through that process staff has identified the following outstanding items:</p> <p>(A) Properties #37 and #45 have various potential environmental findings to further discuss and address.</p> <p>(B) North side of the new business park (i.e. former Legacy site) should become shovel ready. This would be a new shovel ready application.</p>	2018	<p>Currently Sufficient: assuming moderate customer service demand levels, sufficient resources exist to complete this tactic as proposed.</p> <p>This work item does require use of third-party professional services (Shovel Ready Certifications and subsequent due-diligence). TIF #1 has been identified as a funding source for this work.</p> <p>NOTE: the large majority of shovel-ready work was completed in 2017. This goal is nearly completed. The State of Minnesota is currently officially reviewing the City's applications for shovel ready sites. The purpose of this tactic is to keep the EDA updated on some remaining items staff is closing out.</p>	Land sales.

Tactics/ Description	Timeline	Additional Resources Required	Key Outcomes/Metrics
<p><u>(6) Business Incubator</u>  Consider utilizing the roughly 3,500 square foot vacant space on the second floor of the Ramsey Municipal Center for a business incubator program.</p> <p>Staff would like to kick off the process with a scoping meeting (i.e. how should we approach this task).</p>	2018	At this point, no additional resources are being requested. Based on the scope of this project, additional resources will be needed. The City's Public Utilities Fund may be available for this project.	<p>Decide if the City has a genuine interest in starting a business incubator.</p> <p>Have a general scope for what a business incubator means in Ramsey.</p>
<p><u>(7) ZIP Code</u>  In 2015, the City of Ramsey did open its doors to the first ever Ramsey substation USPS Post Office. Although this is a positive step for Ramsey, the need for an independent zip code still exists. The purpose of this tactic is to pursue an independent zip code for our community.</p> <p>Process:</p> <ol style="list-style-type: none"> <li>1. Meet USPS minimum standards for obtaining a new zipcode (delivery points, deliver routes, scheme items, sectors). The City needs to submit a request for an audit.</li> <li>2. USPS audit made—Ramsey either meets minimum thresholds or not. If they do, move on to step 3.</li> <li>3. USPS conducts a survey of community to gather feedback/ support for a new zip code.</li> <li>4. USPS grants Ramsey a new zip code.</li> </ol>	Ongoing	No additional resources requested. Normal staff duties.	<p>Apply again.</p> <p>Approval or denial of a new Ramsey zip code.</p>

# **The National Citizen Survey™**

## **Ramsey, MN**

Community Livability Report

2014

# Contents

About.....	1
Quality of Life in Ramsey.....	2
Community Characteristics .....	3
Governance .....	5
Participation .....	7
Special Topics.....	9
Conclusions .....	13

The National Citizen Survey™  
© 2001-2014 National Research Center, Inc.

National Research Center, Inc.  
2955 Valmont Road, Suite 300  
Boulder, CO 80301  
www.n-r-c.com • 303-444-7863

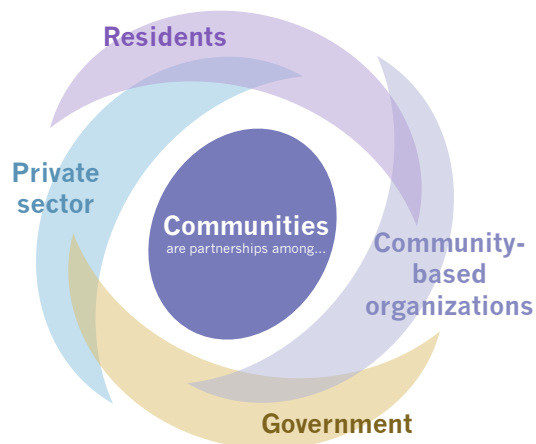
International City/County Management Association  
777 North Capitol Street NE, Suite 500  
Washington, DC 20002  
www.icma.org • 202-289-ICMA

# About

The National Citizen Survey™ (The NCS) report is about the “livability” of Ramsey. The phrase “livable community” is used here to evoke a place that is not simply habitable, but that is desirable. It is not only where people do live, but where they want to live.

Great communities are partnerships of the government, private sector, community-based organizations and residents, all geographically connected. The NCS captures residents’ opinions within the three pillars of a community (Community Characteristics, Governance and Participation) across eight central facets of community (Safety, Mobility, Natural Environment, Built Environment, Economy, Recreation and Wellness, Education and Enrichment and Community Engagement).

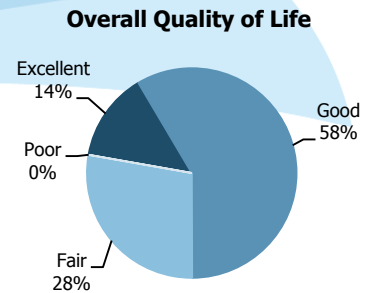
The Community Livability Report provides the opinions of a representative sample of 430 residents of the City of Ramsey. The margin of error around any reported percentage is 5% for the entire sample. The full description of methods used to garner these opinions can be found in the *Technical Appendices* provided under separate cover.



# Quality of Life in Ramsey

Most residents rated the quality of life in Ramsey as excellent or good and this was similar to the benchmark (see Appendix B of the *Technical Appendices* provided under separate cover).




Shown below are the eight facets of community. The color of each community facet summarizes how residents rated it across the three sections of the survey that represent the pillars of a community – Community Characteristics, Governance and Participation. When most ratings across the three pillars were higher than the benchmark, the color for that facet is the darkest shade; when most ratings were lower than the benchmark, the color is the lightest shade. A mix of ratings (higher and lower than the benchmark) results in a color between the extremes.




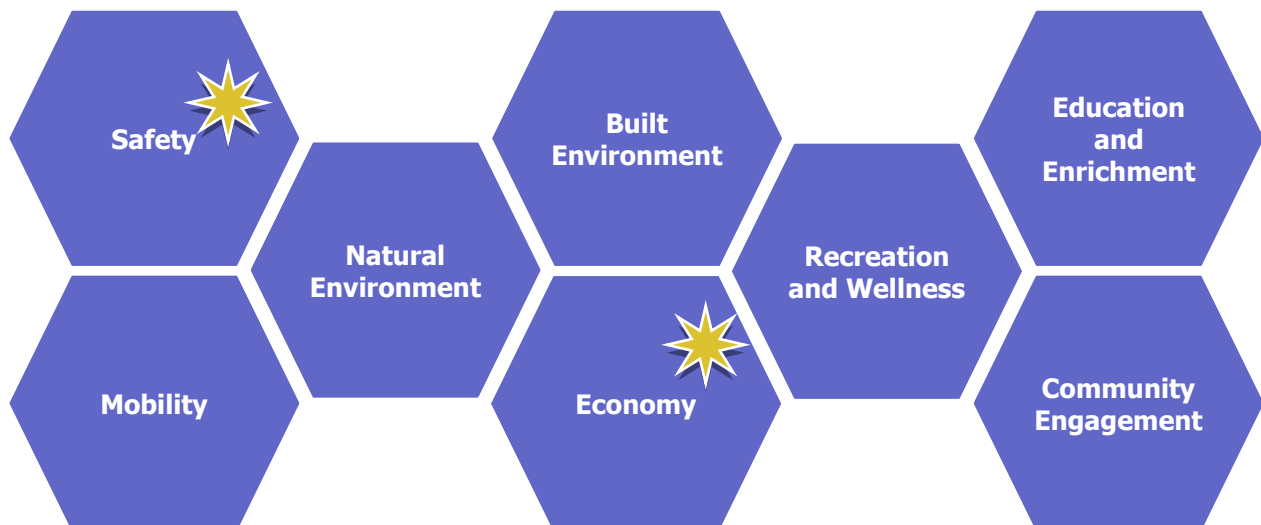
In addition to a summary of ratings, the image below includes one or more stars to indicate which community facets were the most important focus areas for the community. Residents identified Safety and Economy as priorities for the Ramsey community in the coming two years. It is noteworthy that Ramsey residents gave favorable ratings to these facets of community. In fact, ratings for all facets including Mobility, Natural Environment, Built Environment, Recreation and Wellness, Education and Enrichment and Community Engagement were positive and similar to other communities. This overview of the key aspects of community quality provides a quick summary of where residents see exceptionally strong performance and where performance offers the greatest opportunity for improvement. Linking quality to importance offers community members and leaders a view into the characteristics of the community that matter most and that seem to be working best.

Details that support these findings are contained in the remainder of this Livability Report, starting with the ratings for Community Characteristics, Governance and Participation and ending with results for Ramsey's unique questions.

## Legend

-  Higher than national benchmark
-  Similar to national benchmark
-  Lower than national benchmark

 Most important



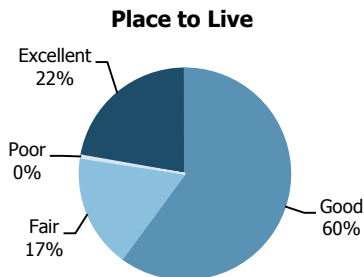
# Community Characteristics

*What makes a community livable, attractive and a place where people want to be?*

Overall quality of community life represents the natural ambience, services and amenities that make for an attractive community. How residents rate their overall quality of life is an indicator of the overall health of a community. In the case of Ramsey, 82% rated the City as an excellent or good place to live. Respondents' ratings of Ramsey as a place to live were similar to ratings in other communities across the nation.

In addition to rating the City as a place to live, respondents rated several aspects of community quality including Ramsey as a place to raise children and to retire, their neighborhood as a place to live, the overall image or reputation of Ramsey and its overall appearance. Most residents felt that the overall appearance of Ramsey, Ramsey as a place to raise children and their neighborhood as a place to live were excellent or good. Although a majority felt that this was true of Ramsey as a place to retire and of Ramsey's overall image, these were less than the benchmark.

Delving deeper into Community Characteristics, survey respondents rated over 30 features of the community within the eight facets of Community Livability. Safety and Natural Environment were the facets with the highest ratings, with at least 8 in 10 residents giving positive ratings to each measure in these categories. Conversely, Economy was the facet having the lowest ratings; every item in this area received positive ratings from half or fewer of residents. Overall, most Community Characteristics rated similarly to other communities. Of the seven measures with ratings lower than the benchmark, five related to Ramsey's Economy. Two characteristics of the community rated higher than the benchmark and were in the area of Built Environment: affordable quality housing and housing options.



Percent rating positively (e.g., excellent/good)

Comparison to national benchmark

■ Higher ■ Similar ■ Lower

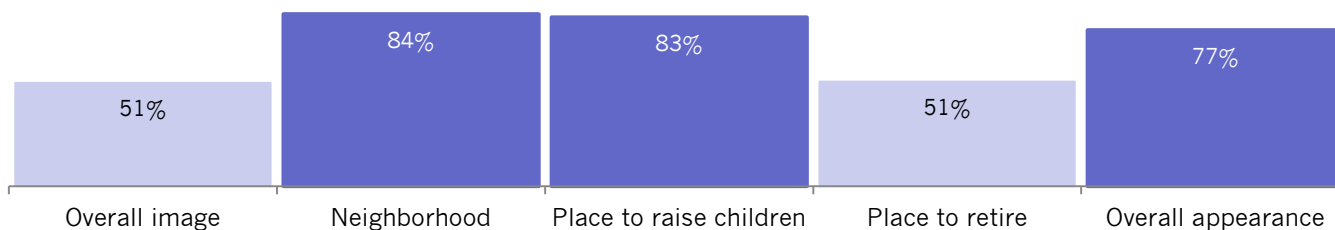
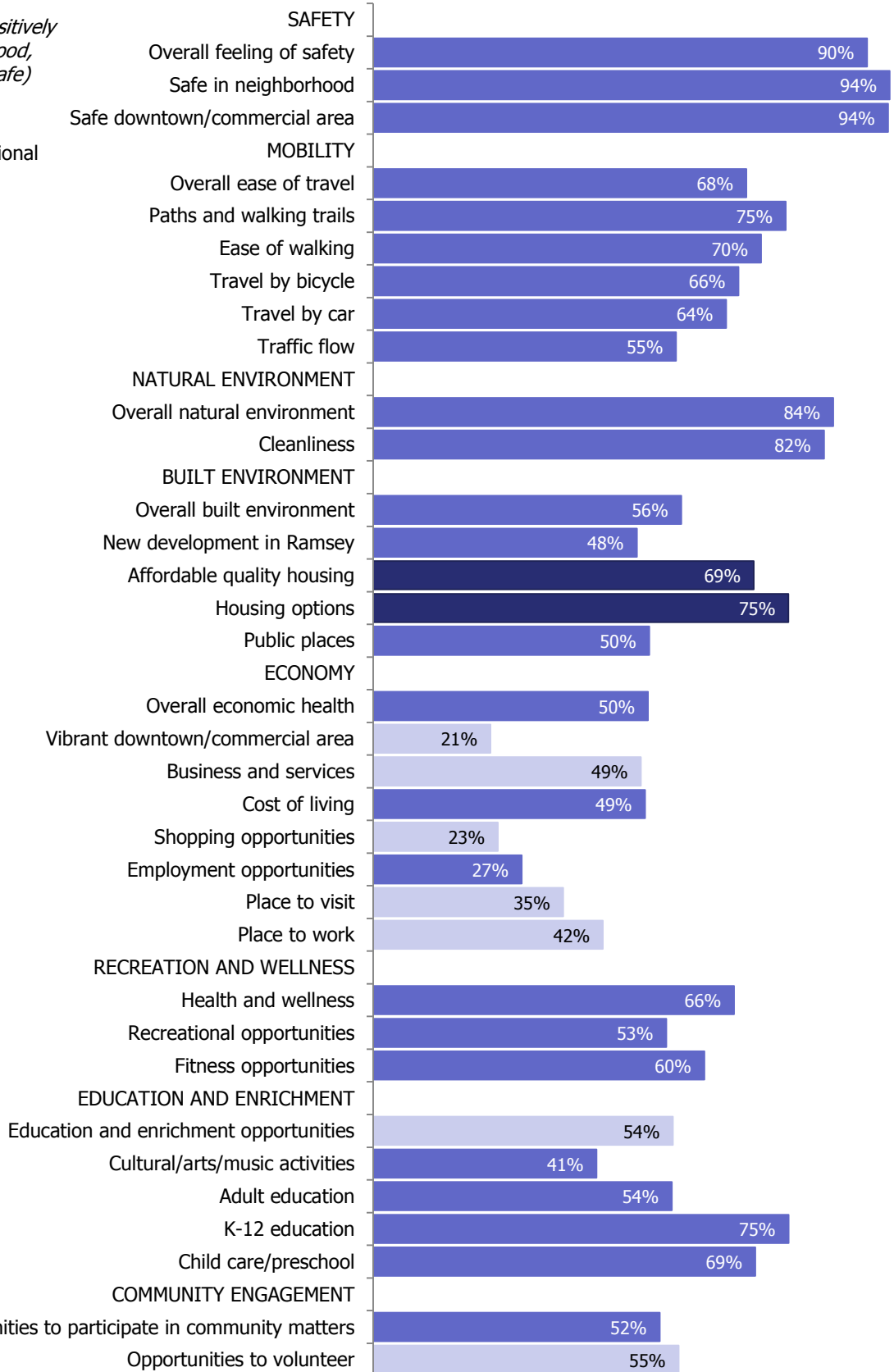


Figure 1: Aspects of Community Characteristics

*Percent rating positively  
(e.g., excellent/good,  
very/somewhat safe)*

Comparison to national  
benchmark

- Higher
- Similar
- Lower



# Governance

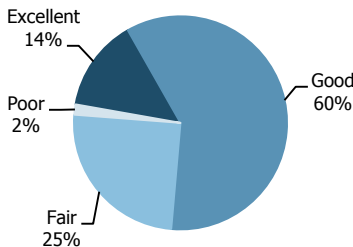
*How well does the government of Ramsey meet the needs and expectations of its residents?*

The overall quality of the services provided by Ramsey as well as the manner in which these services are provided are a key component of how residents rate their quality of life. On par with other communities, three-quarters of Ramsey residents rated the overall quality of City services as excellent or good.

Survey respondents also rated various aspects of Ramsey’s leadership and governance. All measures of general government performance were similar to the benchmark, including value of services for taxes paid, the City’s overall direction, welcoming citizen involvement, acting in the best interest of the community, being honest, treating residents fairly and customer services. Each of these aspects of government performance received ratings of excellent or good from at least 4 in 10 respondents. Customer service was the most highly rated aspect in this area and received positive ratings from 8 in 10 respondents.

Respondents evaluated nearly two dozen individual services and amenities available in Ramsey. Nearly all of the ratings were similar to ratings in communities elsewhere; only recreation centers received ratings that lagged below the benchmark. Similar to Community Characteristics, the most positively rated services were related to Safety, where all but one of the services received positive ratings from 8 in 10 residents, and the least positively rated service was within Economy (43% excellent or good for economic development). Services related to Natural Environment fared well, with 7 in 10 residents rating drinking water and natural areas preservation well.

## Overall Quality of City Services



Percent rating positively (e.g., excellent/good)

Comparison to national benchmark

■ Higher ■ Similar ■ Lower

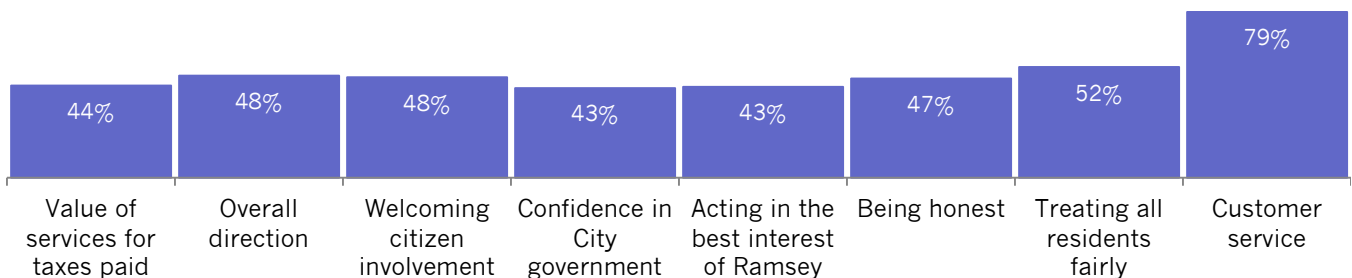
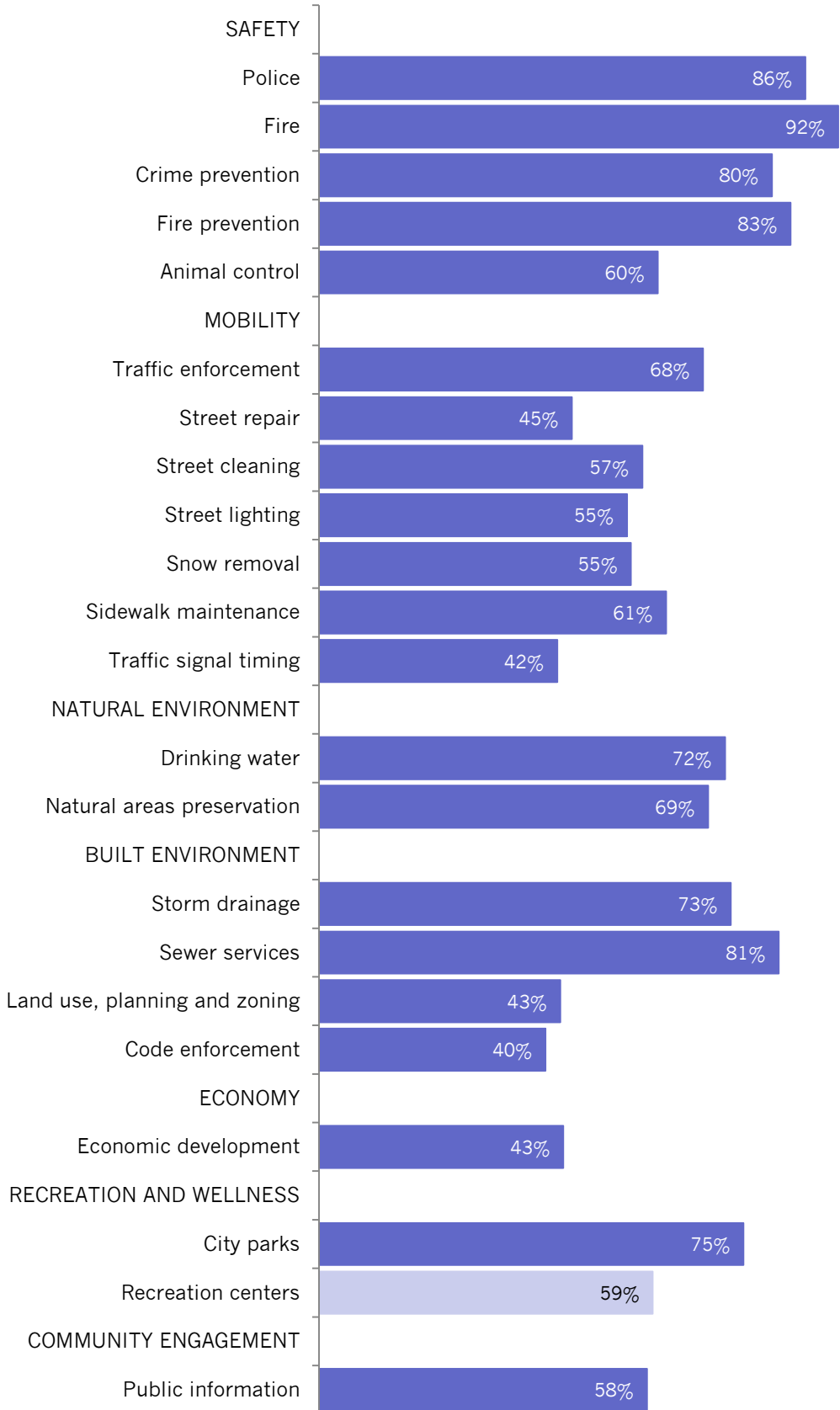


Figure 2: Aspects of Governance

Percent rating positively  
(e.g., excellent/good)

Comparison to national  
benchmark

- Higher
- Similar
- Lower

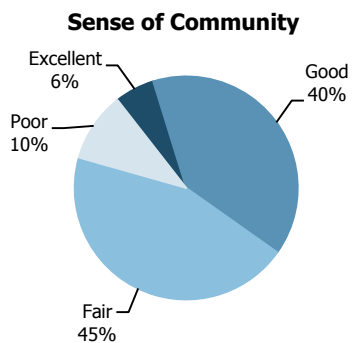


# Participation

*Are the residents of Ramsey connected to the community and each other?*

An engaged community harnesses its most valuable resource, its residents. The connections and trust among residents, government, businesses and other organizations help to create a sense of community; a shared sense of membership, belonging and history. Compared to other communities, fewer residents of Ramsey rated the sense of community as excellent or good (46%). Still, the vast majority of residents said that they would recommend living in Ramsey and had plans to remain living there.

The survey included almost 20 activities and behaviors for which respondents indicated how often they participated in or performed each, if at all. Overall, measures of Participation varied in relation to the benchmark. Areas where resident participation and experiences rated better than elsewhere were in Natural Environment (recycling), Safety (fewer residents had reported a crime) and Built Environment (fewer residents experienced housing cost stress). Although similar to the benchmark, the rate of purchasing goods or services, visiting City parks, being in good health and voting were high and nearly all residents reported that they had not been the victim of a crime. Most of the measures where Participation fell below the norm were under Community Engagement for campaigning, volunteering and attending public meetings. Under Economy, residents of Ramsey were less likely to work in the City where they lived than residents of other communities.



Percent rating positively  
(e.g., very/somewhat likely,  
yes)

Comparison to national  
benchmark

■ Higher ■ Similar ■ Lower

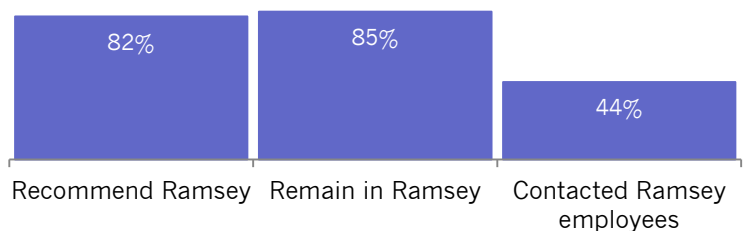
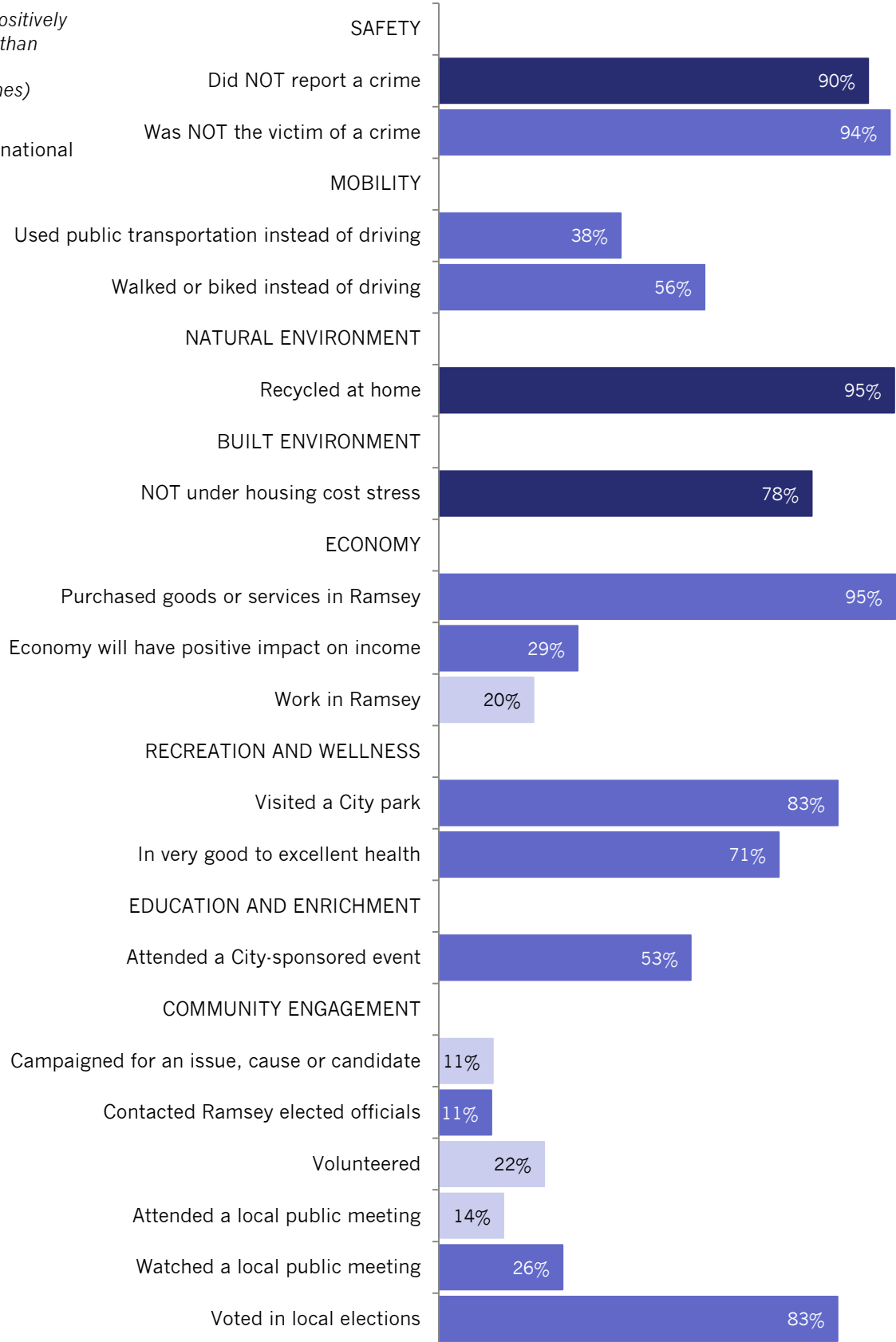


Figure 3: Aspects of Participation

Percent rating positively  
(e.g., yes, more than  
once a month,  
always/sometimes)

Comparison to national  
benchmark

- Higher
- Similar
- Lower

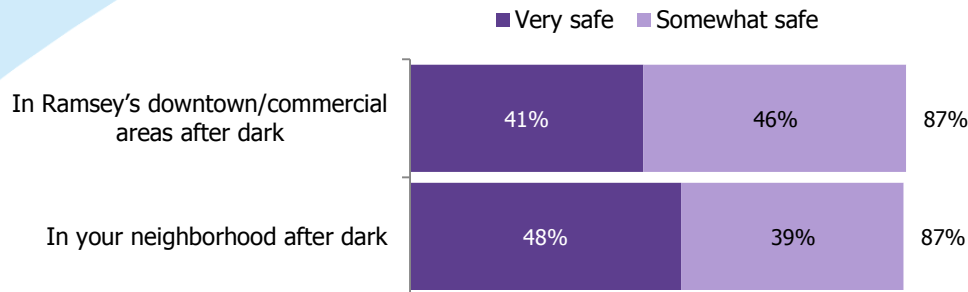


# Special Topics

The City of Ramsey included several questions of special interest on The NCS. These questions covered the topics of safety, sources of information about the City, community events, street construction and other characteristics and services in the community.

In addition to asking about safety in various parts of Ramsey during the day, the survey asked residents about feelings of safety at night. Most residents (87%) reported that they felt somewhat or very safe at night in Ramsey’s downtown/commercial areas and in their neighborhoods.

Figure 4: Safety after Dark  
Please rate how safe or unsafe you feel:



Residents rated the quality of trail maintenance and strategic plan development. Two-thirds of residents gave favorable ratings to the quality of trail maintenance. Less than half of residents rated the City’s strategic planning as excellent or good and one-third rated it as fair.

Figure 5: Trail Maintenance  
Please rate the quality of each of the following services in Ramsey: Trail maintenance

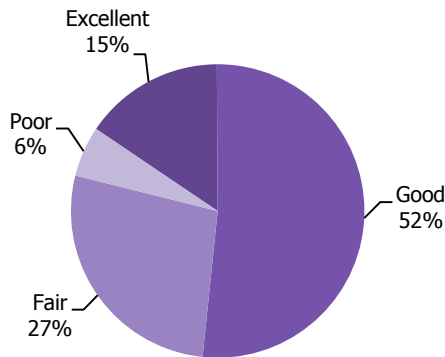
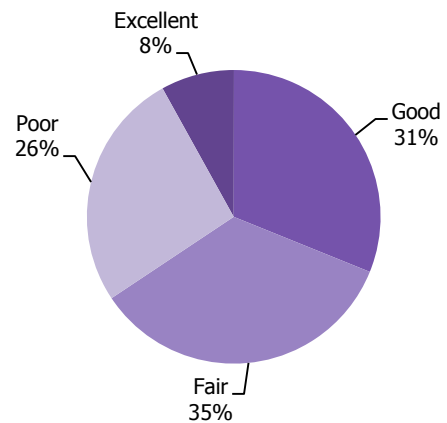


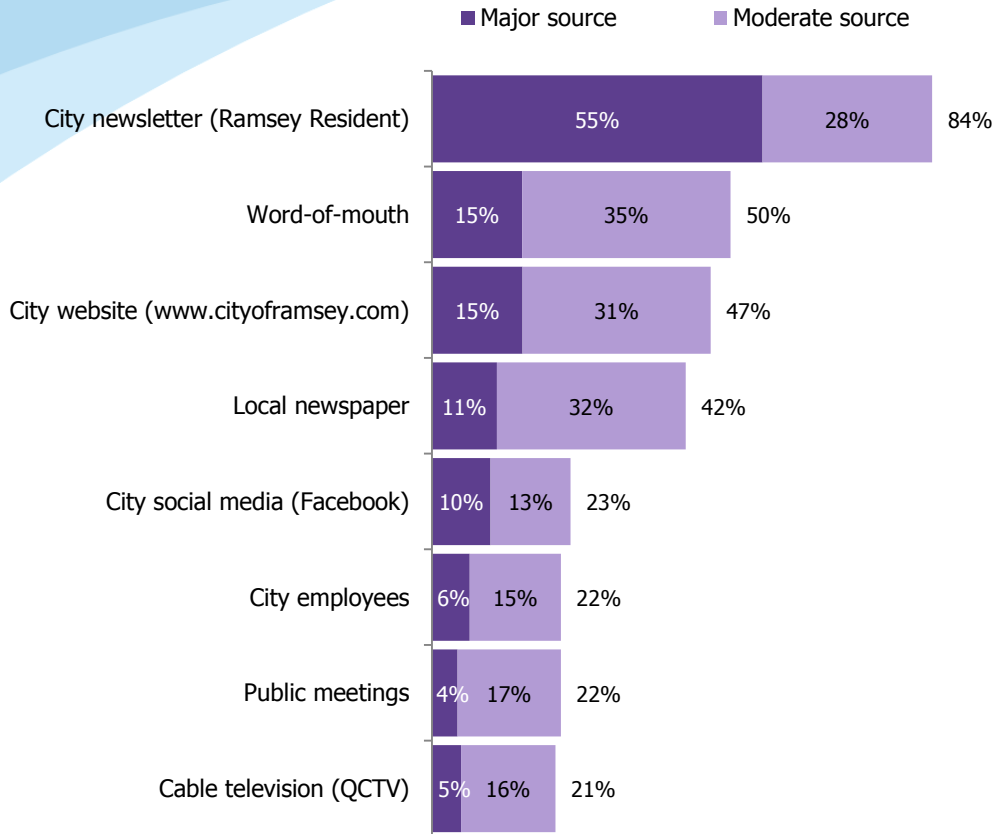
Figure 6: Strategic Planning  
Please rate the following categories of Ramsey government performance: Development and success of a strategic action plan



Residents reported using a variety of sources for information about the City. Most residents (84%) said that they used the City newsletter (Ramsey Resident) as a major or moderate source of information. About half relied on word-of-mouth, the City website and the local newspaper for information about the City of Ramsey. About one-quarter said that the City’s Facebook page, City employees, public meetings and QCTV were at least a moderate source of City information for them.

Figure 7: Sources of Information about the City

*To what extent are each of the following a source of information for you about Ramsey city government and its activities?*



A majority of residents rated each of the listed community events favorably. The most positively rated events were Kids Safety Camp (93% excellent or good) and at least 8 in 10 residents rated The Draw music in the park series, Happy Days Festival, Spring/Fall recycling events and pet clinics as excellent or good and two-thirds felt as positively about the Spring Business Expo and Annual Nite to Unite event. Three-quarters of residents said that they liked the current name of the hometown festival, Happy Days; about one-third at least somewhat agreed that it should be changed.

Figure 8: Community Events

*Please rate the quality of each event listed below:*

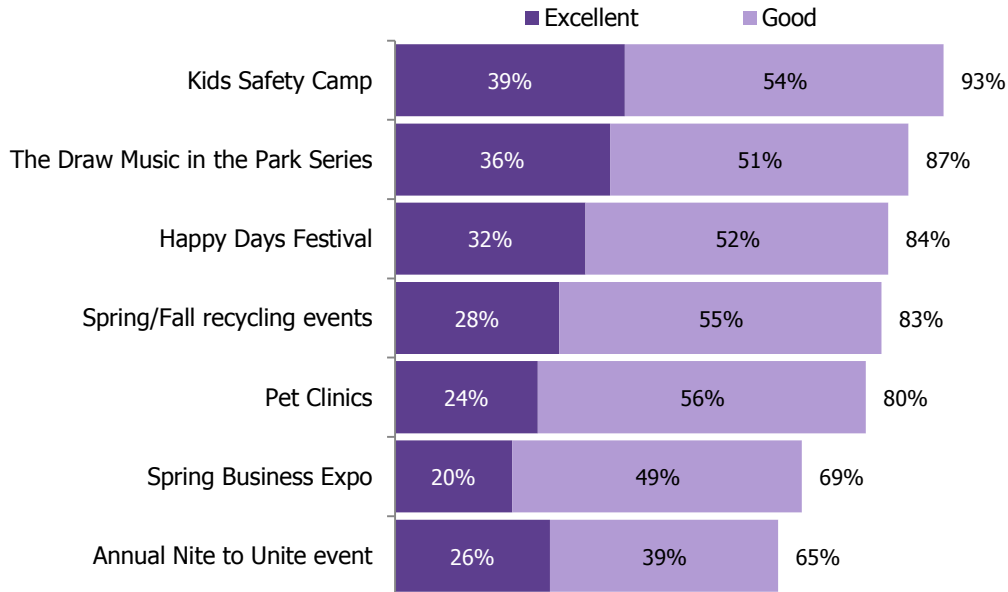
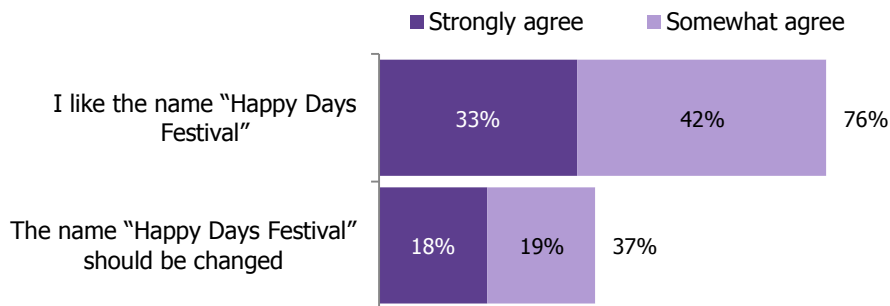


Figure 9: Happy Days Festival

*Ramsey's hometown festival, Happy Days, is organized by the volunteer Happy Days Committee. To what extent do you agree or disagree with each of the following statements about the event?*



A majority of residents rated the overall condition of City streets as excellent or good and one-third rated it as fair. When asked about potential approaches to funding a long-term street reconstruction program, 40% of residents at least somewhat supported special assessments of benefitting properties, versus 33% for electric and/or gas utility fees and 29% for property tax increases.

Figure 10: Overall Condition of Streets

*Please rate each of the following characteristics as they relate to Ramsey as a whole: Overall condition of City maintained streets*

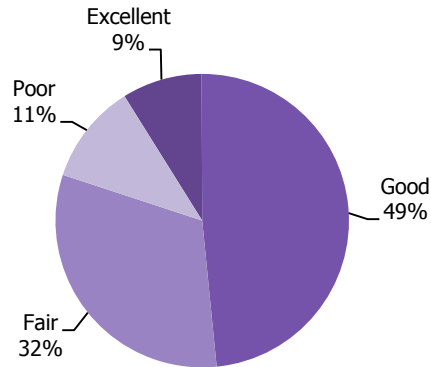
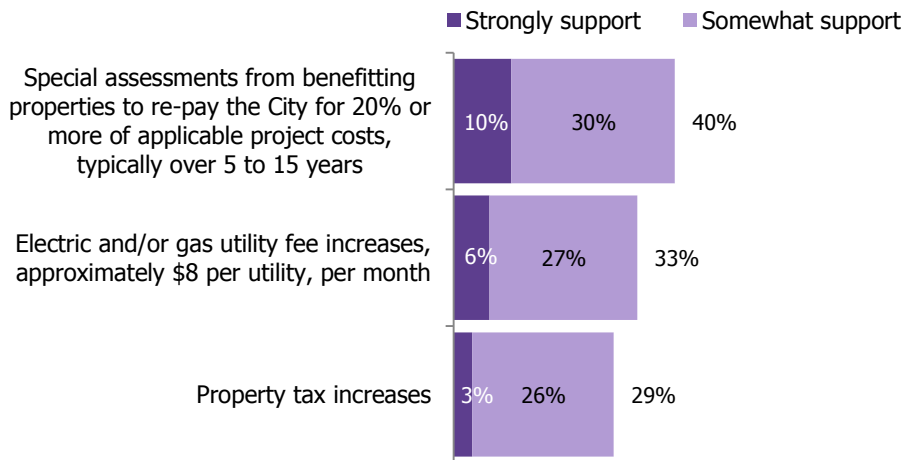


Figure 11: Street Reconstruction

*The City is developing a long-term street reconstruction program for maintaining over 174 miles of public streets throughout Ramsey which will require a reliable funding source. Please indicate to what extent you would support or oppose each of the following funding options for this purpose:*



# Conclusions

## **Ramsey residents enjoy a high quality of life.**

Most residents felt positively about the overall quality of life in Ramsey and the city as a place to live. Ramsey residents also valued the quality of life in their neighborhoods, the city as a place to raise children and its overall appearance; ratings in each of these areas were similar to other communities in the U.S. Ramsey as a place to retire was not perceived as positively as other aspects of the community. While residents of the community appreciated the city, they felt that outside opinion lagged; they rated the overall image or reputation of the city lower than the benchmark. The vast majority of residents would recommend living in the community and planned on staying.

## **Ramsey's Economy is an important focus area for the community.**

Residents identified Ramsey's Economy as a priority for the community. Residents rated Ramsey favorably for its overall economic health, employment opportunities, cost of living and economic development services. The quality of its businesses and services, Ramsey as a place to work, the vibrancy of its downtown/commercial area, Ramsey as a place to visit and the availability of shopping opportunities were rated somewhat less favorably. Still, the number of residents who felt that the economy would have a positive impact on their income in the future was comparable to other communities.

## **Residents feel safe in Ramsey.**

Residents felt that Safety was a positive feature of the community and identified it as another important area to focus on. Residents had a solid feeling of safety in Ramsey overall, in their neighborhoods and in downtown/commercial areas. Similar to residents of other communities, most had not been the victim of a crime, and a lower proportion of Ramsey residents had not reported a crime compared to elsewhere. Residents gave positive ratings to Safety services, including police, fire, crime prevention and fire prevention.

**THE NCS**<sup>TM</sup>  
The National Citizen Survey<sup>TM</sup>

**Ramsey, MN**  
Community Livability Report

FINAL  
2016



2955 Valmont Road Suite 300  
Boulder, Colorado 80301  
n-r-c.com • 303-444-7863



777 North Capitol Street NE Suite 500  
Washington, DC 20002  
icma.org • 800-745-8780

# Contents

About..... 1

Quality of Life in Ramsey..... 2

Community Characteristics ..... 3

Governance ..... 5

Participation ..... 7

Special Topics..... 9

Conclusions ..... 13

The National Citizen Survey™  
© 2001-2016 National Research Center, Inc.

The NCS™ is presented by NRC in collaboration with ICMA.

NRC is a charter member of the AAPOR Transparency Initiative, providing clear disclosure of our sound and ethical survey research practices.

# About

The National Citizen Survey™ (The NCS) report is about the “livability” of Ramsey. The phrase “livable community” is used here to evoke a place that is not simply habitable, but that is desirable. It is not only where people do live, but where they want to live.

Great communities are partnerships of the government, private sector, community-based organizations and residents, all geographically connected. The NCS captures residents’ opinions within the three pillars of a community (Community Characteristics, Governance and Participation) across eight central facets of community (Safety, Mobility, Natural Environment, Built Environment, Economy, Recreation and Wellness, Education and Enrichment and Community Engagement).

The Community Livability Report provides the opinions of a representative sample of 462 residents of the City of Ramsey. The margin of error around any reported percentage is 5% for the entire sample. The full description of methods used to garner these opinions can be found in the *Technical Appendices* provided under separate cover.

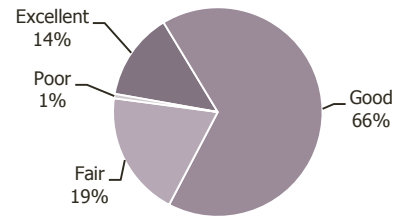


# Quality of Life in Ramsey

Most residents rated the quality of life in Ramsey as excellent or good. These ratings were similar to the national benchmark (see Appendix B of the *Technical Appendices* provided under separate cover).

Shown below are the eight facets of community. The color of each community facet summarizes how residents rated it across the three sections of the survey that represent the pillars of a community – Community Characteristics, Governance and Participation. When most ratings across the three pillars were higher than the benchmark, the color for that facet is the darkest shade; when most ratings were lower than the benchmark, the color is the lightest shade. A mix of ratings (higher and lower than the benchmark) results in a color between the extremes.

Overall Quality of Life



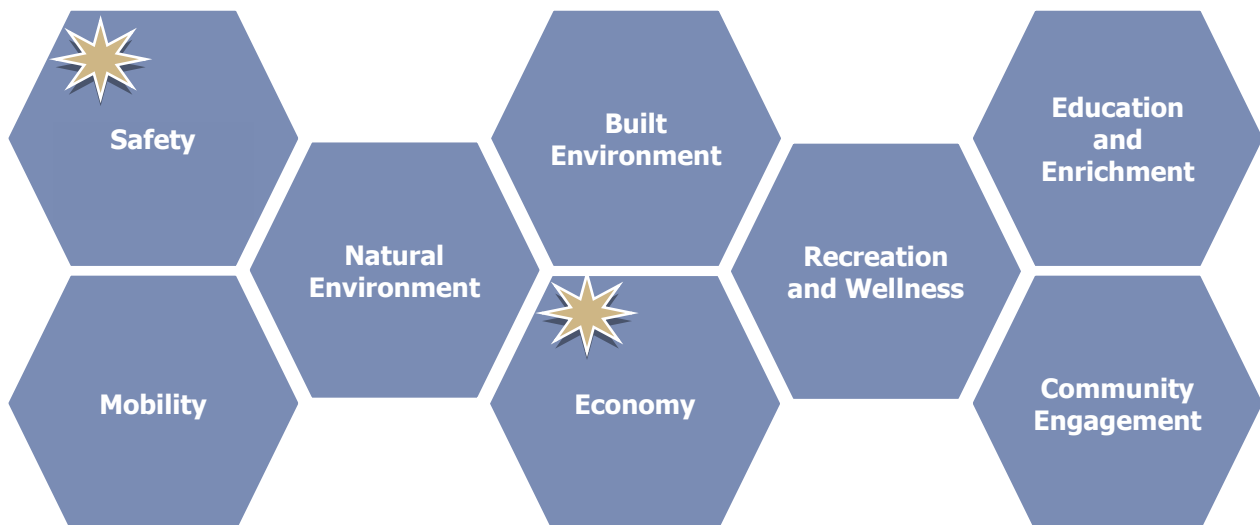
In addition to a summary of ratings, the image below includes one or more stars to indicate which community facets were the most important focus areas for the community. Residents identified Safety and Economy as priorities for the Ramsey community in the coming two years. Ramsey residents gave favorable ratings to both of these facets of community. Ratings for Mobility, Natural Environment, Built Environment, Recreation and Wellness, Education and Enrichment and Community Engagement were positive and similar to other communities. This overview of the key aspects of community quality provides a quick summary of where residents see exceptionally strong performance and where performance offers the greatest opportunity for improvement. Linking quality to importance offers community members and leaders a view into the characteristics of the community that matter most and that seem to be working best.

Details that support these findings are contained in the remainder of this Livability Report, starting with the ratings for Community Characteristics, Governance and Participation and ending with results for Ramsey’s unique questions.

## Legend

- Higher than national benchmark
- Similar to national benchmark
- Lower than national benchmark

- Most important



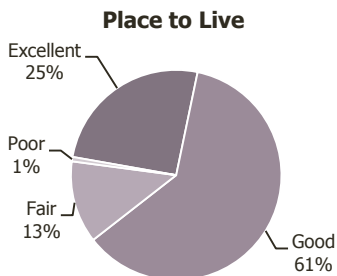
# Community Characteristics

*What makes a community livable, attractive and a place where people want to be?*

Overall quality of community life represents the natural ambience, services and amenities that make for an attractive community. How residents rate their overall quality of life is an indicator of the overall health of a community. In the case of Ramsey, 87% of residents rated the City as an excellent or good place to live. Respondents' ratings of Ramsey as a place to live were similar to ratings in other communities across the nation.

In addition to rating the City as a place to live, respondents rated several aspects of community quality including Ramsey as a place to raise children and to retire, their neighborhood as a place to live, the overall image or reputation of Ramsey and its overall appearance. Roughly 8 in 10 residents gave excellent or good ratings to their neighborhoods and Ramsey as a place to raise children which were similar to the national benchmark. Around three-quarters of residents gave favorable ratings to Ramsey's overall appearance which also was similar to the national benchmark, while about half or less of residents positively rated Ramsey as a place to retire and the overall image which was lower than what was seen in comparison communities.

Delving deeper into Community Characteristics, survey respondents rated over 30 features of the community within the eight facets of Community Livability. Overall, results were similar to other communities and most aspects had positive ratings from a majority of respondents. Around 9 in 10 residents reported feeling safe in their neighborhoods and in the downtown/commercial areas of Ramsey, ratings that were similar to the benchmark. Between half and two-thirds of residents positively rated aspects of Mobility and all of these ratings were similar to jurisdictions across the nation. Within Natural Environment, around 8 in 10 residents rated the overall natural environment and cleanliness of the City positively, which was similar to comparison communities. Within the facet of Built Environment around two-thirds of residents positively rated the availability of affordable quality housing and this rating was higher than the national benchmark. Aspects of Economy, such as the overall economic health, Ramsey as a place to work and the cost of living received positive ratings from about half of residents. However, Ramsey's vibrant downtown/commercial area, businesses and services, shopping opportunities and Ramsey as a place to visit received less favorable ratings that fell below the benchmark. Of the remaining facets, all aspects received positive ratings that were similar to communities elsewhere with the exception of opportunities to attend cultural, arts and musical activities and to volunteer, which were rated positively by around 4 in 10 residents and were lower than ratings seen in national comparisons.

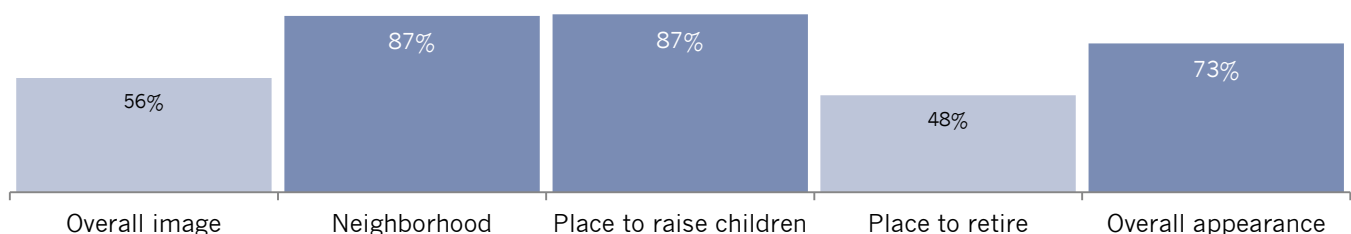


economic health, Ramsey as a place to work and the cost of living received positive ratings from about half of residents. However, Ramsey's vibrant downtown/commercial area, businesses and services, shopping opportunities and Ramsey as a place to visit received less favorable ratings that fell below the benchmark. Of the remaining facets, all aspects received positive ratings that were similar to communities elsewhere with the exception of opportunities to attend cultural, arts and musical activities and to volunteer, which were rated positively by around 4 in 10 residents and were lower than ratings seen in national comparisons.

Percent rating positively (e.g., excellent/good)

Comparison to national benchmark

■ Higher ■ Similar ■ Lower



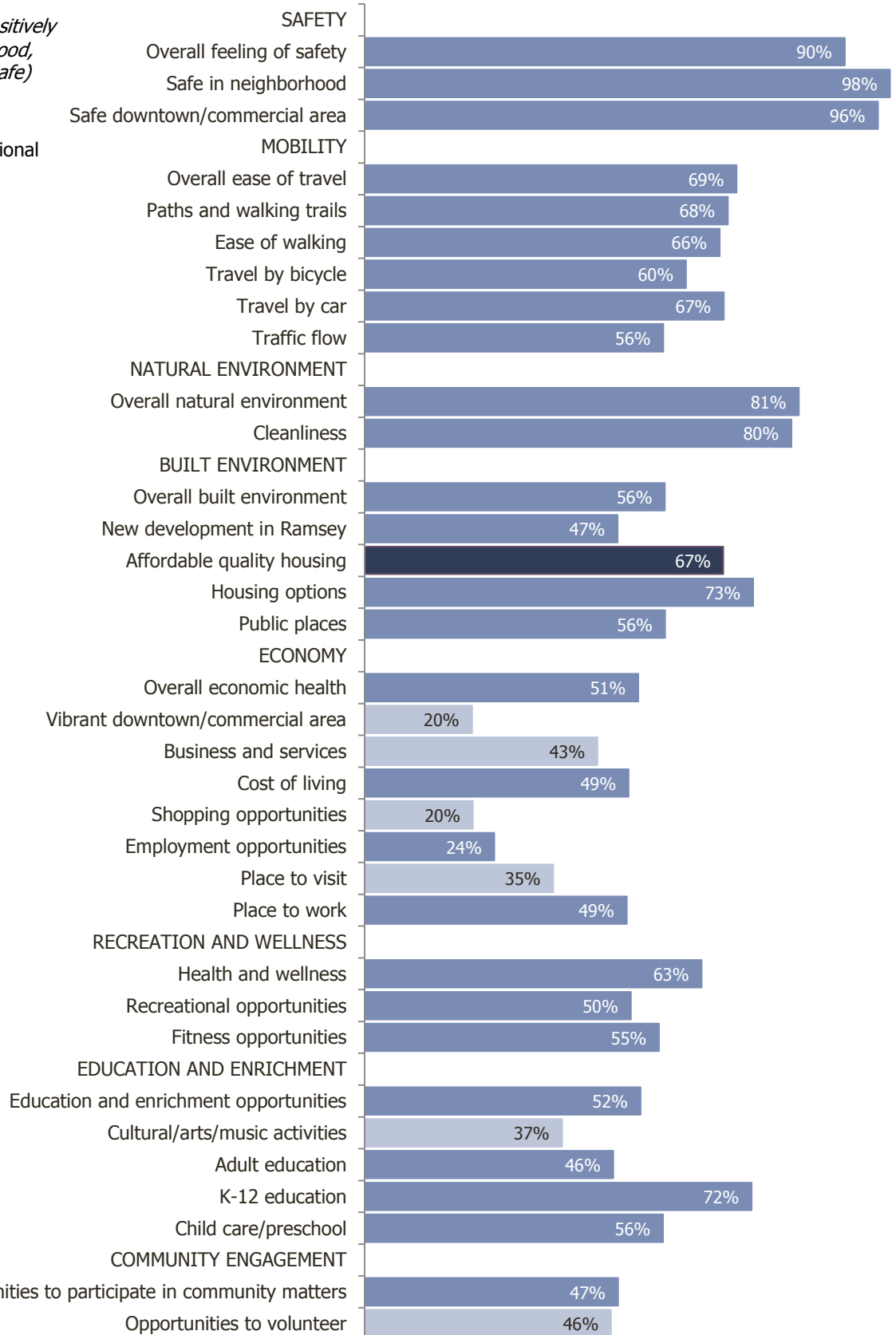
# The National Citizen Survey™

Figure 1: Aspects of Community Characteristics

*Percent rating positively  
(e.g., excellent/good,  
very/somewhat safe)*

Comparison to national  
benchmark

- Higher
- Similar
- Lower



# Governance

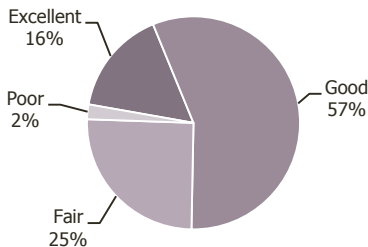
## *How well does the government of Ramsey meet the needs and expectations of its residents?*

The overall quality of the services provided by Ramsey as well as the manner in which these services are provided are a key component of how residents rate their quality of life. The overall quality of services provided by the City of Ramsey received excellent or good ratings by about three-quarters of residents, while the Federal Government received positive ratings by about one-third of respondents. Both of these ratings were similar to the national benchmark.

Survey respondents also rated various aspects of Ramsey’s leadership and governance. Around 8 in 10 residents gave favorable ratings to the overall customer service provided by Ramsey employees. About half of residents favorably rated the remaining aspects of government performance including: the value of services for taxes paid, the overall direction of the City, welcoming citizen involvement, confidence in City government, acting in the best interest of Ramsey, being honest, and treating all residents fairly. These ratings were all on par with other communities across the nation.

Respondents evaluated over 20 individual services and amenities available in Ramsey. Among the highest rated services were police and fire with about 9 in 10 residents giving high marks to each of these aspects. Around 8 in 10 residents gave a positive rating to crime prevention, fire prevention, sewer services and City parks. All of the aforementioned services were similar to the national benchmark. The remaining services also received ratings similar to the national benchmark, with the exception of recreation centers which were rated positively by about half of residents and lower than in comparison communities.

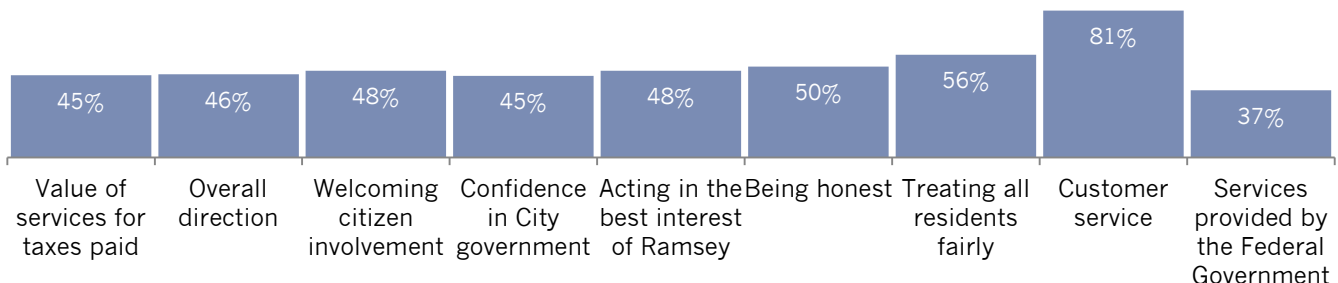
### Overall Quality of City Services



Percent rating positively (e.g., excellent/good)

Comparison to national benchmark

■ Higher ■ Similar ■ Lower



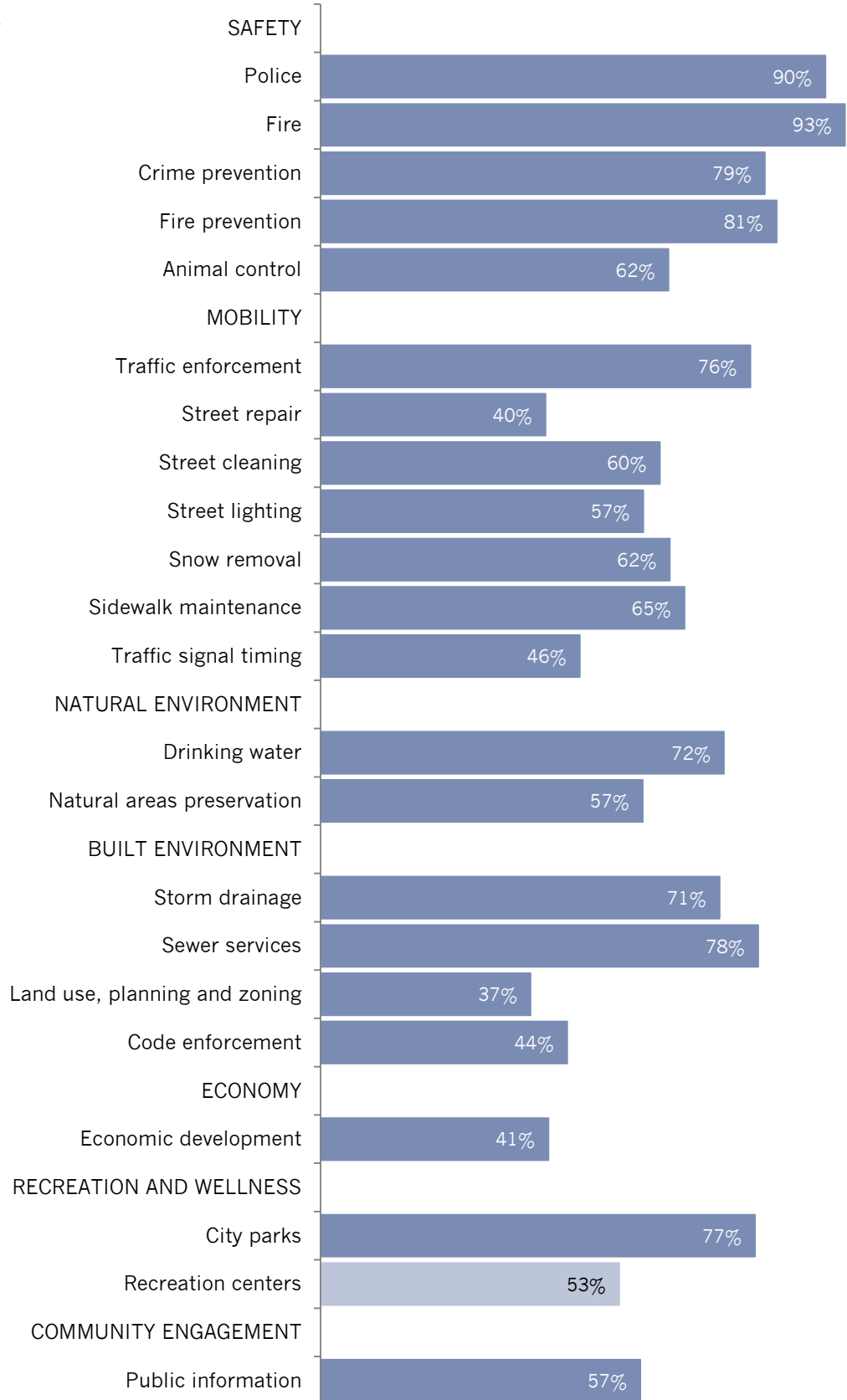
# The National Citizen Survey™

Figure 2: Aspects of Governance

Percent rating positively  
(e.g., excellent/good)

Comparison to national  
benchmark

- Higher
- Similar
- Lower



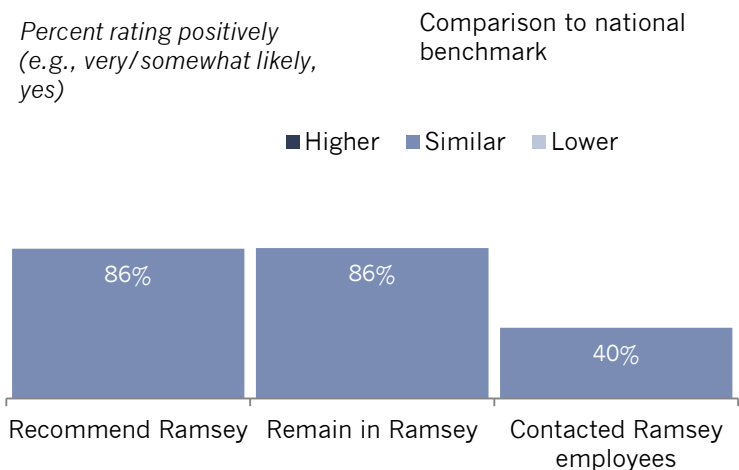
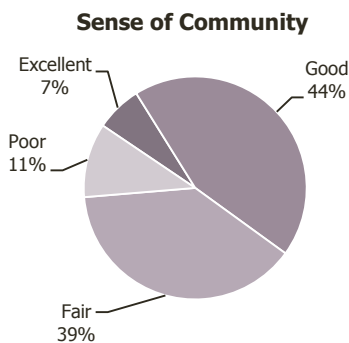
# Participation

## *Are the residents of Ramsey connected to the community and each other?*

An engaged community harnesses its most valuable resource, its residents. The connections and trust among residents, government, businesses and other organizations help to create a sense of community; a shared sense of membership, belonging and history. Around half of residents gave a positive rating to the overall sense of community in Ramsey and this level was similar to what was seen in benchmark communities.

More than four in five residents reported that they would recommend Ramsey to others and that they would remain in Ramsey for the next five years. About 4 in 10 residents reported that they had contacted a City employee in the last 12 months. All of these ratings were similar to the national benchmark.

The survey included over 15 activities and behaviors for which respondents indicated how often they participated in or performed each, if at all. Levels of Participation tended to be mixed across the different facets, but overall reported levels were similar to those in benchmark communities. Within the facet of Safety more than 8 in 10 residents reported that they had not been the victim of crime or reported a crime in the 12 months prior to the survey. Most residents reported that they recycled at home and indicated that they were not under housing cost stress, both of which were higher than levels reported in comparison communities. Meanwhile, around 2 in 10 respondents indicated that they worked in Ramsey, a rate of participation lower than those observed elsewhere. Within the facet of Recreation and Wellness, about three-quarters or more reported that they had visited a City park or stated that they were in excellent or good health. Around 4 in 10 residents stated they had attended a City-sponsored event, a lower rate of participation than those in benchmark communities. Within the facet of Community Engagement, residents reported that they had contacted Ramsey elected officials, watched a local public meeting and voted in local elections at levels that were similar to the national benchmark. However, fewer respondents indicated that they had campaigned for an issue, cause or candidate, volunteered or attended a local public meeting than residents in comparison communities.



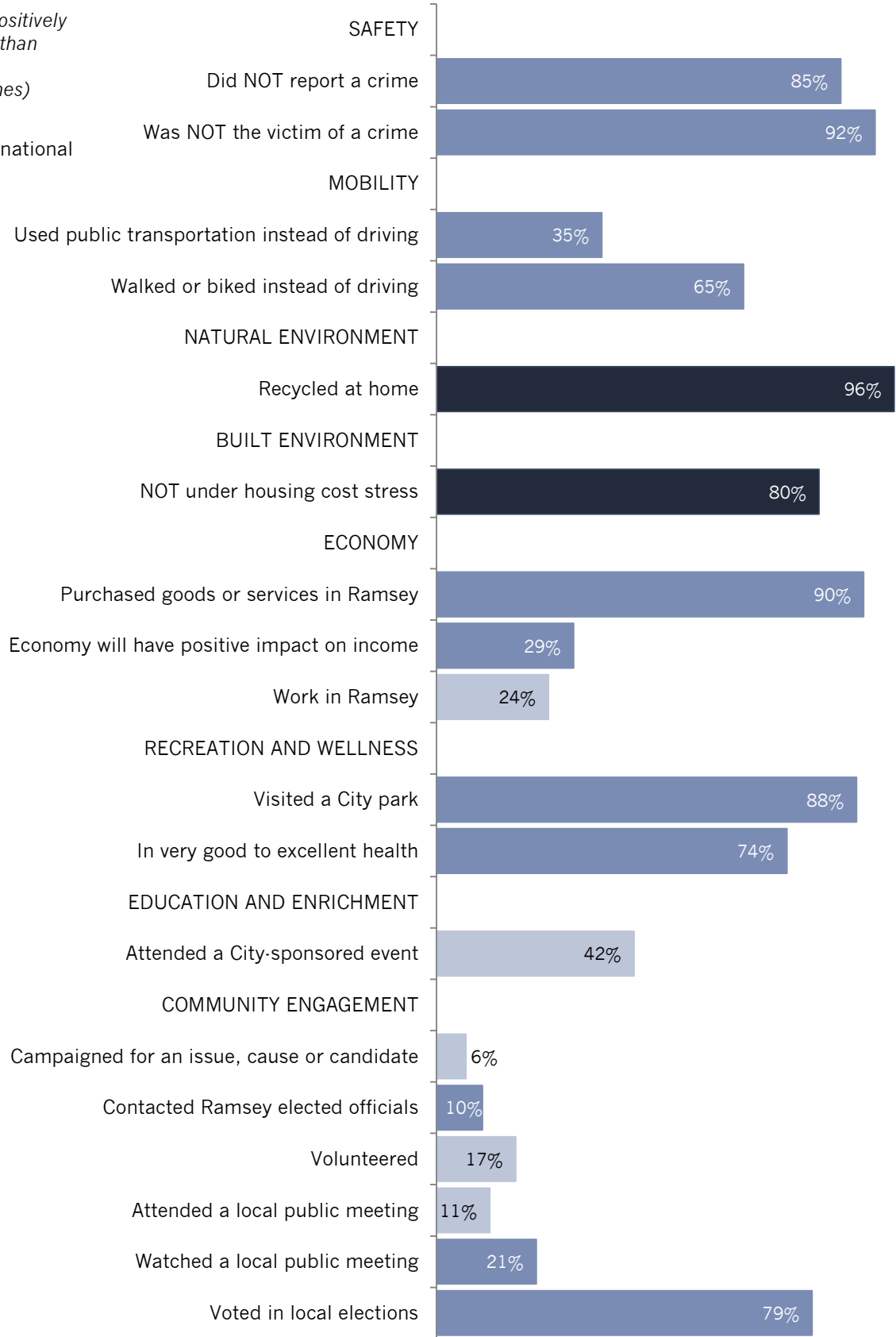
# The National Citizen Survey™

Figure 3: Aspects of Participation

Percent rating positively  
(e.g., yes, more than  
once a month,  
always/sometimes)

Comparison to national  
benchmark

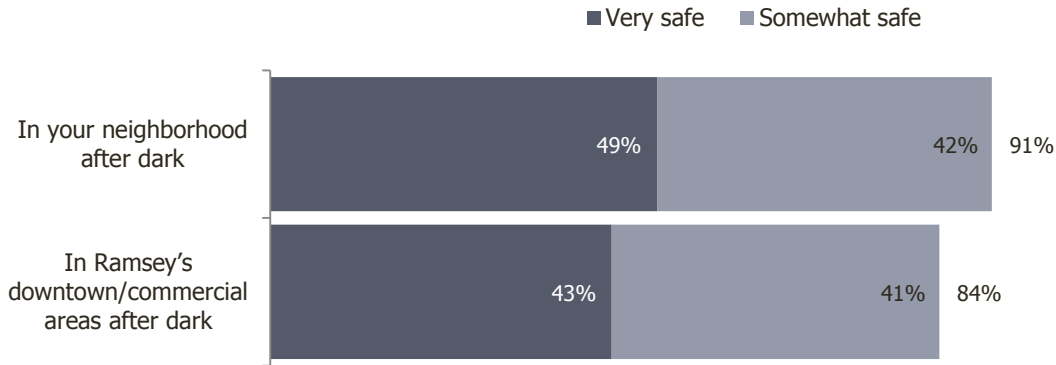
- Higher
- Similar
- Lower



# Special Topics

The City of Ramsey included eight questions of special interest on The NCS. The first question asked residents for their opinions about their feelings of safety at night. Most residents (84%) reported that they felt somewhat or very safe at night in Ramsey’s downtown/commercial areas and in their neighborhoods. Around 9 in 10 residents reported that they felt somewhat or very safe in their neighborhoods after dark.

Figure 4: Safety after Dark  
Please rate how safe or unsafe you feel:



Residents rated the quality of the overall condition of City maintained streets and the quality of trail maintenance. A majority of residents gave favorable ratings to the overall condition of streets and nearly three-quarters rated the quality of trail maintenance as excellent or good.

Figure 5: Overall Condition of Streets  
Please rate each of the following characteristics as they relate to Ramsey as a whole: Overall condition of City maintained streets

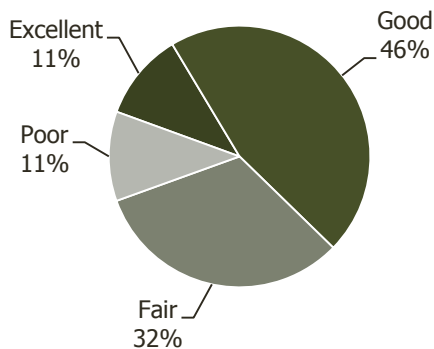
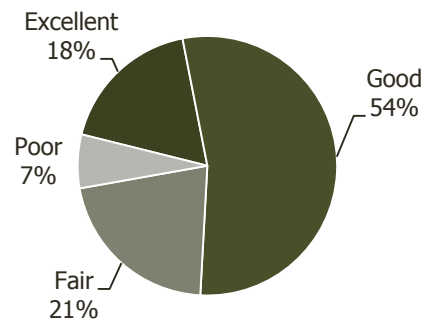


Figure 5: Trail Maintenance  
Please rate the quality of each of the following services in Ramsey: Trail maintenance

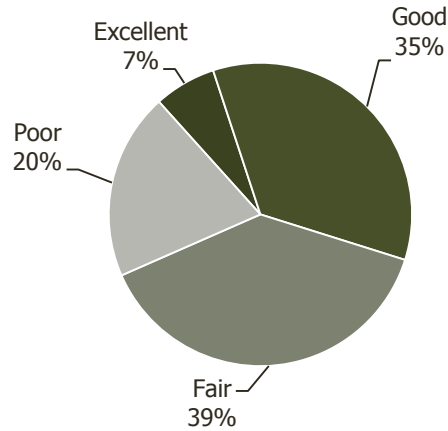


## The National Citizen Survey™

The next special interest question asked residents to rate the development and success of a strategic action plan in Ramsey. Less than half of residents rated the City's strategic planning as excellent or good and more than one-third rated it as fair.

Figure 7: Strategic Plan Development

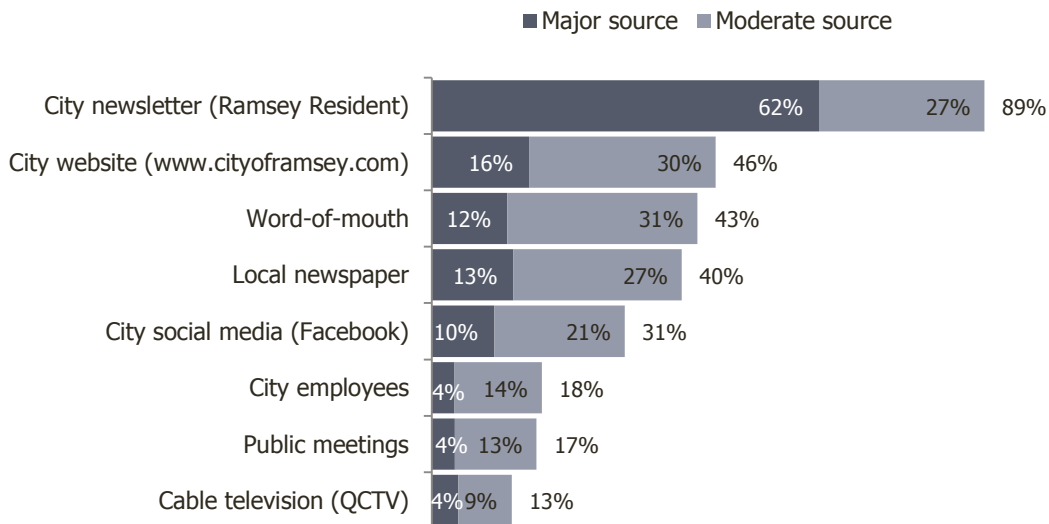
*Please rate the following categories of Ramsey government performance: Development and success of a strategic action plan*



Residents reported using a variety of sources for information about the City. A vast majority (89%) said that they had used the City newsletter (Ramsey Resident) as a major or moderate source of information. Almost half used the City website and around 4 in 10 relied on word-of-mouth or the local newspaper. The least cited sources of information included cable television, public meetings and information received from City employees.

Figure 8: Source of Information about the City

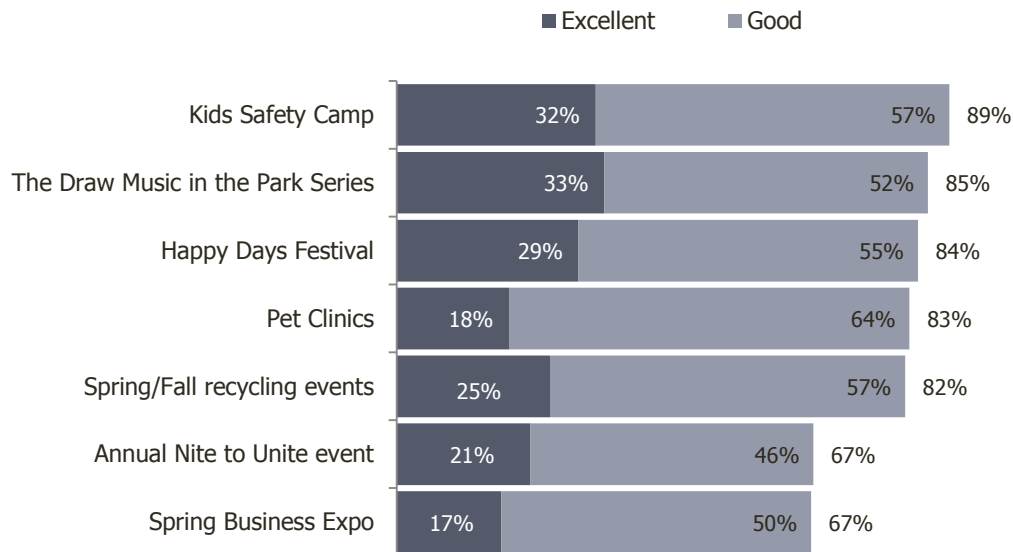
*To what extent are each of the following a source of information for you about Ramsey city government and its activities?*



## The National Citizen Survey™

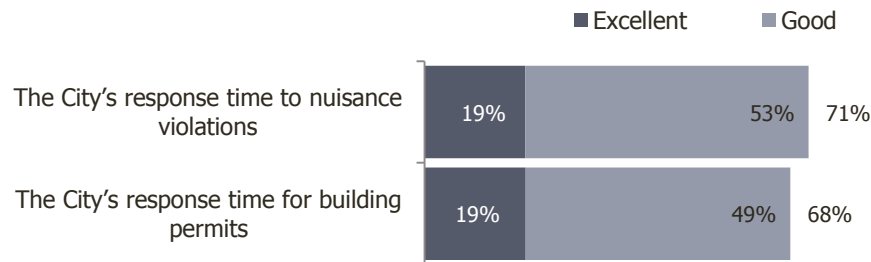
The next special interest question asked residents about the quality of various community events. A majority of residents rated each of the listed community events favorably. The most positively rated events were the Kids Safety Camp (89% excellent or good) and at least 8 in 10 residents rated The Draw Music in the Park Series, Happy Days Festival, Pet Clinics and Spring/Fall recycling events as excellent or good.

Figure 9: Community Events  
Please rate the quality of each event listed below:



The following special interest question asked respondents to indicate the quality of the City's response time for various services. Around 7 in 10 residents rated the response time for both building permits and to nuisance violations as excellent or good.

Figure 10: City's Response Time  
Please rate the quality of the following:

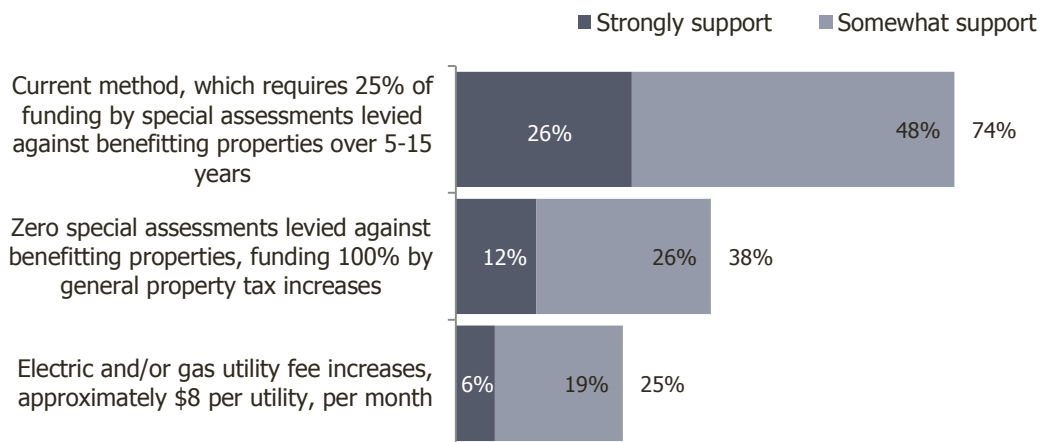


## The National Citizen Survey™

The final special interest question asked survey participants to indicate their level of support for various funding sources to maintain City streets in Ramsey. The current method received the most support from residents, with approximately three-quarters of residents saying they at least somewhat supported the measure. The least supported funding source by about a quarter of residents was the electric and/or gas utility fee increase.

Figure 11: Street Reconstruction

*The City employs a long-term maintenance program to cost-effectively maintain all 175-plus miles of City streets. Currently, street reconstruction projects are funded 25% by special assessments levied against benefitting properties, and 75% by street reconstruction bonds, which are paid back using general property taxes. The City periodically evaluates funding sources for this on-going program. Please indicate the extent to which you would support or oppose the following funding sources:*



# Conclusions

## **Ramsey residents continue to enjoy a high quality of life.**

Most of residents gave positive ratings for the overall quality of life and Ramsey as a place to live. About 8 in 10 respondents positively rated their neighborhoods and Ramsey as a place to raise children. Additionally, most residents reported that they plan on remaining in the City for the next five years and said they would recommend Ramsey to someone who asks. These ratings are similar to or higher than ratings from the City's 2014 iteration of the survey, which suggests that residents continue enjoy living in Ramsey.

## **Economy is important to residents and may be an area for improvement.**

Residents indicated that Economy is an important facet for Ramsey to focus on in the coming years. The ratings for overall economic health were similar to the national comparison with about half of residents giving it a positive rating. However, ratings for a vibrant downtown/commercial area, business and services, shopping opportunities, Ramsey as a place to visit and residents reporting that they worked in Ramsey were lower than other communities in the nation. Compared to 2014, nearly all Economy ratings remained stable; however, the ratings for Ramsey as a place to work increased from 2014 to 2016.

## **Safety is valued by residents and is a positive feature of the community.**

Survey respondents indicated that Safety is an important facet and a priority for the City. At least 9 in 10 residents reported having an overall high sense of safety, feeling safe in their neighborhoods as well as in the downtown/commercial areas of Ramsey. Residents positively rated safety services, particularly police and fire services, and a vast majority felt that crime and fire prevention services were excellent or good. About 8 in 10 residents or more were NOT the victim of a crime or did NOT report a crime.

# Encouraging Small Business Growth and Expansion: Ramsey COR Retail Market Analysis



## Prepared by

Olivia Boerschinger, Kate Svitavsky, and Amy Yoder

Students in PA 5511 Community Economic Development

Instructor: Bob Stretar

Hubert H. Humphrey School of Public Affairs

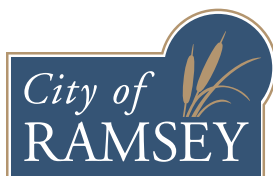
---

## Prepared in Collaboration with

Patrick Brama

Assistant City Administrator and Economic Development Manager

City of Ramsey



Resilient Communities Project

UNIVERSITY OF MINNESOTA

Building community-university partnerships for sustainability

The project on which this report is based was completed in collaboration with the City of Ramsey as part of the 2017–2018 Resilient Communities Project (RCP) partnership. RCP is a program at the University of Minnesota’s Center for Urban and Regional Affairs (CURA) that connects University faculty and students with Minnesota communities to address strategic projects that advance local resilience and sustainability.

The contents of this report represent the views of the authors, and do not necessarily reflect those of RCP, CURA, the Regents of the University of Minnesota, or the City of Ramsey.



This work is licensed under a Creative Commons Attribution-NonCommercial 3.0 Unported License. To view a copy of this license, visit [www.creativecommons.org/licenses/by-nc/3.0/](http://www.creativecommons.org/licenses/by-nc/3.0/) or send a letter to Creative Commons, 444 Castro Street,

Suite 900, Mountain View, California, 94041, USA. Any reproduction, distribution, or derivative use of this work under this license must be accompanied by the following attribution: “Produced by the Resilient Communities Project ([www.rcp.umn.edu](http://www.rcp.umn.edu)) at the University of Minnesota. Reproduced under a Creative Commons Attribution-NonCommercial 3.0 Unported License.”

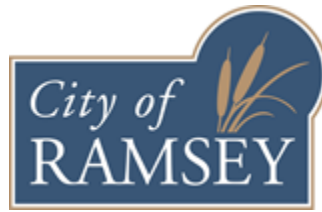
This publication may be available in alternate formats upon request.

### **Resilient Communities Project**

University of Minnesota  
330 HHHSPA  
301—19th Avenue South  
Minneapolis, Minnesota 55455  
Phone: (612) 625-7501  
E-mail: [rcp@umn.edu](mailto:rcp@umn.edu)  
Web site: <http://www.rcp.umn.edu>



*The University of Minnesota is committed to the policy that all persons shall have equal access to its programs, facilities, and employment without regard to race, color, creed, religion, national origin, sex, age, marital status, disability, public assistance status, veteran status, or sexual orientation.*



## **Encouraging Small Business Growth and Expansion Ramsey COR Retail Market Analysis**

Prepared By: Olivia Boerschinger, Kate Svitavsky, Amy Yoder

PA 5511 Community Economic Development  
Fall 2017

Acknowledgements:

Bob Streetar, Adjunct Professor  
Patrick Brama, Economic Development Manager, City of Ramsey



## Executive Summary

Sitting on the edge of the Twin Cities metropolitan region, the city of Ramsey is a fast growing suburban community with a rural flair. However, even though Ramsey has seen significant growth in the last fifteen years (from a population of 18,510 in 2000 to 24,846 in 2015), commercial and retail development has lagged behind the expectations of the community. The people of Ramsey in particular have expressed a need for more places to shop, eat, and enjoy – this report explores the market forces that have impacted retail development in Ramsey, identifies key niches that can serve as the foundation for targeted development, and offers suggestions for focusing development efforts in the future.

Ramsey has three main commercial and retail “nodes” that should be the heart of development: the COR (Center of Ramsey), the intersection of Bunker Lake Road and Highway 47, and the intersection of Highway 47 and 167th Ave NW. Each of these nodes provides an opportunity to encourage necessary business growth, thus making it less likely that residents will go outside Ramsey for their shopping needs.

Based on a Claritas Retail Market Power and Consumer Buying Power analysis, there are a number of sales “gaps” in the Ramsey market, where residents are spending significant amounts of money outside of Ramsey. These gaps indicate opportunity markets, where new or expanded businesses could capture money being lost to the community. Ramsey should begin by capitalizing on existing businesses that already perform well within the city through encouraging the growth of complementary industries. Two potential areas for growth would be in furniture and car sales. As business grows in these areas, the city would be able to leverage a concrete display of buying power to encourage other new businesses – perhaps even restaurants near an automotive row for hungry shoppers.

More broadly, competing with areas like Coon Rapids and Anoka will require that Ramsey develop a unique appeal beyond box stores and chains. The city has already lowered barriers to development through a highly flexible and targeted zoning code. Other barriers to development include the predominance of undeveloped land – the city could pursue creative options like business incubators or the creation of a community market space to lower barriers to entry for local businesses and entrepreneurs. Focusing on local businesses and on existing assets will allow the city to build momentum, thus providing leverage to obtain some of the larger box stores and chains residents might currently travel to reach.

Ultimately, cultivating the growth of significant destination retail requires that a city build upon existing assets while focusing on a clear and unique vision. Ramsey has already made incredible progress with pushing the COR development through the Great Recession – by focusing on building necessary housing density and on developing a unique character, the city will be able to demonstrate a strong market for new business.

## Encouraging Small Business Growth and Expansion Ramsey COR Retail Market Analysis

### Project Background

#### Ramsey's COR and Retail Attraction

Unlike many other smaller suburban towns, the city of Ramsey did not have a historic downtown to restore to its former glory as the city continued to grow. Instead, private developers and the city itself worked together to create a new downtown from scratch: the Center of Ramsey or COR. Located on nearly 400 acres of former soybean fields and vacant lots, the COR combines dense residential and commercial development, municipal offices, and a stop of the NorthStar commuter line to create a walkable heart for Ramsey. Although the recession in 2008 slowed work on the COR project, new residential and commercial developments have continued since 2011 when the City took over as master developer. The COR is well on its way to becoming a thriving community center, with popular draws like the Happy Days Festival and a local farmers market.

Fashioning a downtown from a blank slate allowed for creativity and innovation, especially with the promise of construction of the NorthStar commuter rail station right at the center. The city of Ramsey had a vision of creating an economically successful, walkable, transit-oriented town center – over the past decade the community has worked tirelessly to make the vision a reality.

However, residents still find that they must travel outside Ramsey for much of their shopping and entertainment activities. Many chain stores and restaurants have been reluctant to locate within the COR, especially when there are established retail developments in nearby Coon Rapids and Anoka. Each day, over 12,000 Ramsey residents travel outside of the city for work; many of those workers likely find it more convenient to stop at existing retail nodes on their way home.<sup>1</sup> For traditional large-format retail and chain restaurants, both residential statistics (needing “more roofs”) and travel patterns are key. Since Ramsey has been unable to compete as yet with existing retail cores based on the number of roofs or the number of cars passing each day, the city will need yet again to find creative solutions for drawing in needed businesses until the roofs are ready.

---

<sup>1</sup> US Census Bureau, OnTheMap

This report assesses the market and regulatory feasibility and barriers affecting Ramsey's ability to attract retail developments for the COR and other retail nodes. Ramsey's regulatory practices are flexible and inclusionary, proving to be non-restrictive to potential retail clients. We identify key assets that Ramsey can leverage to encourage the growth of targeted industries and small businesses, while considering related challenges that the city will need to address. The report includes an analysis of past market feasibility studies and provides a new analysis of market feasibility based on Claritas data, which shows both consumer and retail trends within a designated area. From this data, we identify current and future demand for specific retail uses in the COR and other retail nodes within Ramsey. Finally, the report contains a section of general considerations and recommendations centered around how Ramsey can attract commercial and retail to the COR and the city as a whole by developing a unique character.

### **Demographic Profile**

The key demographic trend of note for Ramsey is the continuing population growth expected over the next several decades. By 2040, the population in Ramsey is expected to reach 34,700 people, with 13,000 households. Looking at Census data for 2015 through MN Compass, the population of Ramsey shows a fairly typical breakdown according to age, with the largest age group falling between ages 45 and 54 (17.4%). Over 92% of Ramsey residents lived in the same residence last year, which shows a highly stable residential base. Ramsey is primarily White, and relatively well-off with 41.7% of Ramsey residents earning \$100,000 or more in 2015. The median household income (in 2015 dollars, averaged) was \$86,794. Only 4.5% of Ramsey residents are Foreign Born. More interesting for a retail analysis, 54.4% of Ramsey residents travel 30 minutes or more to get to work, which likely contributes to the outflow of money to other commercial markets. For a brief summary of these demographic trends, see Appendix 1: Key Demographics Summary Page.

### **Retail Market Competition<sup>2</sup>**

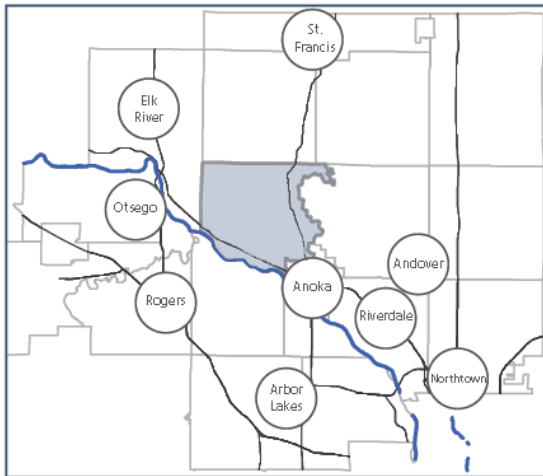
In order to gain a robust understanding of the barriers affecting the market feasibility of Ramsey's future retail development, it is important to assess the retail competition that surrounds the community and impacts the ability to capture retailers attraction.

Ramsey sits between many retail nodes including big box stores and clusters of shops and popular restaurants. The maps below represent regional competition near the City of Ramsey. All retail nodes highlighted are within 12 miles of the city. Each map describes these nodes and how they might impact retail in Ramsey.

---

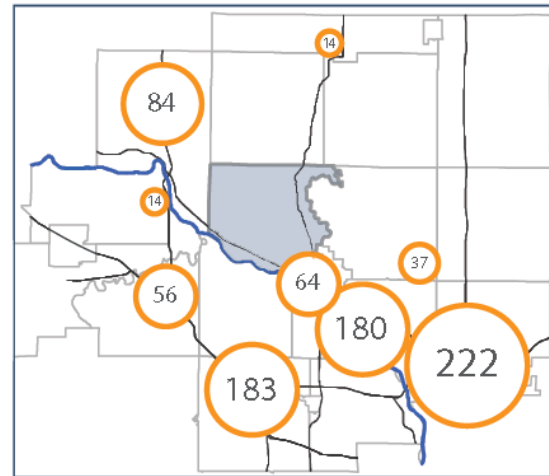
<sup>2</sup> Information gathered and maps created by HHH MURP Candidate Joshua Pansch, October 2017

### Location of Retail Nodes Near Ramsey



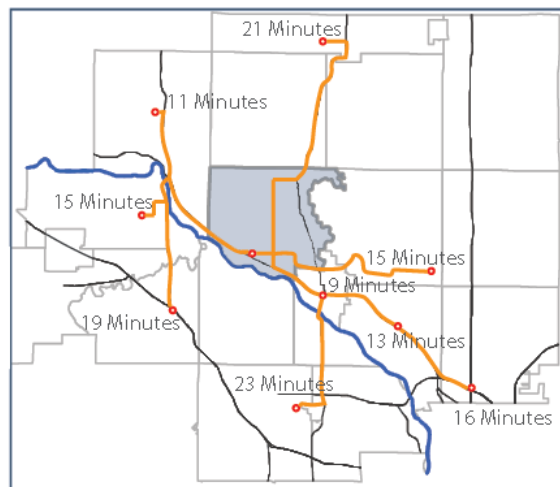
Ramsey sits between 9 competitive retail nodes

### Quantity of Retail and Restaurants



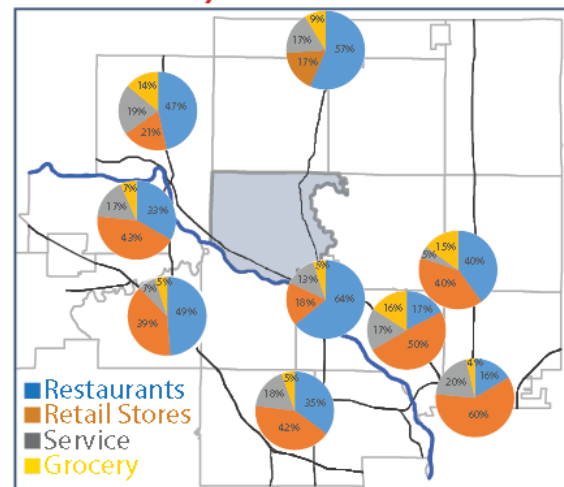
These 9 nodes have 854 retail locations combined

### Drive Time



Residents can access each in less than 23 minutes

### Retail Diversity



Variety of types of retail are available in each node

Josh Pansch, In-person data gathering and GIS, October 2017

## Methods

Ideally, any retail or consumer market analysis is being conducted to help Ramsey make more informed decisions regarding commercial developments and investments and can focus energy and resources on areas of higher retail development potential, as well as certain categories of retail with the most potential for longevity and success. For the purpose of this project, we analyzed different ways in which retail or consumer market analyses are conducted, how trade areas are determined, and effective strategies to assist in the recruitment and success of retail investment. To begin, we took a look at a retail market assessments the City of Ramsey had completed in the past decade, analyzing their approach and results, and then move on to a form of effective measurement and methodology today, leading into 2017 retail market data.

### 2011 Buxton CommunityID<sup>3</sup>

The City of Ramsey had consulted with Buxton in 2011 to develop and analyze Ramsey's Consumer Market. Ramsey had pre-selected two existing retail nodes, the COR and Highway 47/167th Ave, as areas hopeful for retail development and revitalization. Buxton develops their retail consumer market for analysis by determining a twelve minute drive time radius around the specified site (see *Figure 1 and Figure 2*). The demographics, as well as spending excess and leakages are then determined from this drivetime-based market. Retail development and consumer spending does not abide by city limits or political jurisdictions, rather spending ability and proximity to consumers.

The purpose of Buxton's site assessments was to provide Ramsey with a "Customer Profile" highlighting the types of consumers residing within Ramsey's determined market area. Ultimately the assessment was able to indicate which store types or categories were existing and successful in the market area, and which were missing, and losing sales to locations outside the trade area. This assessment of existing assets compared to leakages is common,

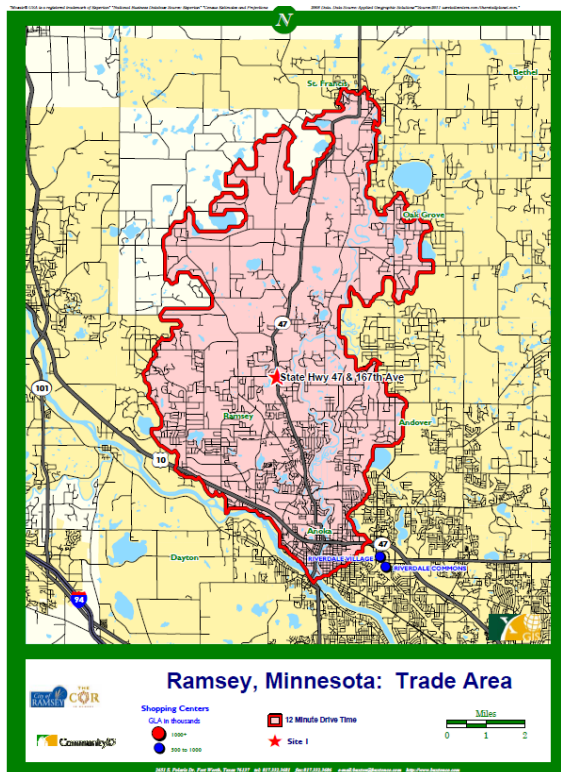


Figure 1: Hwy 47 & 167th Ave NW Retail Trade Area

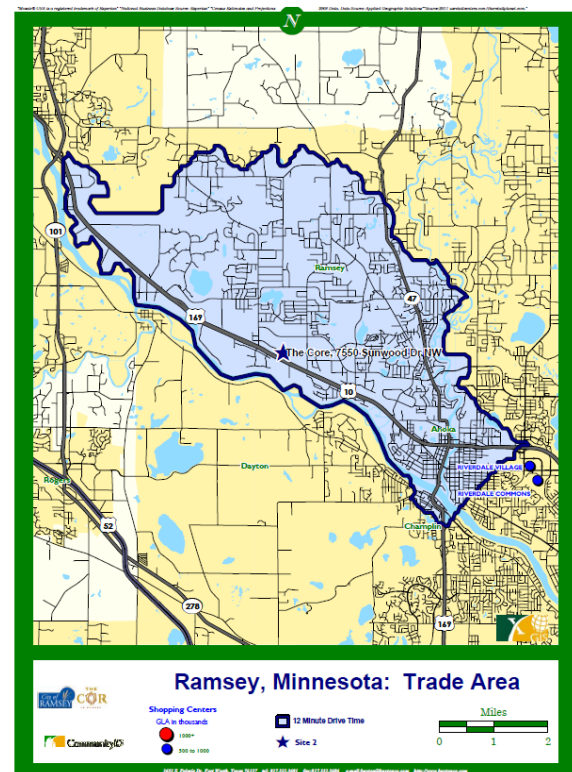


Figure 2: The COR Retail Trade Area

<sup>3</sup> Buxton CommunityID Retail Site Assessment, City of Ramsey, completed July 21st, 2011  
[http://156.142.212.178:8080/docs/2016/CCReg/20160913\\_6217/6635\\_Buxton2011.pdf](http://156.142.212.178:8080/docs/2016/CCReg/20160913_6217/6635_Buxton2011.pdf)

and can indicate areas needing attention and can help focus the discussion regarding which retailers to recruit that would best fit the needs and fill the gaps of the community.

Buxton goes further the attempt to use demographic data of residents within the determined market area consumer's lifestyle and spending habits. It is assumed that this consumer analysis can indicate to what extent demand for particular goods and services are being met within the market area. It is unclear how Buxton determines the categories based on demographics alone, or how accurately consumer spending aligns with demand for certain retail categories.

### *Results*

Buxton concluded similar market feasibility findings to that of the 2017 Claritas Data Report later in this report. Findings include market and sales leakages among the majority of retail categories in the trade area. Some notable categories leaking from both sites selected are full service eating places, clothing and accessory, beauty supplies, electronic and appliances and auto parts. Categories doing well in either or both sites retail trade areas include: florists, office supply, furniture and home furnishings, liquor sales, and auto dealers.

Their consumer profiles can be found informative, but unreliable and quickly outdated as they are simply assumptions based on demographics for the area. It is unclear if the profiles take into account changes in the economy, regional competition, or consumer spending reports. Presently, they do not account for the new residents, and continually growing population of Ramsey since the residential development within the COR continues to occur.

### **Ramsey Station TOD Market Analysis<sup>4</sup>**

This second study was completed in May of 2013 prepared for the City of Ramsey and the NorthStar Corridor Development Authority by the McComb Group, Ltd. This market analysis was much more comprehensive than the Buxton report and includes regional economic and demographic trends as well as residential market information around the station site in Ramsey on the Northstar Commuter Rail. In regards to retail and commercial development, this study provides information about the feasibility of commercial and retail development based on existing and forecasted demographics. Important factors for the market analysis are number of households in the area, number of employees working in the community, and vehicle trips per day.

Much has changed since the study was released including Coburn's being secured as an anchor store within the COR, the completion of the overpass of Armstrong Boulevard over Highway 10, as well as over half of the housing development goals for the COR being reached. Even if outdated, assessing the conclusions of this study can help shape the decision making process as the City of Ramsey still works to build out the COR.

---

<sup>4</sup> Ramsey Station TOD Market Analysis, *McComb Group Ltd.*, May 2013  
[http://156.142.212.178:8080/docs/2016/CCReg/20160913\\_6217/6635\\_Ramsey\\_Station\\_TOD\\_Market\\_Analysis.pdf](http://156.142.212.178:8080/docs/2016/CCReg/20160913_6217/6635_Ramsey_Station_TOD_Market_Analysis.pdf)

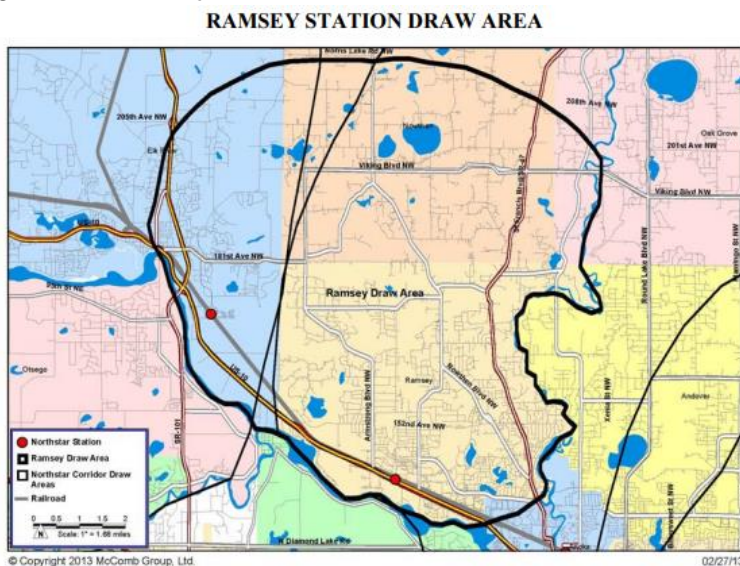
## Results

It was concluded that NorthStar Commuter Rail riders will constitute a large portion of consumers for the COR, making it a suitable destination for a variety of commercial activity. Retail, food services, and personal or businesses services can be supported by residents or offices in the area, as well as the larger retail trade area.

This study included information on the other competitive retail areas also located along the NorthStar Commuter Rail, as well as clearly defined Ramsey's three current retail nodes. Ramseys lease rates are below average for the Twin Cities Metro, but reflective of their location and distance from the high population cities themselves. It has been clear that Ramsey has focused their retail development energy on the COR, with the NorthStar Marketplace consisting of over 50% of all retail space in the city.

The Ramsey Station TOD Analysis pulls their demographic data, which impacts and influences the retail analysis from a differently distinguished trade area than the Buxton Review. In this case the trade, or draw, area for development around the NorthStar station was delineated based on rider surveys conducted by Metro Transit in 2012. The map of the draw area can be seen below in *Figure 4* and includes nearly 75 square miles - significantly larger than previous retail trade areas. This expansive draw area is used to determine sales potential for the COR, which could be misleading since the area considered is so far-reaching.

*Figure 4 - Ramsey Station Draw Area*



This assessment goes into great detail regarding infrastructure plans and needs, demographic and workforce impact for the COR as a whole, not just retail and commercial development. The study's analysis is comprehensive and detailed, but it is important to note that their difference in trade/draw area and focus of the study will have an affect on the kind of deliverables provided. Overall a extensive community and regional land use assessment of existing assets and

opportunities was provided, but the analysis lacked in providing solutions or strategies for how Ramsey could best fill the vacant retail opportunities in the COR.

### **Town Centers and the 50/50/50 Rule<sup>5</sup>**

Robert J. Gibbs is a leader and pioneer in the realms of New Urbanism, town planning, and retail development. He is known for developing inventive yet practical methods for encouraging commercial development. With his economic background, he pushed for areas to begin focusing on town centers over shopping malls, notably in the early 2000's. Town centers would be the new innovative development to attract retailers over the conventional mall. Gibbs envisions town centers as places home to striking public spaces as well as mixed-use development, home to residential, retail, and public service structures.

Even though individual retailers, brands and companies may have specific variables and requirements they seek for a new location, there are some basic principles that must be in place for a successful retail sector. Visibility, location, and parking availability are all general guidelines that a town must consider when attempting to capture new retail development in a town center.

Alongside these principals Gibbs developed the 50/50/50 rule for town centers seeking retailers. This rule provides that retailers pursue locations with 50,000 people in the retail trade area, a median income of \$50,000, and at least 50,000 cars per day going by the town center.

Ramsey successfully meets the population and income portions of Gibbs rule, but like other third-ring suburban town centers is lacking in traffic count, a factor the city has acknowledged and is working to address. Given the city's location along Highway 10, and the COR's proximity to the major trafficway, Ramsey's COR should be well on its way to being a viable location for retail tenants. With this knowledge, and the results from Claritas data Ramsey can focus on simplifying the process to obtain and develop property within the COR, and work on providing assistance as needed to local, regional or national developers. Through our recommendations of targeting related retailers, small businesses, and continuing plan the develop the COR's housing, Ramsey lends itself to a good position for attracting successful retailers.

### **2017 Claritas Data Report**

To inform recommendations in this report, our analysis utilized data from the Consumer Expenditure Survey and the Census of Retail Trade, conducted by the Bureau of Labor Statistics and US Census Bureau, respectively. The Claritas Retail Market Power dataset finds sales gaps in markets by looking at where money goes within a specified area—what is spent within the district - while the Consumer Buying Power dataset estimates where residents' own money is going outside of the district.

---

<sup>5</sup>Steuteville, Robert, *The future belongs to town centers*, January 2002. Public Square, CNU Journal <https://www.cnu.org/publicsquare/future-belongs-town-centers>

More specifically, this data examines the quantitative aspect of the community's retail opportunities. This type of analysis is sometimes called "a gap analysis" or "a supply and demand analysis" and can indicate how well the retail needs of local residents are being met, uncover unmet demand and possible opportunities, describe the strengths and weaknesses of the local retail sector, and measure the difference between actual and potential retail sales. Within the Ramsey Summary document included as Appendix \*\*\*\*, industries are also listed by North American Industry Classification System (NAICS) drawn from the US Bureau of Labor Statistics; NAICS codes can indicate connections between industries and businesses, thus allowing for targeted recruitment of related businesses.

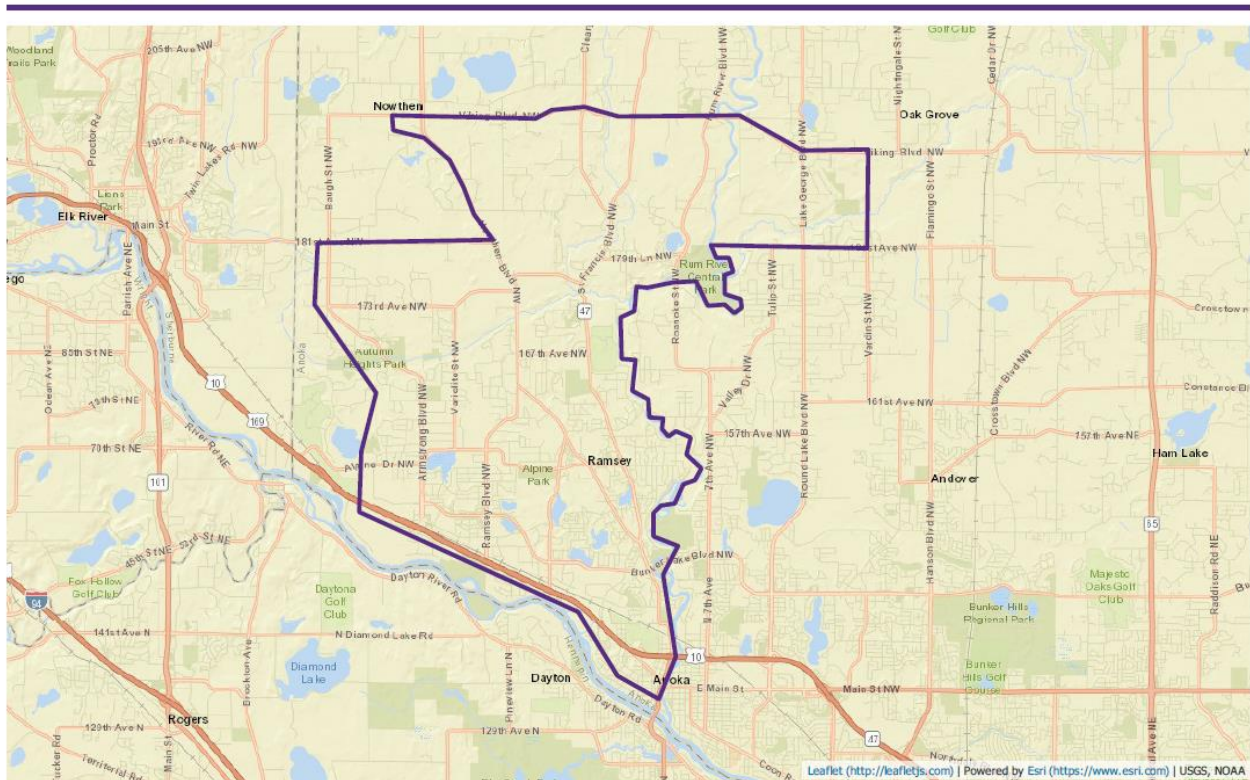
The trade area is shown below, as defined by the City of Ramsey:

Figure 1, retail market for the City of Ramsey

## Retail Market Power | Map

ENVIRONICS  
ANALYTICS

Trade Area: Ramsey, MN



### *Retail market power in the City of Ramsey*

A more complete listing is included in an attachment to this report. The retail market analysis shows considerable opportunity for businesses in the following areas:

- Clothing and clothing accessories stores, \$25.9 million
- General merchandise stores, \$51.5 million
- Foodservice and drinking places, \$53.2 million
  - Full service, \$21.7 million
  - Limited service, \$23 million
- Motor vehicle and parts dealers, \$29.7 million
- Motor vehicle dealerships, \$32.3 million
- Building material and garden supply, \$53 million
- Food and beverage stores, \$49.5 million
- Health and personal care stores, \$22.5 million

In each of these industries, a significant amount of money is flowing out of Ramsey to other commercial and retail destinations. This also shows, however, a significant opportunity for each industry within Ramsey, given that the Claritas data show concrete demand from Ramsey residents.

The region is doing well in the following areas:

- Furniture and home furnishing stores
- Auto sales
- Gas stations and convenience stores

With these categories, Ramsey is actually pulling in money from outside of the designated market areas. If people are currently coming to Ramsey for furniture, auto sales, or gas stations, Ramsey has the opportunity to draw those consumers to related businesses.

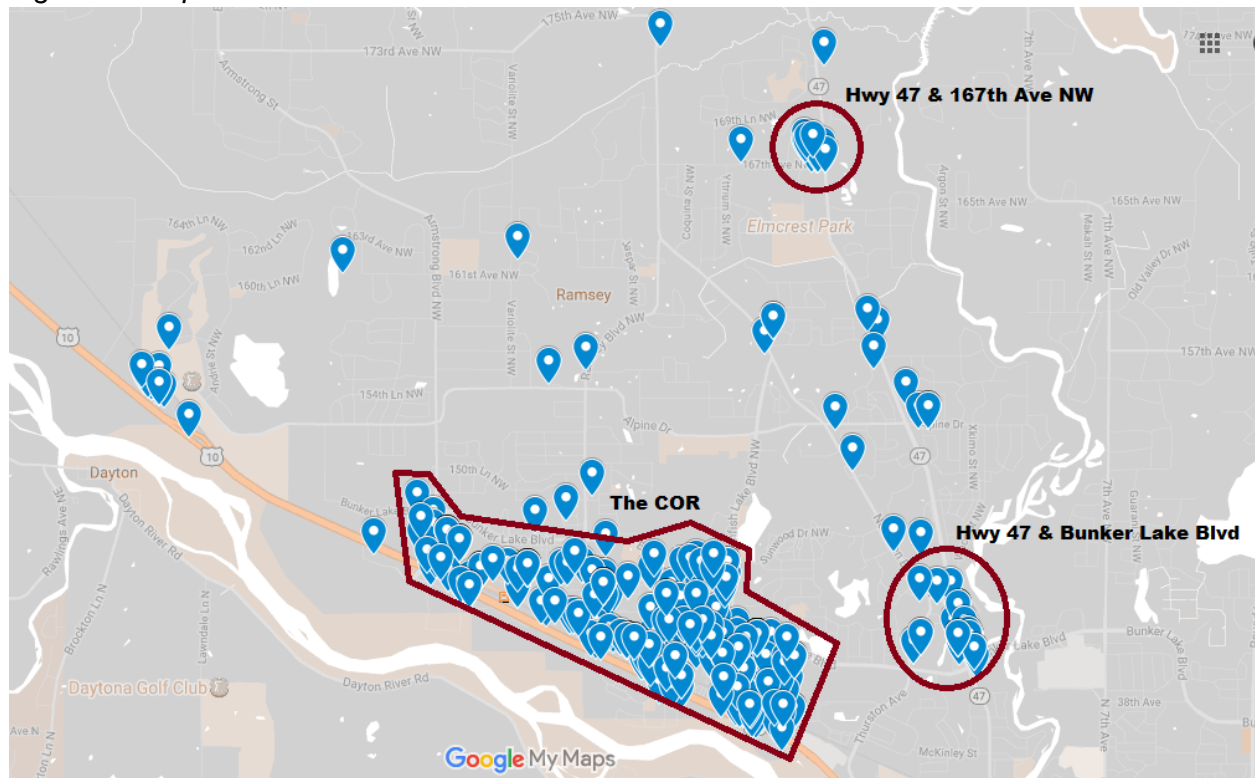
## **Niches**

The city of Ramsey should consider adopting a niche-focused development model. A commercial niche is an interrelated cluster of businesses and industries that are complementary, but do not compete. Niches can be identified by looking at groups of NAICS codes or through common-sense connections already existing in a community. Niche development promotes economic strength through specialization, revitalizing downtowns and retail markets by attracting businesses that complement what currently exists in a city. Assets would include an existing business or a specific market segment. Because niches are context-dependent and built with knowledge of a community's assets and challenges, it is useful to inventory both before suggesting potential niches.

## Assets and challenges for the City of Ramsey

### Assets

- Substantial, growing population: Between 2000 and 2015, the City of Ramsey's population grew from 18,510 to 24,846 people. The number of households grew from 5,906 to 8,358.
- Large disposable income: The median household income in Ramsey is \$86,794, in comparison to a statewide average of \$58,475 and a metro average of \$71,008
- Desire for retail and restaurants: City staff have indicated a high degree of resident interest in and desire for retail development, including restaurants, stores, and entertainment. The COR's vacancies and non-development, to a large degree explained by the 2008 Recession, is a source of complaint for Ramsey residents
- Geography—Highway 10: The retail market map is limited by Highway 10, encouraging residents to stay north of the highway
- Retail space of 400+ acres: The City has a lot of opportunities to develop retail spaces
- Northstar stop: The stop help attracts housing to the City, which is beneficial for also attracting retail
- Three retail nodes: The COR and two retail nodes already exist, and some retail space is available in each node (*see Figure 3*):
  - **Node 1 - Bunker Lake Road and Highway 47:** Liquor store, JJ, gas station, dollar tree, Ginger Café, coffee shops—Dunn Bros and Caribou, Wendy's, car wash, Papa Murphy's, Riversbend, Family dental, massage, salon
  - **Node 2 - Highway 47 and 167th Ave NW:** Liquor store, shooting range and gun shop, accounting firm, Domino's pizza, interior supply
  - **In/around the COR:** Fountains of Ramsey Event Center, The Residence, dental clinic, County offices, city offices, Gas stations; Several car/RV/trailer places; The Northstar Stop; Coburn's Grocery store, GiGi's Salon, nails, State Farm office, Chinese restaurant, Mexican restaurant, Caribou Coffee, Fitness, vaping store, Subway, Totally Tan, gas station, Lunchbox Deli
- Evidence that residents are spending money outside of Ramsey: the Clairitas data suggests significant desire for several retail sectors, as noted above

Figure 3 : Map of Current Businesses<sup>67</sup>

### Challenges

- **Geography:** The 400 acres of land and proximity to Highway 10 are both an asset and a challenge for the City of Ramsey. While having ample room for growth can provide opportunities for development, the city needs to be strategic about growth. Huge swaths of empty land separate housing and neighborhoods from retail nodes
- **Competition with Anoka, Coon Rapids:** Other cities have rapidly grown, and other retail nodes with big box stores are popular with Ramsey residents. Other cities have perhaps “beaten Ramsey to the punch”
- **Lack of existing buildings or spaces for restaurants:** While some spaces exist, creating sites for restaurants and retail, especially for small and locally-owned businesses, is important. The capital necessary to construct new spaces is difficult for small businesses to come by, so connecting small businesses with existing or new spaces would help build Ramsey’s retail market
- **COR vacancies have existed for some time:** Public perception of the COR and its development might discourage businesses from locating there. A large marketing strategy and intentional recruitment of businesses and smart use of incentives might be methods to grow the COR and build its reputation

<sup>6</sup> Current Business List, <http://www.ci.ramsey.mn.us/brc>

<sup>7</sup><https://www.google.com/maps/d/u/1/viewer?mid=13Oxf8gWI9-IIQUWWoKHjoBt-PGFYFtiE&ll=42.72811672550691%2C-102.03850964999998&z=4>

Considering the above context and the retail market data, the City of Ramsey should pursue a niche-based retail recruitment strategy. Typically, niches are specific markets made up of several similar or complementary businesses that serve a specific clientele. Niches are based on consumer interest, often defined by demographics (for example, an elderly/retiree niche), type of good (furniture, entertainment), or an environment (mall or shopping district).

Two existing niches include furniture and car sales. According to the Claritas data, the City of Ramsey is high performing in both of these markets. Potential niches in Ramsey include a retiree niche, a wedding niche, and a restaurant niche. The Claritas data shows significant money in these industries moving outside of the district, suggesting the potential for businesses that serve these interests to be successful; in addition, a few businesses in these niches already exist in Ramsey. For new niches, coordination and recruitment of businesses is key; for existing niches, or when potential niches are further along, developing a cohesive identity for consumers and enhancing the market is a more successful strategy. A summary of existing and potential niches is found below:

*Table 1, Existing and Potential Niches in Ramsey, Minnesota*

<b>Niche</b>	<b>Existing Businesses</b>	<b>Potential Businesses</b>
Auto Niche, RV niche	Star Auto Sales EZ Auto Sales Northern Auto Sales Dale's Auto Sales AMG Auto Sales J&C Auto Sales Jack's Auto Repair Pleasureland D/Best Auto Repair Gus's Auto Works Heartland Tire Ken's Repair and Sales T3 Auto and Rec Top Ten Auto Top Shelf Tires The Rocket Shop Three D's Auto Shop Wilkins Used Cars	NAICS 441 Automotive repair and Maintenance (NAICS 8111) Automotive parts, Accessories, and Tire stores (NAICS 4413)
Furniture and Home Improvement Niche	Slumberland Accent precision wood products B&B Carpet One Cabinetry Concepts H&H Floor Covering	NAICS 442 Floor covering stores Window treatment stores Home decor stores Resale stores

	Joseph's Custom Upholstery Roadside Furniture TLM Cabinets	Antique stores
Retiree Niche ( <i>potential</i> )	The Residence	Housing, focusing on walkability, safety Health care businesses Pharmacies In-home care businesses Specialized renovation and contracting Salons Bookstores Restaurants and retail
Wedding Niche ( <i>potential</i> )	The Fountains of Ramsey reception venue Wells Catering Lisa's Catering Salon Ciry	Wedding dress store Resale store High-end salon
Restaurant Niche ( <i>potential</i> )	Acapulco Mexican Restaurant Golden Chinese Restaurant Domino's Culver's Bamboo Village Taco Bell Subway (2) Burger King Caribou Coffee (2) Ginger Cafe Riostone Lunchbox Deli Wendy's Jimmy John's \$5 Pizza Dunn Brothers Coffee	Fast-casual Locally owned sit-down restaurants
Northstar Line Niche ( <i>potential</i> )	Northstar stop The Residence	Coffee shop Childcare High-end grocery store

## Impact of Zoning on Development

Overall, the Ramsey Zoning Code is quite flexible, most particularly in the COR. However, there are some zoning limitations within the three Nodes identified in this report. Node 1 (Bunker Lake Road and Highway 47) and Node 2 (Highway 47 and 167<sup>th</sup> Ave NW) both are primarily zoned Business-1. B-1 districts in Ramsey cannot contain larger commercial enterprises like automotive sales lots or hotels. Still, this intentional limitation does encourage development at a proper scale to the nearby residential areas for each node. B-1 districts allow as a permitted use or a conditional use most of the types of businesses that would be suitable for these more interior nodes.

The automotive niche identified in this report as a potential opportunity for growth for Ramsey would simply need to remain along Highway 10 within the Business-2 (B-2) zoning district. This location takes advantage of complementary industries already existing along this corridor, and of vital access to the Highway.

<b>Zoning Districts by Node</b>	
<b>Node 1:</b> Bunker Lake Road and Highway 47	Business-1 (B-1), PUD (established subdivision), Residential-3 (R-3) High-Density Residential, and some Residential-2 (R-2) Medium Density Residential
<b>Node 2:</b> Highway 47 and 167th Ave NW	Business-1 (B-1) and PUD (golf course)
<b>Node 3:</b> The COR	specialized zoning district designed to encourage more urban, higher density mixed use development – COR-1 mixed-use core subdistrict, COR-2 Commercial subdistrict, COR-3 workplace subdistrict, COR-4 neighborhood subdistrict, COR-5 park and open space subdistrict

By focusing efforts on attracting linked businesses and industries in order to establish attractive commercial nodes, Ramsey will be able to match businesses to appropriate zoning districts. It is possible that the B-1 districts in Node 1 and Node 2 will need to expand at some point in the future as each node grows, but both areas still include nearby vacant land and underdeveloped sites. See Appendix 1 for the Official City of Ramsey Zoning Map.

## Other Recommendations

### Support Local<sup>8</sup>

Small local businesses not only help build community wealth but also play a formative role in shaping the city's identity and preserving character. The City of Ramsey has an opportunity to redefine retail for the community. Through policy, financial incentives, and development requirements, the City of Ramsey can create lower-risk, and lower-cost opportunities for entrepreneurs to utilize physical assets and human capital unique to Ramsey while promoting retail growth in the community. Particularly for the COR, the City can require future housing or large-scale commercial development to reserve a portion of their space for small storefronts or locally owned businesses as a condition of permitting construction. Due to financial incentives for large chains, and fiscal barriers for start-ups, this conditional change can promoting the importance of small businesses can help encourage local vendors without turning away private investments.

Economic development incentives and access to capital typically favor national chains and large retailers. These types of development are absolutely important and necessary to Ramsey and its success. However expansion of incentives for local entrepreneurs not only provides a needed businesses to the community, it means an investment in the residents of Ramsey for years to come. Encouraging locals to engage with the Anoka County Chamber of Commerce, or one of Minnesota's nine Small Business Development Centers can help citizens turn dreams of owning a small business into a reality and provide a retail opportunity all can enjoy.

Zoning in Ramsey is already quite flexible and inclusive, and should remain so. It is important that the City and its zoning code continues to encourage and support multi-story, pedestrian-oriented districts that include a mix of small and large commercial spaces, and that preserve historic buildings, over the production of strip malls and sparsely developed areas. Nodes that include a variety of vendors in a centralized location, promoting a family-friendly and walkable opportunity for residents to shop for many needs at once, creating a retail destination provide ample opportunities for resident satisfaction and economic success.

### Ask for Input<sup>9</sup>

To successfully develop the retail economy, Ramsey must engage residents, business owners, and other stakeholders to collectively develop a vision for future. Stakeholder engagement helps ensure that plans reflect the community's desires, needs, and goals and generates public support that can maintain momentum for sustainability implementing changes and remain resilient for the future. Community designed goals with supported plans encourages local action

---

<sup>8</sup> Institute for Self Reliance, *8 Policy Strategies Cities Can Use to Support Local Businesses*; <https://ilsr.org/8-policy-strategies-cities-can-use-to-support-local-businesses/>

<sup>9</sup> U.S.EPA Office of Sustainable Communities, *How Small Towns and Cities can use Local Assets to Rebuild their Economies: Lessons from Successful Places*; [https://www.epa.gov/sites/production/files/2015-05/documents/competitive\\_advantage\\_051215\\_508\\_final.pdf](https://www.epa.gov/sites/production/files/2015-05/documents/competitive_advantage_051215_508_final.pdf)

and helps build in accountability in the process of accomplishing projects that align with long-term plans.

Just as citizens are engaged with the Comprehensive Plan process, they should be involved in a collective visioning of the COR development, at all stages of the process. This can be done through a variety of platforms and for both long and short range projects. Encouraging inclusive participation in the decision process helps build trust between the City, developers, and citizens. Provided that the COR and retail development is such an integral part of shaping Ramsey's character and identity, it is an even greater priority to ensure that public voices are heard. This ensures that retailers meet the needs and desires of the community.

### **Leverage Assets & Growth**

The Twin Cities Metro as a whole continues to expand, finding Ramsey as one of the fastest growing communities in the metro. Ramsey's citizens have an AMI well above the average for the Metro, and a population that has seen significant growth over the last decade that shows no signs of slowing. Provided with this advantageous situation, Ramsey has the opportunity to leverage this growth and its community's unique assets to assist in attracting and retaining retail.

Ramsey has three key assets distinguishing it from other communities in the Twin Cities metropolitan area: its proximity to U.S. Highway 10 - a highway serving as the gateway between the Twin Cities and more rural Central and Northern Minnesota; its location along the Mississippi and Rum Rivers with access to the resources the rivers offer; and an abundance of greenways, parks and undeveloped land.

With these assets in mind, the creation and cultivation of an identity of Ramsey centered around the preservation of rural culture, natural resources and outdoor activities can be leveraged. Ramsey should utilize land currently zoned commercial for the formation of their new identity. The city's abundance of land will be key to creating an identity for Ramsey.

### **Create a Destination<sup>10</sup>**

The traditional retail format is changing and the way people experience stores and restaurants is tied to experiences more than items. Ramsey has a community landscape with many parks and open space. A retail market can be shaped around these resources through the creation of expos, recreational activities, weekend events, festivals, theater, and more.

Shoppers need a reason to spend hard earned money. Ramsey has the unique assets necessary to develop an identity lacking in nearby cities. The creation of a retail identity for Ramsey will give character to existing retail in the city, and create a more specific framework for

---

<sup>10</sup> U.S.EPA Office of Sustainable Communities, *How Small Towns and Cities can use Local Assets to Rebuild their Economies: Lessons from Successful Places*;  
[https://www.epa.gov/sites/production/files/2015-05/documents/competitive\\_advantage\\_051215\\_508\\_final.pdf](https://www.epa.gov/sites/production/files/2015-05/documents/competitive_advantage_051215_508_final.pdf)

future development. Branding can transform a city into a place where people want to live, work and visit. A strong retail identity is especially vital when vying with other markets for attention in terms of attracting new businesses. The brand should be based on what assets a city already possesses, rather than who the city wants to become. Thus, Ramsey should work with its unique assets to brand itself in a distinctive manner.

The branding of a community involves coordinated activity on the part of community members and the local government to attract potential customers. Refocusing retail in Ramsey towards locally owned businesses and experience-based shopping will not only empower residents of the city who strongly identify with Ramsey's more rural character, but also attract passerby on U.S. Highway 10 who share those interests.

### **Encourage Housing<sup>1112</sup>**

The City of Ramsey continues to seek to attract and develop retail opportunities for the community. Continuing to develop housing, increase households and diversify the housing options will help make Ramsey not only more attractive for prospective residents, but also for the future of commercial economic development within the city, something all residents will benefit from.

“Successful retail depends on successful residential neighborhoods”. In the past, when development was less risky and more abundant, retail and economic development would be completed prior to housing developments. Since the Great Recession, there has been a shift in that new businesses or retailers want proof of residences already in place before beginning development on a proposed commercial site. It is now argued that where residential growth and development is occurring, economic development is primed to follow. In today's economic climate, even the most stable retailers will be hesitant to move into a location if the surrounding community is not a strong residential market with high spending potential. High-quality and desirable consumers are found in all income brackets, but developers need to be assured that communities are accessible and already spending money in the community, as well as full of long-lasting residents and continuing to grow.

Retailers typically weigh a variety of factors when they consider development potential in a proposed area, however some of the most important characteristics across the board are population (density, growth, within a market area), traffic counts, and average income. Ramsey already has a substantial median income of \$86,800, so many retailers may be more heavily weighing population growth and market need when considering Ramsey as a location. A community emphasis on housing development would greatly impact the potential of retail, commercial, and business development in Ramsey.

---

<sup>11</sup> Beyard, Michael D., Michael Pawlukiewicz, and Alex Bond. Ten Principles for Rebuilding Neighborhood Retail. Washington, D.C.: ULI - the Urban Land Institute, 2003. [http://uli.org/wp-content/uploads/2012/07/TP\\_NeighborhoodRetail.ashx\\_1.pdf](http://uli.org/wp-content/uploads/2012/07/TP_NeighborhoodRetail.ashx_1.pdf)

<sup>12</sup> Gitt, Tammie. (June 1, 2014). Blight or Boom?: Rooftops essential to retail development. *The Sentinel*. <http://cumberland.com/news/local/warehouses/blight-or-boom-rooftops-essential-to-retail-development/article-4949ee94-e851-11e3-8da2-001a4bcf887a.html>

It is understood that cities and their streets evolve over time with businesses influenced by quality, amount, and density of housing developments. It cannot be expected that retail will immediately follow housing developments, but growing a community through housing will make it easier for businesses to move in, become successful, and attract more specialized or higher-end retailers.

Housing development can prime communities for neighborhood commercial development in a few key ways, which involve a diversified housing stock and options for incoming community members. Increased homeownership, including condominium ownership, displays a stable neighborhood with invested community stakeholders and consumers. Housing development creates a customer base for community retail, so growth in customer base, provides incentive for a retailer to consider one location over another. Mixed-income housing also provides more than just a growing consumer base for potential incoming businesses. Small locally owned businesses and large chain retailers both require an accessible workforce living in close proximity to work. Increased housing developments, particularly mixed-income, provide residences for new anticipated workforce needs, enhancing the attractiveness of a city to potential economic developers.

## **Appendix**

Appendix 1 – Key Demographics Summary Page

Appendix 2 – Claritas Ramsey Summary Report

Appendix 3 – Buxton Retail Assessment 2011

Appendix 4 – Ramsey Station TOD Market Analysis 2013

## Key Demographics Summary Page

Data drawn from the US Census Bureau through MnCompass.

Projected Population Growth			
	2015	Projected 2030	Projected 2040
Total Population	25,362	30,700	34,700
Households	8,690	11,300	13,000

Percentage of Population by Age Group (2015)	
Under 18	26.9%
18-24	8.7%
25-34	12.8%
35-44	14.4%
45-54	17.4%
55-64	11.4%
65-74	6.2%
75-84	1.4%

Percentage of Population by Race and Ethnicity	
White alone	90.5%
Black or African American	1.2%
Asian or Pacific Islander	3.1%
Two or more races	2.4%
Hispanic or Latino	2.7%

# Retail Market Power | Retail Stores Opportunity

Trade Area: Ramsey, MN

Retail Store Types	2017 Demand (Consumer Expenditures) Aggregate Dollars (\$)	2017 Supply (Retail Sales) Aggregate Dollars (\$)	2017 Opportunity Gap/Surplus Aggregate Dollars (\$)
<b>Demand by Store Type</b>			
Total Retail Sales (incl. Food/Drink)	606,713,669	289,476,231	317,237,438
Total Retail Sales	539,406,651	275,462,433	263,944,218
<b>Motor Vehicle &amp; Parts Dealers</b>			
Motor Vehicle & Parts Dealers - 441	130,507,842	100,821,908	29,685,934
Automotive Dealers - 4411	111,678,311	79,336,898	32,341,413
Other Motor Vehicle Dealers - 4412	9,761,977	16,045,137	-6,283,160
Automotive Parts, Accessories, & Tire Stores - 4413	9,067,554	5,439,873	3,627,681
<b>Furniture &amp; Home Furnishings Stores</b>			
Furniture & Home Furnishings Stores - 442	12,267,762	19,895,379	-7,627,617
Furniture Stores - 4421	6,588,912	15,891,792	-9,302,880
Home Furnishing Stores - 4422	5,678,849	4,003,587	1,675,262
<b>Electronics &amp; Appliance Stores</b>			
Electronics & Appliance Stores - 443	10,112,056	5,889,568	4,222,488
Household Appliances Stores - 443141	1,522,119	2,797,610	-1,275,491
Electronics Stores - 443142	8,589,937	3,091,958	5,497,979
<b>Building Material &amp; Garden Equipment &amp; Supply Dealers</b>			
Building Material & Garden Equipment & Supply Dealers - 444	65,403,195	12,211,256	53,191,939
Building Material & Supply Dealers - 4441	60,215,399	9,023,785	51,191,614
Lawn and Garden Equipment and Supplies Stores - 4442	5,187,796	3,187,472	2,000,324
<b>Building Material &amp; Supply Dealers</b>			
Home Centers - 44411	24,351,730	0	24,351,730
Paint and Wallpaper Stores - 44412	1,301,579	0	1,301,579
Hardware Stores - 44413	6,055,704	584,684	5,471,020
Other Building Materials Dealers - 44419	28,506,386	8,439,100	20,067,286
Building Material Dealers, Lumberyards - 444191	10,094,893	3,148,648	6,946,245
Outdoor Power Equipment Stores - 44421	1,082,108	2,539,212	-1,457,104
Nursery and Garden Centers - 44422	4,105,688	648,259	3,457,429
<b>Food &amp; Beverage Stores</b>			
Food & Beverage Stores - 445	75,228,316	25,715,624	49,512,692
Grocery Stores - 4451	68,218,528	20,503,490	47,715,038
Supermarkets and Other Grocery (except Convenience) Stores - 44511	63,720,568	20,022,459	43,698,109
Convenience Stores - 44512	4,497,959	481,030	4,016,929
Specialty Food Stores - 4452	2,518,998	404,520	2,114,478
Beer, Wine, & Liquor Stores - 4453	4,490,790	4,807,614	-316,824
<b>Health &amp; Personal Care Stores</b>			
Health & Personal Care Stores - 446	34,975,497	12,478,945	22,496,552
Pharmacies and Drug Stores - 44611	28,516,683	11,810,092	16,706,591
Cosmetics, Beauty Supplies and Perfume Stores - 44612	2,882,470	94,499	2,787,971
Optical Goods Stores - 44613	1,448,360	30,377	1,417,983
Other Health and Personal Care Stores - 44619	2,127,984	543,977	1,584,007
<b>Gasoline Stations</b>			
Gasoline Stations - 447	35,731,023	45,986,861	-10,255,838
Gasoline Stations with Convenience Stores - 44711	17,928,242	45,414,390	-27,486,148
Other Gasoline Stations - 44719	17,802,781	572,471	17,230,310

Benchmark: USA

Copyright © 2017 by Environics Analytics (EA). Source: Claritas - Pop-Facts Premier 2017, Claritas - Retail Market Power 2017, Claritas - Consumer Buying Power 2017.

# Retail Market Power | Retail Stores Opportunity

Trade Area: Ramsey, MN

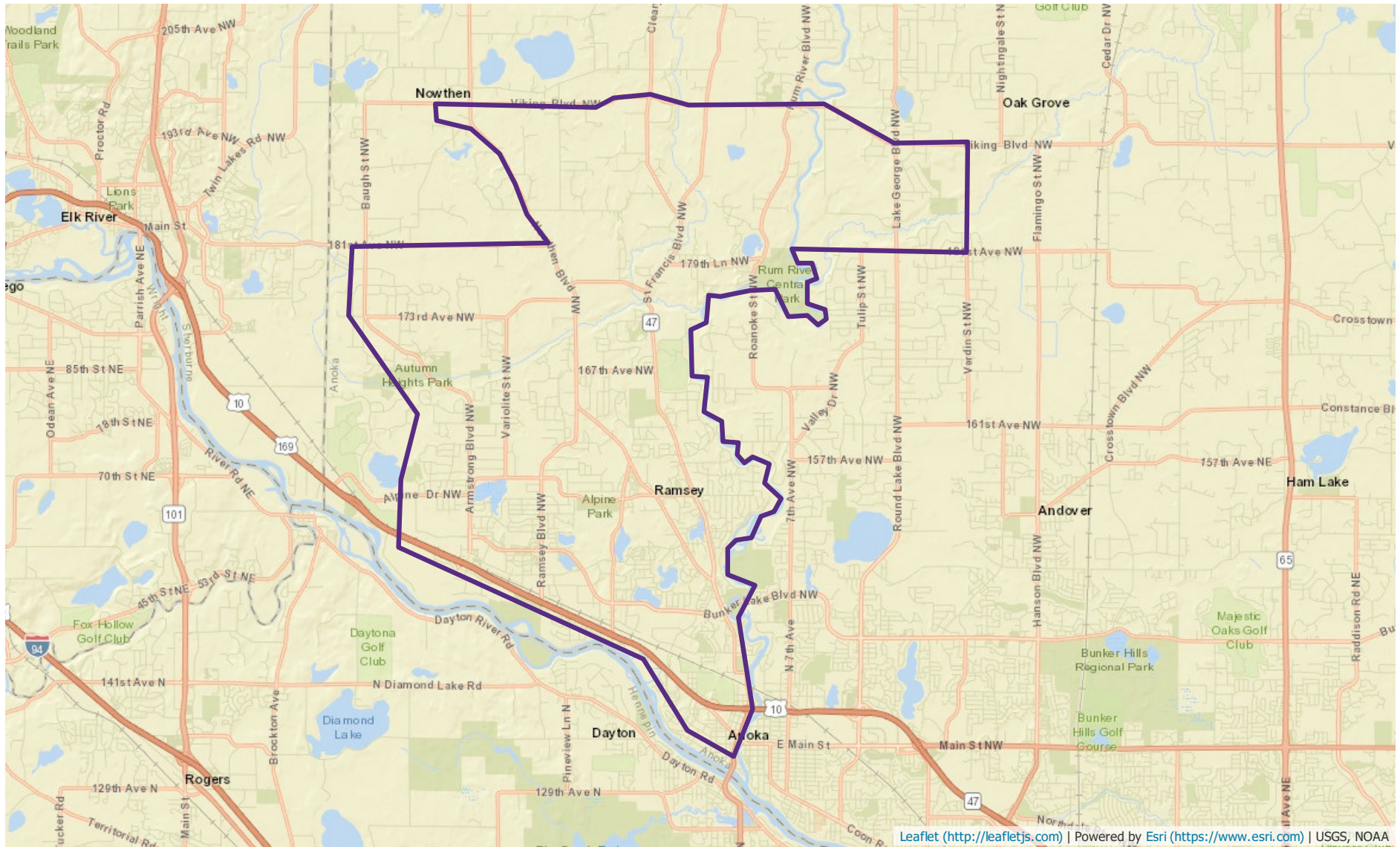
Retail Store Types	2017 Demand (Consumer Expenditures) Aggregate Dollars \$	2017 Supply (Retail Sales) Aggregate Dollars \$	2017 Opportunity Gap/Surplus Aggregate Dollars \$
<b>Clothing &amp; Clothing Accessories Stores</b>			
Clothing & Clothing Accessories Stores - 448	27,572,065	1,699,856	25,872,209
Clothing Stores - 4481	20,435,131	1,349,324	19,085,807
Men's Clothing Stores - 44811	875,478	0	875,478
Women's Clothing Stores - 44812	4,548,779	0	4,548,779
Children's and Infants' Clothing Stores - 44813	1,156,550	0	1,156,550
Family Clothing Stores - 44814	11,108,928	1,116,486	9,992,442
Clothing Accessories Stores - 44815	1,055,901	179,921	875,980
Other Clothing Stores - 44819	1,689,494	52,917	1,636,577
Shoe Stores - 4482	3,727,854	112,626	3,615,228
Jewelry, Luggage, & Leather Goods Stores - 4483	3,409,080	237,905	3,171,175
Jewelry Stores - 44831	3,131,376	237,905	2,893,471
Luggage, & Leather Goods Stores - 44832	277,704	0	277,704
<b>Sporting Goods, Hobby, Book, &amp; Music Stores</b>			
Sporting Goods, Hobby, Book, & Music Stores - 451	11,664,114	2,449,474	9,214,640
Sporting Goods, Hobby, & Musical Instrument Stores - 4511	10,050,229	2,449,474	7,600,755
Sporting Goods Stores - 45111	6,957,098	1,913,577	5,043,521
Hobby, Toys and Games Stores - 45112	2,144,815	496,586	1,648,219
Sew/Needlework/Piece Goods Stores - 45113	412,810	0	412,810
Musical Instrument and Supplies Stores - 45114	535,505	39,301	496,204
Book, Periodical, & Music Stores - 4512	1,613,886	0	1,613,886
Book Stores and News Dealers - 45121	1,613,886	0	1,613,886
Book Stores - 451211	1,395,973	0	1,395,973
News Dealers and Newsstands - 451212	217,913	0	217,913
<b>General Merchandise Stores</b>			
General Merchandise Stores - 452	66,566,366	15,065,788	51,500,578
Department Stores excluding leased depts. - 4521	35,311,735	1,211,269	34,100,466
Other General Merchandise Stores - 4529	31,254,630	13,854,518	17,400,112
<b>Miscellaneous Store Retailers</b>			
Miscellaneous Store Retailers - 453	16,172,319	28,543,708	-12,371,389
Florists - 4531	799,879	4,120	795,759
Office Supplies, Stationery, & Gift Stores - 4532	5,356,813	6,668,228	-1,311,415
Office Supplies and Stationery Stores - 45321	3,001,155	6,657,722	-3,656,567
Gift, Novelty, and Souvenir Stores - 45322	2,355,658	10,506	2,345,152
Used Merchandise Stores - 4533	2,110,993	0	2,110,993
Other Miscellaneous Store Retailers - 4539	7,904,634	21,871,359	-13,966,725
<b>Non-store Retailers</b>			
Non-store Retailers - 454	53,206,096	4,704,068	48,502,028
<b>Foodservice &amp; Drinking Places</b>			
Foodservice & Drinking Places - 722	67,307,018	14,013,797	53,293,221
Special Foodservices - 7223	5,030,291	2,200,874	2,829,417
Drinking Places -Alcoholic Beverages - 7224	2,153,379	67,644	2,085,735
Full-Service Restaurants - 722511	33,258,894	11,551,635	21,707,259
Limited-Service Eating Places - 722513	23,054,598	0	23,054,598
Cafeterias, Grill Buffets, and Buffets - 722514	607,398	0	607,398
Snack and Non-alcoholic Beverage Bars - 722515	3,202,458	193,645	3,008,813
<b>GAFO</b>			
GAFO (General merchandise, Apparel, Furniture & Other) - (452, 448, 442, 443, 451, 4532)	133,539,176	51,668,293	81,870,883

Benchmark: USA

Copyright © 2017 by Environics Analytics (EA). Source: Claritas - Pop-Facts Premier 2017, Claritas - Retail Market Power 2017, Claritas - Consumer Buying Power 2017.

# Retail Market Power | Map

Trade Area: Ramsey, MN



# Retail Market Power | Merchandise Lines Opportunity

Trade Area: Ramsey, MN

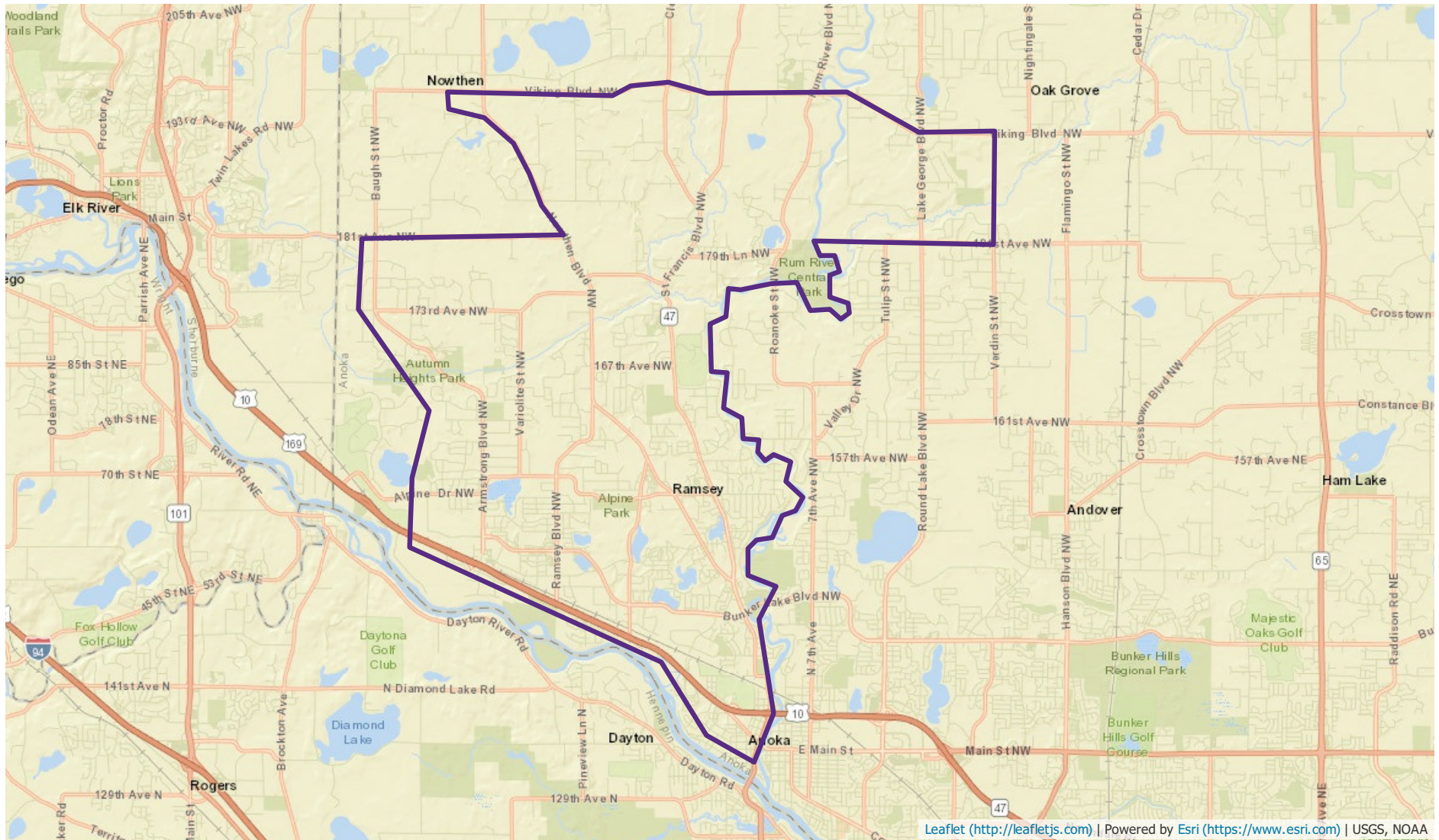
Merchandise Lines	2017 Demand (Consumer Expenditures)	2017 Supply (Retail Sales)	2017 Opportunity Gap/Surplus
	Aggregate Dollars (\$)	Aggregate Dollars (\$)	Aggregate Dollars (\$)
Groceries and Other Foods	99,857,921	30,797,687	69,060,234
Meals and Snacks	58,073,506	12,173,101	45,900,405
Alcoholic Drinks	4,312,411	1,111,578	3,200,833
Packaged Liquor/Wine/Beer	6,461,785	4,938,700	1,523,085
Cigars, Cigarettes, and Tobacco & Smokers' Accessories	8,665,073	11,027,724	-2,362,651
Drugs, Health Aids, and Beauty Aids	79,179,512	18,193,926	60,985,586
Soaps, Detergents, and Household Cleaners	3,638,990	364,467	3,274,523
Paper and Related Products	7,340,023	2,064,875	5,275,148
Men's Wear	8,645,445	1,016,438	7,629,007
Women's, Juniors', and Misses' Wear	14,853,620	1,083,121	13,770,499
Children's Wear	7,269,942	424,433	6,845,509
Footwear	9,679,953	1,059,448	8,620,505
Sewing, Knitting, and Needlework Goods	796,422	123,584	672,838
Curtains, Draperies, Blinds, Slipcovers etc.	3,129,505	1,055,707	2,073,798
Major Household Appliances	6,165,951	2,532,362	3,633,589
Small Electric Appliances	904,703	209,967	694,736
Televisions, Video Recorders, Video Cameras	3,443,205	1,502,536	1,940,669
Audio Equipment, Musical Instruments, and Supplies	1,877,093	531,043	1,346,050
Furniture and Sleep Equipment	10,876,406	16,828,980	-5,952,574
Flooring & Floor Coverings	2,803,340	802,010	2,001,330
Computer Hardware, Software and Supplies	4,882,699	2,529,709	2,352,990
Kitchenware and Home furnishings	6,280,822	2,179,921	4,100,901
Jewelry	3,467,935	284,475	3,183,460
Books	3,519,020	553,211	2,965,809
Photographic Equipment & Supplies	576,694	146,810	429,884
Toys, Hobby Goods, and Games	4,830,642	1,169,853	3,660,789
Optical Goods	2,284,779	214,682	2,070,097
Sporting Goods	4,509,109	3,222,894	1,286,215
RVs, Campers, Camping & Travel Trailers	7,289,390	9,594,456	-2,305,066
Hardware Tools, and Plumbing and Electrical Supplies	10,497,897	2,184,365	8,313,532
Lawn, Garden, and Farm Equipment & Supplies	6,520,080	2,038,481	4,481,599
Lumber and Building Materials	5,349,181	1,347,676	4,001,505
Paint and Sundries	3,399,662	246,485	3,153,177
Cars, Trucks, and Other Powered Transportation	106,234,215	76,855,954	29,378,261
Automotive Fuels	64,940,849	52,000,530	12,940,319
Automotive Lubricants	371,469	186,595	184,874
Pets, Pet Foods, and Pet Supplies	9,114,136	9,681,515	-567,379
All Other Merchandise	24,670,284	17,196,931	7,473,353

Benchmark: USA

Copyright © 2017 by Environics Analytics (EA). Source: Claritas - Pop-Facts Premier 2017, Claritas - Retail Market Power 2017, Claritas - Consumer Buying Power 2017.

# Retail Market Power | Map

Trade Area: Ramsey, MN



# Consumer Buying Power | Consumer Spending Patterns

Trade Area: Ramsey, MN

Population: 31,650 | Households: 11,254

## TOTAL EXPENDITURES

Description	2017 Aggregate Expenditure	% Comp	2022 Aggregate Expenditure	% Comp	2017 Avg \$/HH	2022 Avg \$/HH	Avg Annual % Growth	2017 Market Index
Total Specified Consumer Expenditures (AREA)	517,436,409	100.00	601,631,520	100.00	45,978.00	50,463.98	3.06	115

Description	2017 Aggregate Expenditure	% Comp	2022 Aggregate Expenditure	% Comp	2017 Avg \$/HH	2022 Avg \$/HH	Avg Annual % Growth	2017 Market Index
Total Specified Consumer Expenditures (BASE MA)	4,920,067,209,960	100.00	5,461,924,949,383	100.00	39,884.90	42,589.16	2.11	100

## CONSUMER SPENDING PATTERNS

Description	2017 Aggregate Expenditure	% Comp	2022 Aggregate Expenditure	% Comp	2017 Avg \$/HH	2022 Avg \$/HH	Avg Annual % Growth	2017 Market Index
<b>Food At Home</b>								
Food At Home	53,881,868	100.00	60,491,977	100.00	4,788	5,074	2.34	111
Bakery Products	5,039,234	9.35	5,524,792	9.13	448	463	1.86	114
Cereals & Cereal Products	2,406,676	4.47	2,686,175	4.44	214	225	2.22	111
Dairy Products	6,931,653	12.86	7,646,773	12.64	616	641	1.98	115
Fresh Milk & Cream	2,012,075	3.73	2,216,042	3.66	179	186	1.95	111
Other Dairy Products	4,248,809	7.89	4,634,474	7.66	378	389	1.75	122
Eggs	670,769	1.24	796,256	1.32	60	67	3.49	93
Fats & Oils	1,068,420	1.98	1,262,052	2.09	95	106	3.39	110
Fish & Seafood	1,582,843	2.94	2,115,509	3.50	141	177	5.97	99
Fruits & Vegetables	8,586,139	15.94	10,439,855	17.26	763	876	3.99	105
Juices	1,211,511	2.25	1,445,386	2.39	108	121	3.59	104
Meats (All)	9,192,009	17.06	10,173,004	16.82	817	853	2.05	106
Non-Alcoholic Beverages	5,020,509	9.32	5,594,114	9.25	446	469	2.19	109
Prepared Foods	10,679,064	19.82	11,421,063	18.88	949	958	1.35	121
Sugar & Other Sweets	2,163,811	4.02	2,183,253	3.61	192	183	0.18	126
<b>Food Away From Home &amp; Alcohol</b>								
Alcoholic Beverages	5,819,686	100.00	6,465,768	100.00	517	542	2.13	114
Alcoholic Beverages At Home	3,490,810	59.98	3,864,443	59.77	310	324	2.05	114
Alcoholic Beverages Away From Home	2,328,876	40.02	2,601,326	40.23	207	218	2.24	116
Total Food Away From Home	32,212,724	100.00	36,525,101	100.00	2,862	3,064	2.54	114
Lunch	9,523,474	29.56	10,545,427	28.87	846	885	2.06	111
Dinner	16,088,315	49.94	18,650,688	51.06	1,430	1,564	3.00	114
Breakfast & Brunch	3,244,809	10.07	3,774,116	10.33	288	317	3.07	107
<b>Day Care, Education &amp; Contributions</b>								
All Day Care	4,675,914	100.00	5,211,109	100.00	415	437	2.19	132
Contributions (All)	20,359,361	100.00	23,291,549	100.00	1,809	1,954	2.73	108
Education	12,816,069	100.00	20,305,666	100.00	1,139	1,703	9.64	92
Room, Board	1,014,580	7.92	1,571,937	7.74	90	132	9.15	98
Tuition/School Supplies	11,542,656	90.06	18,315,581	90.20	1,026	1,536	9.67	92
<b>Health Care</b>								
Medical Services	26,004,089	39.90	28,852,195	40.02	2,311	2,420	2.10	110
Prescription Drugs	34,934,616	53.60	38,123,204	52.88	3,104	3,198	1.76	114
Medical Supplies	2,160,443	3.31	2,660,504	3.69	192	223	4.25	122
<b>Household Furnishings &amp; Appliances</b>								
Total Furniture	6,402,813	63.69	7,457,889	63.95	569	626	3.10	116
Bedroom Furniture	1,929,214	19.19	2,235,057	19.17	171	187	2.99	113
Living/Dining Room Furniture	2,591,121	25.77	3,021,528	25.91	230	253	3.12	116
Other Furniture	1,807,340	17.98	2,115,823	18.14	161	177	3.20	121
Household Textiles	1,968,578	19.58	2,217,442	19.01	175	186	2.41	124
Domestic Textiles	1,413,390	14.06	1,690,742	14.50	126	142	3.65	117
Window & Furniture Covers	555,187	5.52	526,699	4.52	49	44	-1.05	146
Major Household Appliances	3,515,758	100.00	4,320,376	100.00	312	362	4.21	122
Miscellaneous Household Equipment	4,820,766	100.00	5,668,976	100.00	428	476	3.29	128
Small Appliances & Housewares	1,581,997	100.00	1,877,698	100.00	141	157	3.49	110

Benchmark: USA

Copyright © 2017 by Environics Analytics (EA). Source: Claritas - Pop-Facts Premier 2017, Claritas - Retail Market Power 2017, Claritas - Consumer Buying Power 2017.

# Consumer Buying Power | Consumer Spending Patterns

Trade Area: Ramsey, MN

Population: 31,650 | Households: 11,254

## CONSUMER SPENDING PATTERNS

	2017 Aggregate Expenditure	% Comp	2022 Aggregate Expenditure	% Comp	2017 Avg \$/HH	2022 Avg \$/HH	Avg Annual % Growth	2017 Market Index
<b>Housing Related &amp; Personal</b>								
Total Housing Expenses	64,154,727	100.00	80,946,323	100.00	5,701	6,790	4.76	110
Fuels & Utilities	36,230,469	56.47	48,927,195	60.44	3,219	4,104	6.19	112
Telephone Services	13,183,255	20.55	14,189,179	17.53	1,171	1,190	1.48	107
Cable & Internet Services	14,741,003	22.98	17,829,949	22.03	1,310	1,496	3.88	107
Household Repairs	14,878,548	100.00	17,021,652	100.00	1,322	1,428	2.73	129
Household Services	4,451,794	100.00	6,721,711	100.00	396	564	8.59	101
Housekeeping Supplies	5,924,547	100.00	7,049,690	100.00	526	591	3.54	113
Personal Expenses & Services	5,436,066	100.00	6,263,871	100.00	483	525	2.88	111
<b>Personal Care &amp; Smoking Products</b>								
Personal Care Products & Services	12,833,895	100.00	15,023,882	100.00	1,140	1,260	3.20	117
Personal Care Services	7,888,432	61.47	9,482,074	63.11	701	795	3.75	120
Smoking Products & Supplies	4,680,190	100.00	5,514,477	100.00	416	463	3.34	119
<b>Pet Expenses</b>								
Pet Expenses	7,731,138	100.00	8,763,881	100.00	687	735	2.54	123
<b>Sports &amp; Entertainment</b>								
Photographic Equipment/Supplies	431,533	100.00	582,181	100.00	38	49	6.17	139
Reading Materials	1,009,323	100.00	1,246,458	100.00	90	105	4.31	110
Sports & Recreation	12,393,479	100.00	14,610,201	100.00	1,101	1,225	3.35	127
Sports Equipment	4,259,719	34.37	4,602,516	31.50	379	386	1.56	131
Travel	20,140,438	100.00	23,127,650	100.00	1,790	1,940	2.80	121
TV, Radio & Sound Equipment	8,518,902	100.00	10,855,140	100.00	757	911	4.97	105
Computers, Software & Accessories	3,112,225	100.00	4,465,506	100.00	277	375	7.49	112
<b>Transportation &amp; Auto Expenses</b>								
Automotive Maintenance, Repair, Other	13,136,629	100.00	14,932,502	100.00	1,167	1,253	2.60	118
Gasoline	34,412,263	34.96	42,390,106	39.62	3,058	3,556	4.26	115
Diesel Fuel	654,726	0.67	786,466	0.74	58	66	3.73	134
Motor Oil	200,628	0.20	189,443	0.18	18	16	-1.14	118
Vehicle Purchases & Leases	61,337,539	62.32	61,529,419	57.51	5,450	5,161	0.06	132
New Automobiles/Trucks/Vans	28,500,391	28.96	31,122,635	29.09	2,532	2,611	1.78	123
Used Vehicles	28,893,328	29.35	27,000,430	25.24	2,567	2,265	-1.35	136
Boats & Recreational Vehicle Rentals	220,466	0.22	238,465	0.22	20	20	1.58	117
Rented Vehicles	223,020	0.23	241,219	0.23	20	20	1.58	117
<b>Total Apparel</b>								
Total Apparel	25,260,435	100.00	29,605,830	100.00	2,245	2,483	3.23	114
Women's Apparel	8,019,870	31.75	9,092,216	30.71	713	763	2.54	118
Men's Apparel	4,666,861	18.47	5,277,050	17.82	415	443	2.49	116
Girls' Apparel	1,559,506	6.17	1,732,158	5.85	139	145	2.12	120
Boys' Apparel	1,240,282	4.91	1,433,163	4.84	110	120	2.93	112
Infants' Apparel	1,118,640	4.43	1,209,842	4.09	99	101	1.58	119
Footwear (Excluding Infants)	5,223,755	20.68	5,864,282	19.81	464	492	2.34	115
Other Apparel Products & Services	3,431,522	13.58	4,997,118	16.88	305	419	7.81	99

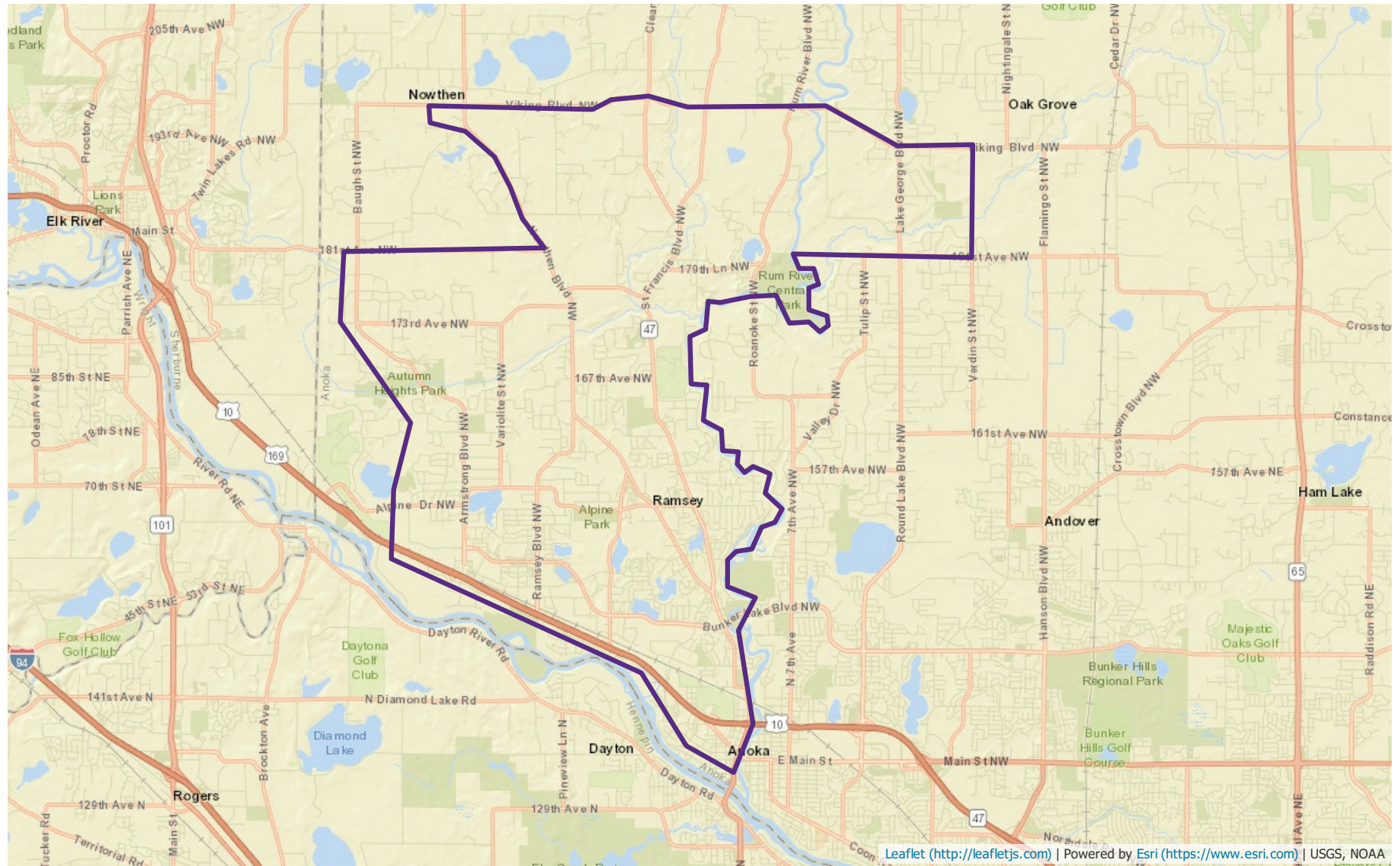
Benchmark:USA

Copyright © 2017 by Environics Analytics (EA). Source: Claritas - Pop-Facts Premier 2017, Claritas - Retail Market Power 2017, Claritas - Consumer Buying Power 2017.

# Consumer Buying Power | Map

Trade Area: Ramsey, MN

Population: 31,650 | Households: 11,254



Benchmark:USA

Copyright © 2017 by Environics Analytics (EA). Source: Claritas - Pop-Facts Premier 2017, Claritas - Retail Market Power 2017, , Claritas - Consumer Buying Power 2017.

# Pop-Facts Demographics Trend | Summary Trends

Trade Area: Ramsey, MN

	2000	2010	2017	2022
	Census	Census	Estimate	Projection
Population	24,427	29,249	31,650	33,326
Households	8,236	10,283	11,254	11,922
Families	6,603	7,862	8,595	9,102
Housing Units	8,318	10,683	11,672	12,352
Group Quarters Population	83	127	127	127

Benchmark: USA

Copyright © 2017 by Environics Analytics (EA). Source: Claritas - Pop-Facts Premier 2017, Claritas - Retail Market Power 2017, , Claritas - Consumer Buying Power 2017.

# Pop-Facts Demographics Trend | Percent Change Trends



Trade Area: Ramsey, MN

	2000-2010	2010-2017	2017-2022
	%	%	%
Population Count Change (%)	19.74	8.21	5.29
Household Count Change (%)	24.85	9.44	5.94
Family Count Change (%)	19.07	9.32	5.90
Housing Unit Count Change (%)	28.43	9.26	5.83
Group Quarters Population Change (%)	53.01	0.00	0.00

Benchmark: USA

Copyright © 2017 by Environics Analytics (EA). Source: Claritas - Pop-Facts Premier 2017, Claritas - Retail Market Power 2017, , Claritas - Consumer Buying Power 2017.

# Pop-Facts Demographics Trend | Population & Household Trends

Trade Area: Ramsey, MN

	2000* / 2010**		2017		2022	
	Census	%	Estimate	%	Projection	%
<b>Population by Age**</b>						
Age 0 - 4	2,115	7.23	2,090	6.60	2,143	6.43
Age 5 - 9	2,211	7.56	2,161	6.83	2,137	6.41
Age 10 - 14	2,335	7.98	2,242	7.08	2,210	6.63
Age 15 - 17	1,485	5.08	1,404	4.44	1,432	4.30
Age 18 - 20	1,089	3.72	1,271	4.02	1,331	3.99
Age 21 - 24	1,313	4.49	1,646	5.20	1,840	5.52
Age 25 - 34	3,969	13.57	4,020	12.70	4,069	12.21
Age 35 - 44	4,546	15.54	4,345	13.73	4,338	13.02
Age 45 - 54	4,639	15.86	4,744	14.99	4,476	13.43
Age 55 - 64	3,299	11.28	4,045	12.78	4,576	13.73
Age 65 - 74	1,559	5.33	2,566	8.11	3,130	9.39
Age 75 - 84	494	1.69	854	2.70	1,346	4.04
Age 85 and over	194	0.66	264	0.83	298	0.89
Age 16 and over	22,110	75.59	24,695	78.03	26,368	79.12
Age 18 and over	21,103	72.15	23,754	75.05	25,405	76.23
Age 21 and over	20,014	68.43	22,483	71.04	24,074	72.24
Age 65 and over	2,247	7.68	3,684	11.64	4,774	14.32
Median Age	-	35.25	-	37.35	-	38.52
<b>Population by Sex**</b>						
Male	14,724	50.34	15,904	50.25	16,699	50.11
Female	14,525	49.66	15,746	49.75	16,627	49.89
<b>Pop. by Single-Class. Race by Hispanic/Latino**</b>						
Hispanic or Latino	749	2.56	959	3.03	1,120	3.36
White Alone	435	58.08	538	56.10	624	55.71
Black/African American Alone	17	2.27	27	2.81	28	2.50
American Indian/Alaskan Native Alone	14	1.87	16	1.67	17	1.52
Asian Alone	4	0.53	5	0.52	7	0.63
Native Hawaiian/Pacific Islander Alone	0	0.00	0	0.00	0	0.00
Some Other Race Alone	196	26.17	261	27.22	307	27.41
Two or More Races	82	10.95	112	11.68	136	12.14
Not Hispanic or Latino	28,500	97.44	30,691	96.97	32,207	96.64
White Alone	26,232	92.04	27,657	90.11	28,555	88.66
Black/African American Alone	922	3.23	1,417	4.62	1,808	5.61
American Indian/Alaskan Native Alone	133	0.47	157	0.51	174	0.54
Asian Alone	670	2.35	755	2.46	829	2.57
Native Hawaiian/Pacific Islander Alone	6	0.02	10	0.03	14	0.04
Some Other Race Alone	14	0.05	16	0.05	19	0.06
Two or More Races	521	1.83	679	2.21	808	2.51
<b>Households by Age of Householder**</b>						
Householder Under 25 Years	309	3.00	314	2.79	347	2.91
Householder Age 25 - 34	1,743	16.95	1,690	15.02	1,647	13.81
Householder Age 35 - 44	2,400	23.34	2,271	20.18	2,262	18.97
Householder Age 45 - 54	2,573	25.02	2,558	22.73	2,393	20.07
Householder Age 55 - 64	1,859	18.08	2,217	19.70	2,471	20.73
Householder Age 65 - 74	954	9.28	1,522	13.52	1,834	15.38
Householder Age 75 - 84	317	3.08	515	4.58	790	6.63
Householder Age 85 Years and over	127	1.24	166	1.48	177	1.49
Median Age of Householder	-	47.63	-	50.26	-	52.16

Benchmark: USA

Copyright © 2017 by Environics Analytics (EA). Source: Claritas - Pop-Facts Premier 2017, Claritas - Retail Market Power 2017, Claritas - Consumer Buying Power 2017.

# Pop-Facts Demographics Trend | Income Trends

Trade Area: Ramsey, MN

	2000		2017		2022	
	Census	%	Estimate	%	Projection	%
<b>Households by Household Income</b>						
Income Less Than \$15,000	445	5.40	440	3.91	405	3.40
Income \$15,000 - \$24,999	410	4.98	669	5.95	621	5.21
Income \$25,000 - \$34,999	583	7.08	682	6.06	699	5.86
Income \$35,000 - \$49,999	1,236	15.01	1,193	10.60	1,065	8.93
Income \$50,000 - \$74,999	2,612	31.71	2,181	19.38	2,154	18.07
Income \$75,000 - \$99,999	1,619	19.66	1,928	17.13	1,960	16.44
Income \$100,000 - \$124,999	688	8.35	1,504	13.36	1,609	13.50
Income \$125,000 - \$149,999	237	2.88	1,057	9.39	1,222	10.25
Income \$150,000 - \$199,999	234	2.84	1,010	8.97	1,258	10.55
Income \$200,000 - \$249,999	122	1.48	346	3.07	547	4.59
Income \$250,000 - \$499,999	71	0.86	200	1.78	309	2.59
Income \$500,000 or more	13	0.16	45	0.40	73	0.61
Average Household Income	--	76,063.00	--	93,954.00	--	102,801.00
Median Household Income	--	63,693.63	--	80,643.95	--	87,532.75
<b>Median HH Inc. by Single-Classification Race</b>						
White Alone	--	64,151.03	--	82,115.71	--	89,123.45
Black/African American Alone	--	14,022.20	--	66,921.23	--	74,499.99
American Indian/Alaskan Native Alone	--	83,778.86	--	61,030.53	--	62,162.09
Asian Alone	--	62,900.16	--	63,765.43	--	75,954.49
Native Hawaiian/Pacific Islander Alone	--	--	--	75,000.00	--	83,204.82
Some Other Race Alone	--	28,164.97	--	35,000.00	--	40,575.24
Two or More Races	--	55,481.64	--	59,058.90	--	65,543.62
Hispanic/Latino	--	50,000.00	--	71,386.26	--	77,229.68
Not Hispanic/Latino	--	63,833.68	--	80,756.84	--	87,626.94

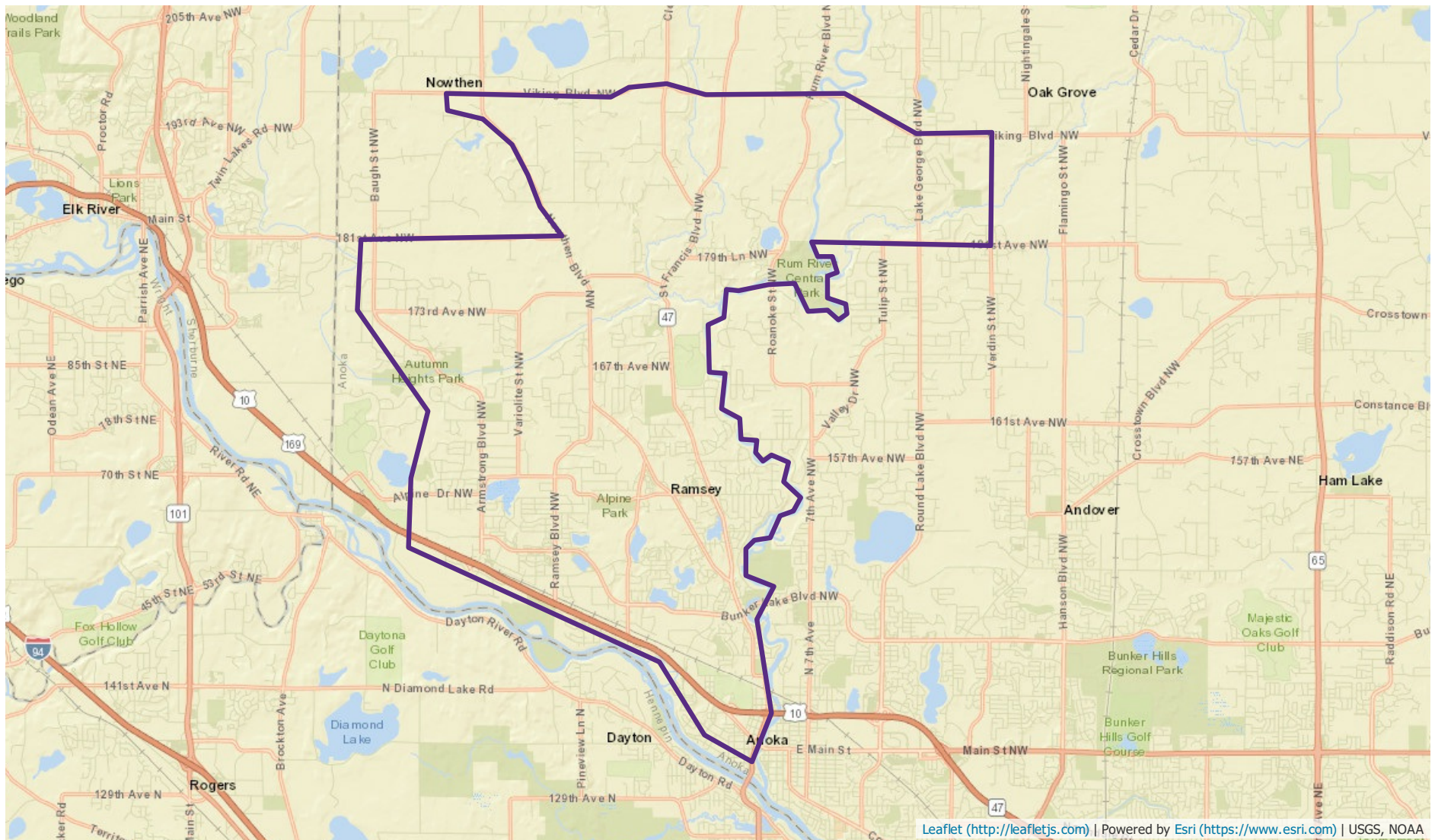
Benchmark: USA

Copyright © 2017 by Environics Analytics (EA). Source: Claritas - Pop-Facts Premier 2017, Claritas - Retail Market Power 2017, , Claritas - Consumer Buying Power 2017.

# Pop-Facts Demographics Trend | Map

Trade Area: Ramsey, MN

## TRADE AREA MAP



Benchmark: USA

Copyright © 2017 by Environics Analytics (EA). Source: Claritas - Pop-Facts Premier 2017, Claritas - Retail Market Power 2017, Claritas - Consumer Buying Power 2017.



# Retail Site Assessment

July 2011

**DRAFT**

---

## Table of Contents

Selecting Ramsey’s Retail Site .....	1
Retail Site 1 Analysis.....	2
Retail Site 2 Analysis.....	4
Appendix A: Leakage and Demand Analysis	
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

## 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.

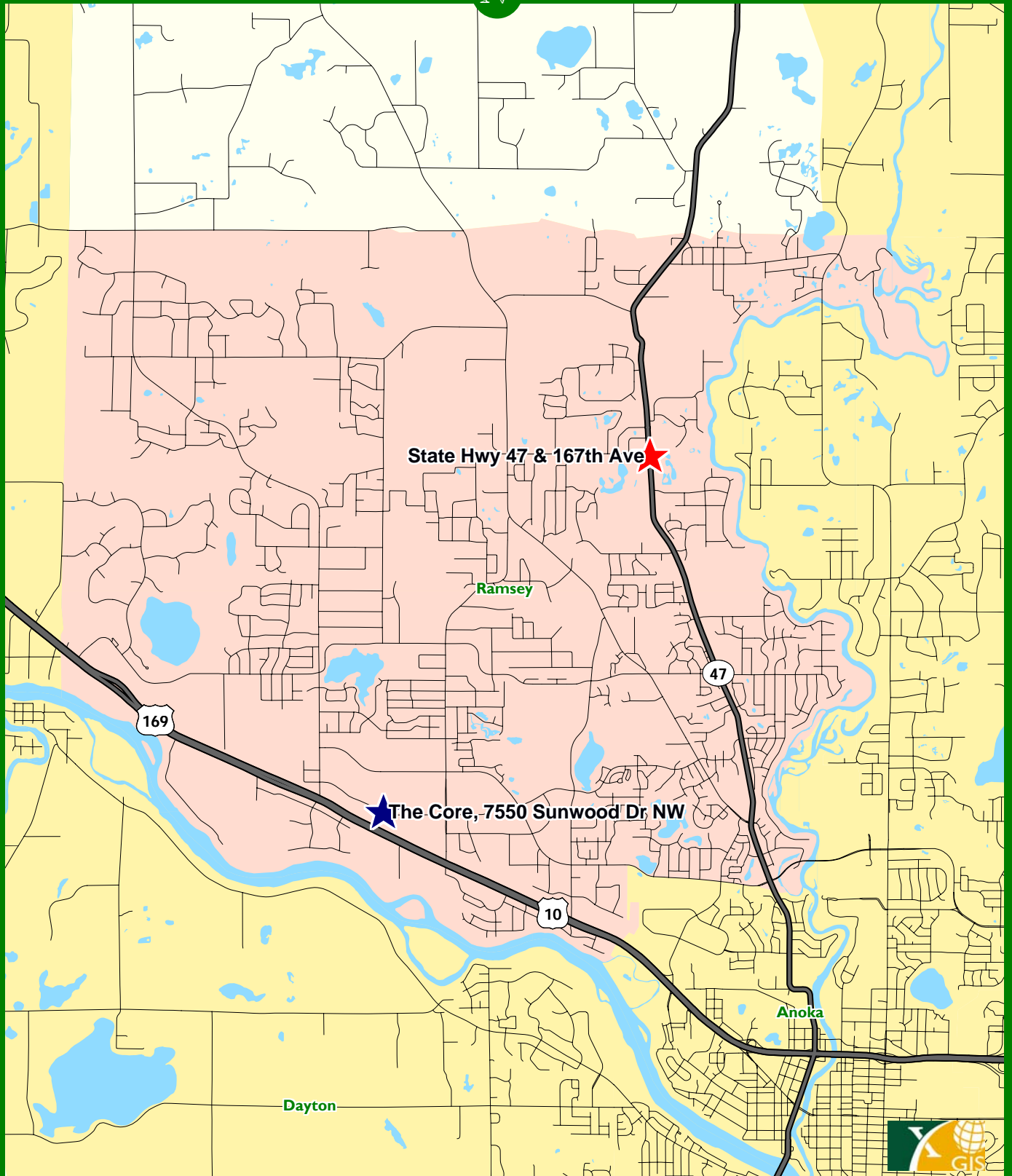
Buxton has examined the retail potential of the two sites based on the following analyses:

- 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: Overview



### Shopping Centers

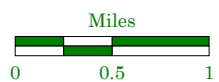
GLA in thousands

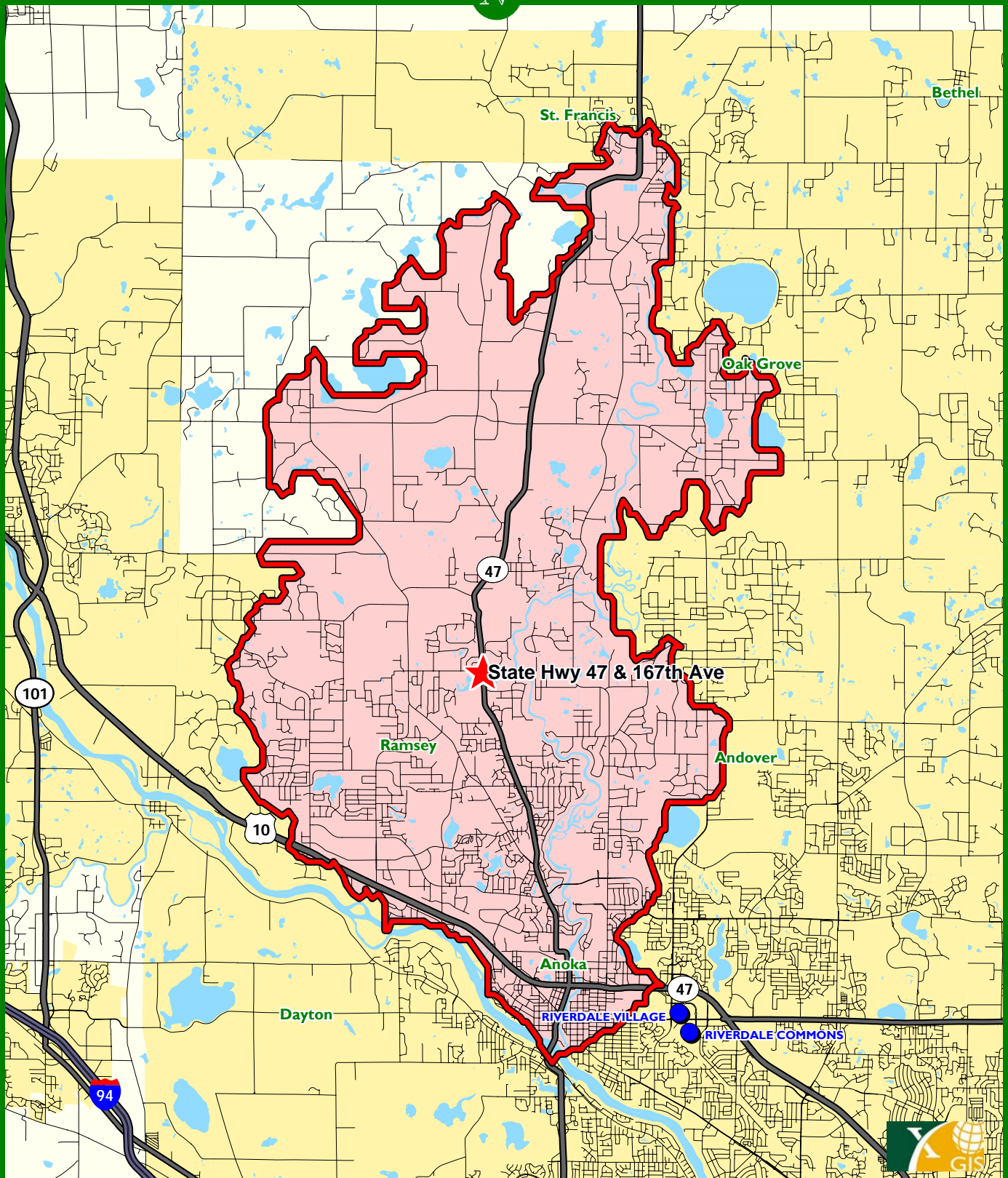


City Limits

Site 2

Site 1





# Ramsey, Minnesota: Trade Area



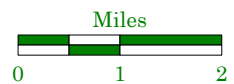
### Shopping Centers

GLA in thousands



 12 Minute Drive Time

 Site I



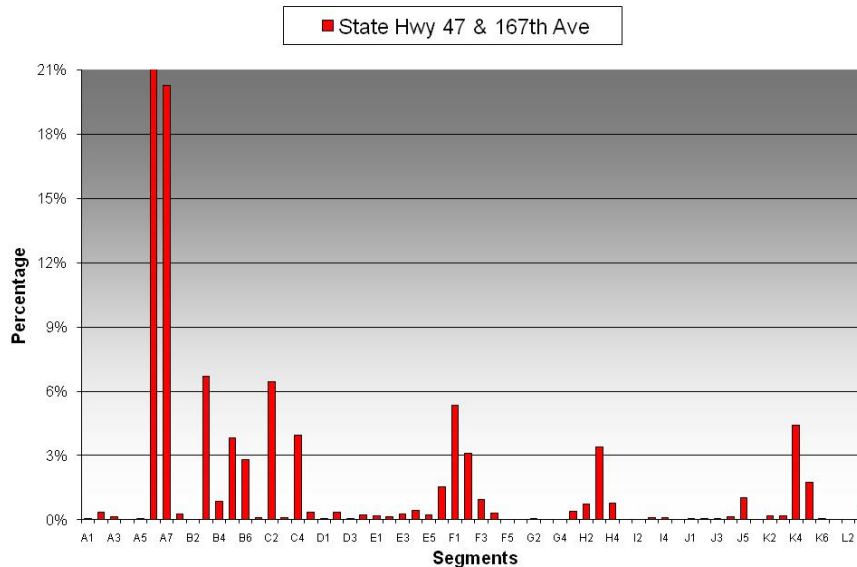
## Site 1 Analysis: State Highway 47 & 167<sup>th</sup> Avenue

### 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 C for additional segment description information.

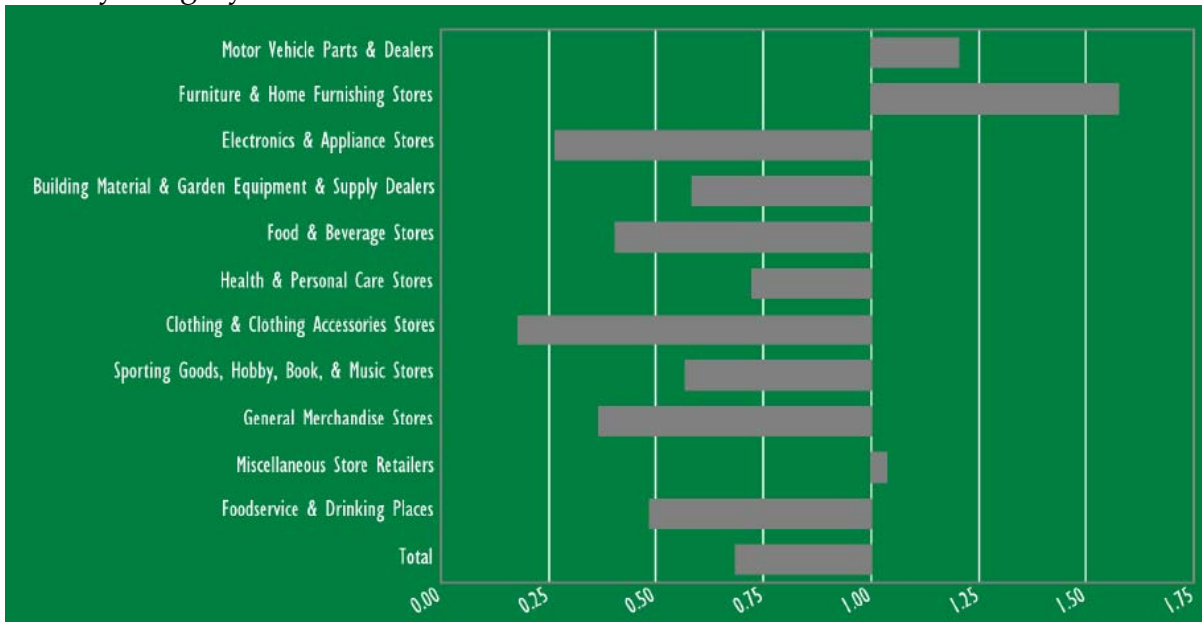
Dominant Segments	Description	Households
A06	Small-town Success	5,050
A07	New Suburbia Families	3,786
B03	Urban Commuter Families	1,249
B05	Second-generation Success	711
C02	Prime Middle America	1,208
C04	Family Convenience	741
F01	Steadfast Conservatives	999
F02	Moderate Conventionalists	581
H03	Stable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

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

## 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.

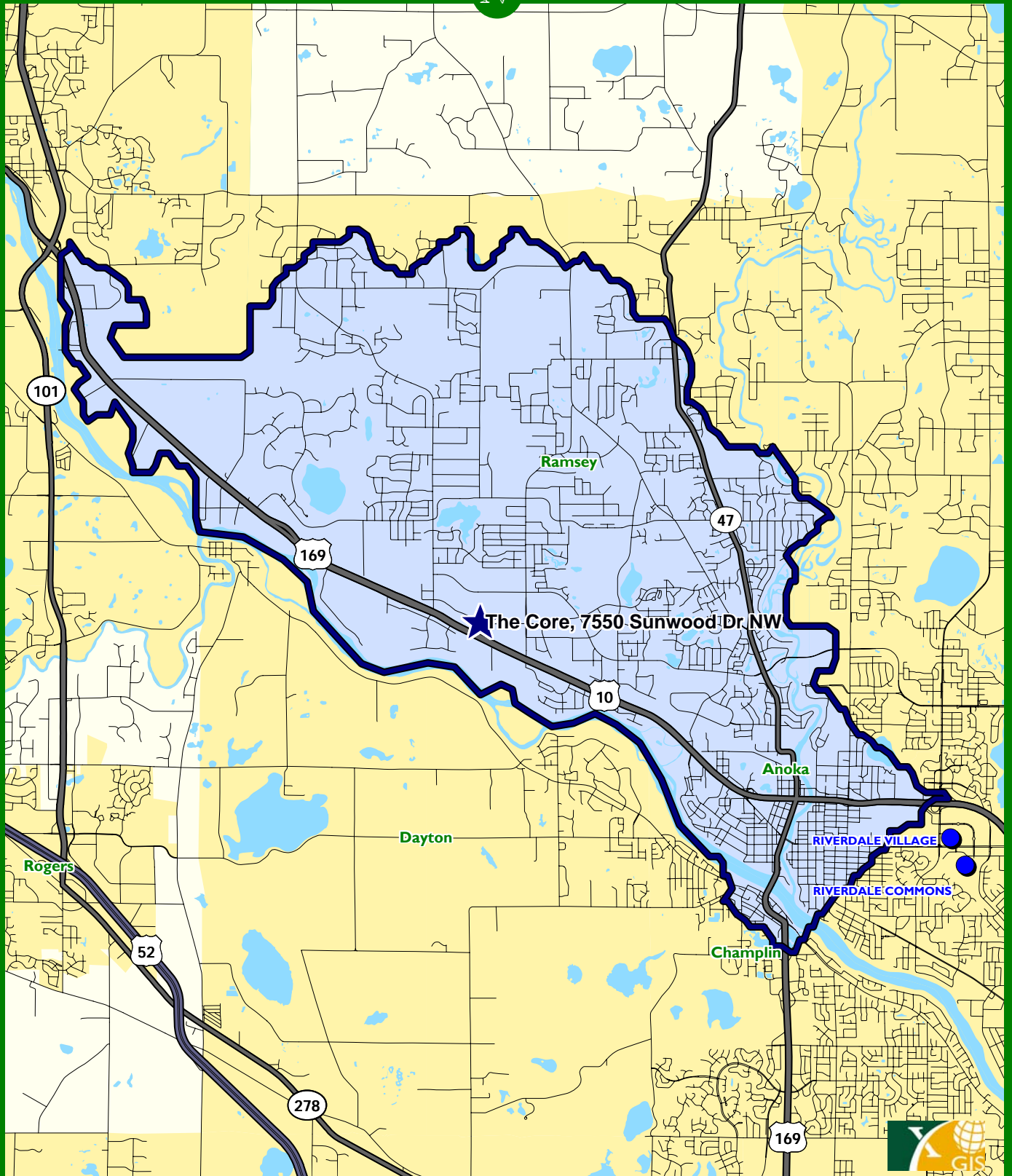


Source: Mosaic® USA is a registered trademark of Experian; Census Data. Data Source: Applied Geographic Solutions, 2000; Census Estimates and Projections 2008 Data

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

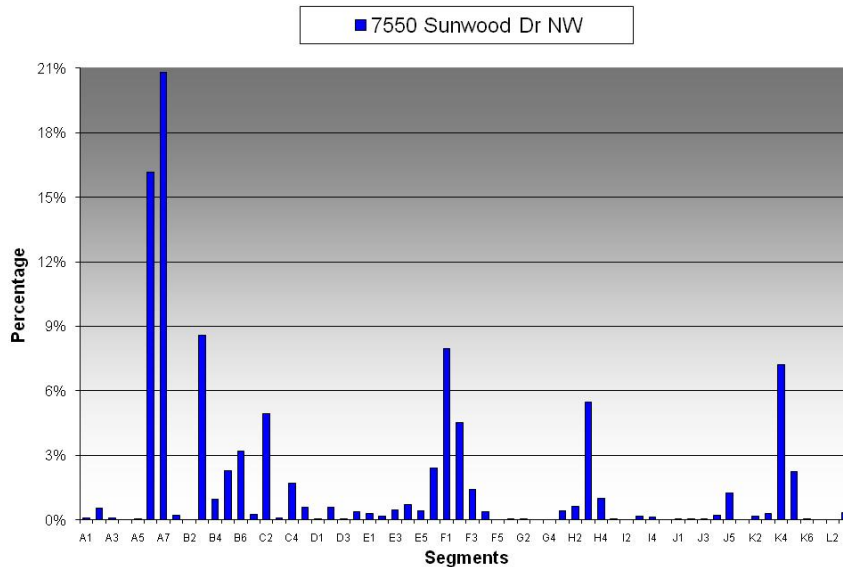
## Site 2 Analysis: 7550 Sunwood Drive NW

### 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 C for additional segment description information.

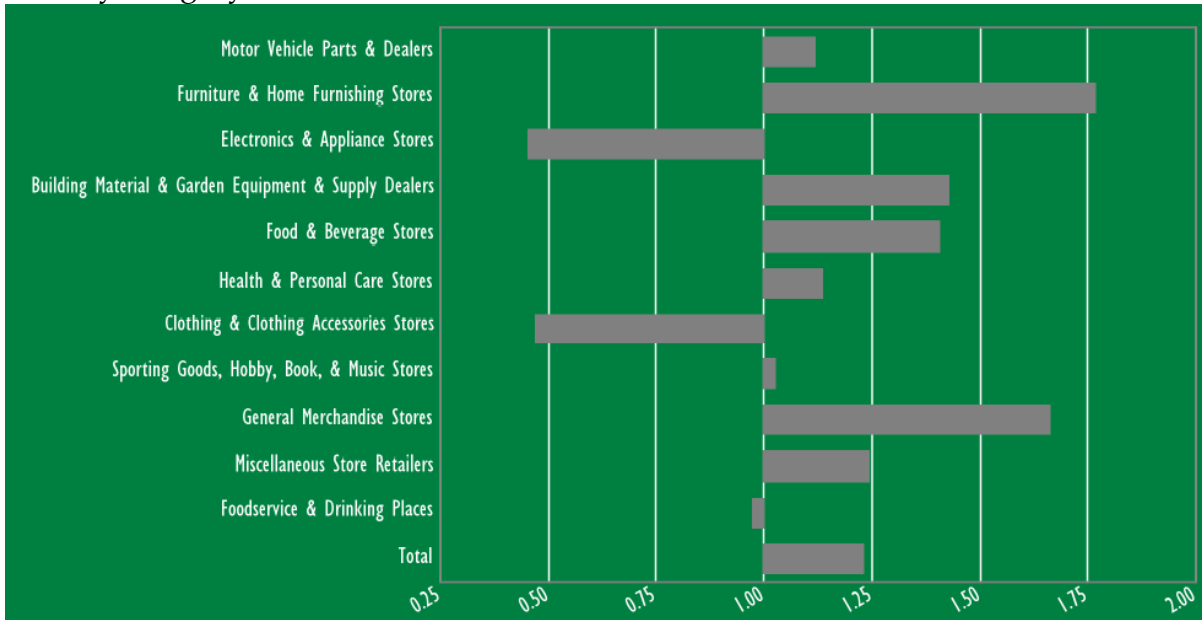
Dominant Segments	Description	Households
A06	Small-town Success	2,188
A07	New Suburbia Families	2,812
B03	Urban Commuter Families	1,158
B06	Successful Suburbia	430
C02	Prime Middle America	669
F01	Steadfast Conservatives	1,074
F02	Moderate Conventionalists	613
H03	Stable Careers	742
K04	Urban Diversity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



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 2:

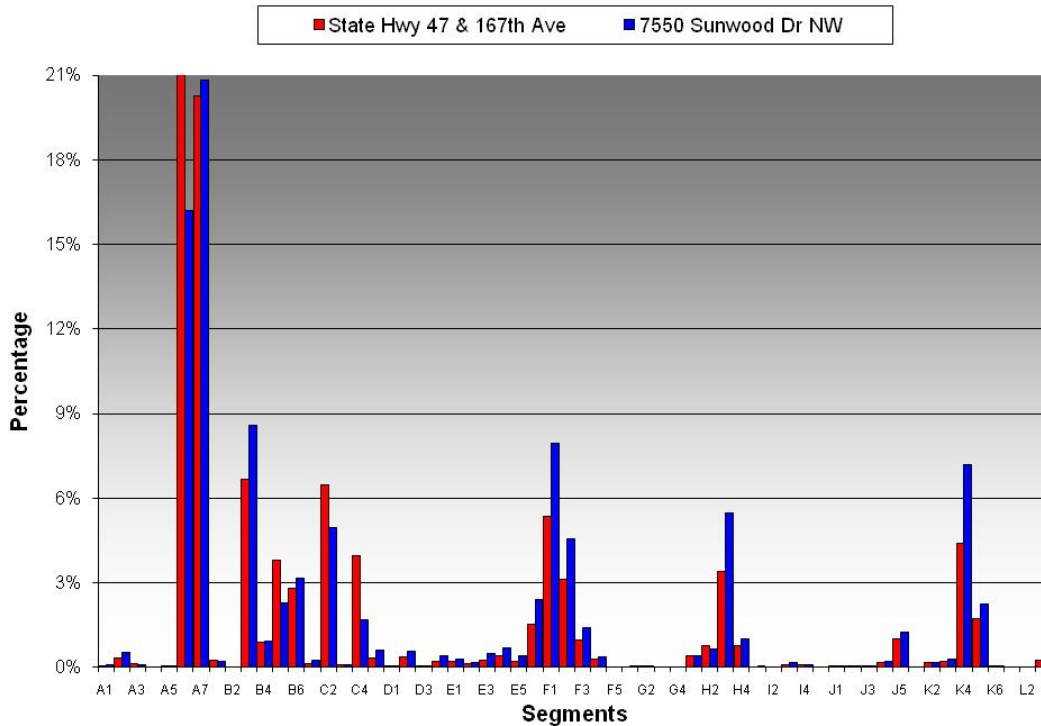
Trade Potential Variables	Site 2
Estimated Household Count	13,514
Number of Households in Dominant Segments	10,659
Traffic Count	37,500
Total Demand	\$955,227,451
Total Supply	\$1,175,177,367
Surplus	\$219,949,916

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.

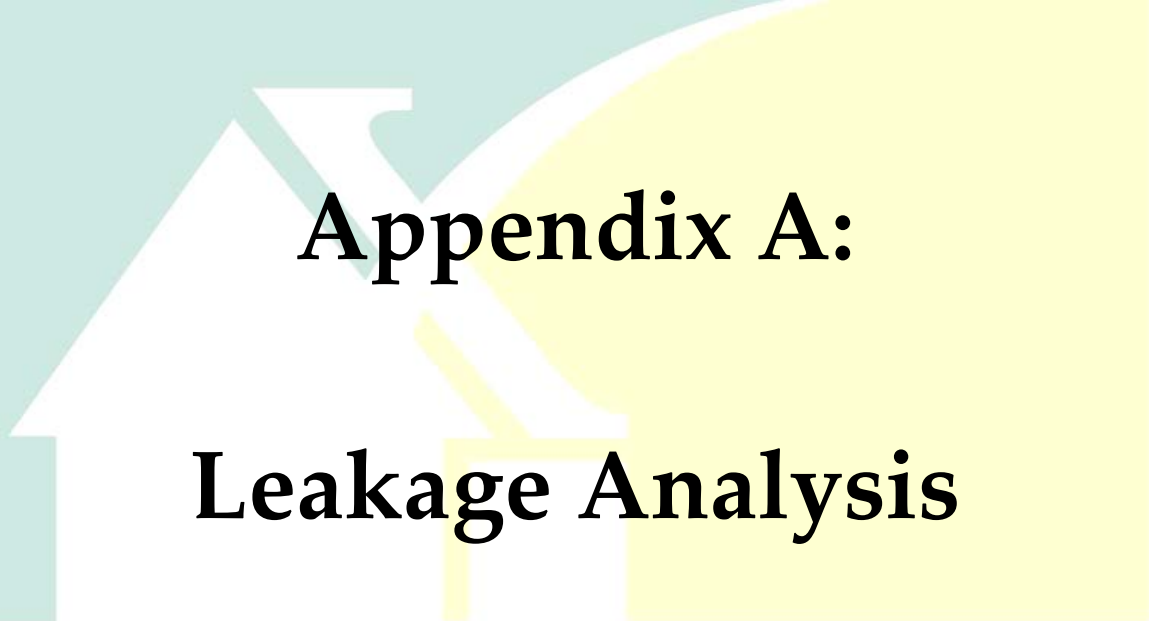


Mosaic® USA is a registered trademark of Experian; Census Data. Data Source: Applied Geographic Solutions, 2000: Census Estimates and Projections 2008 Data

### 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



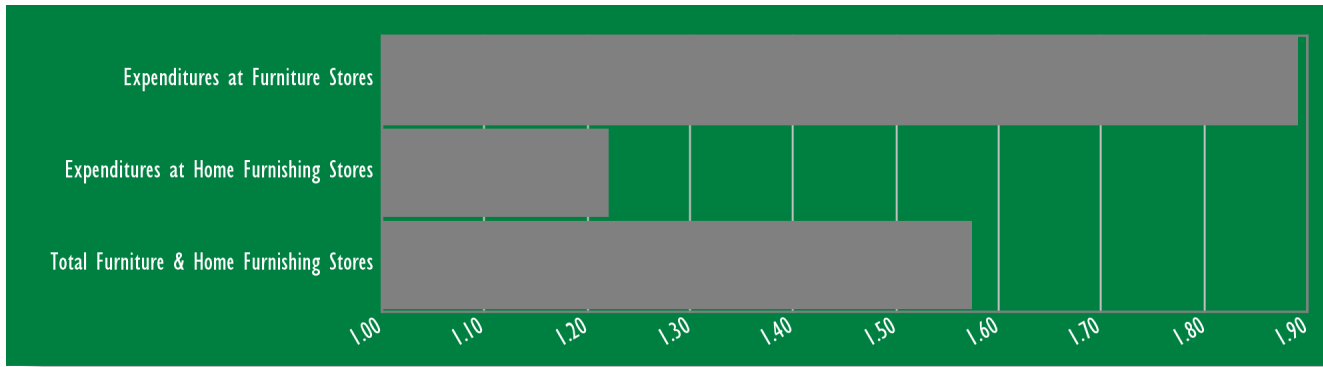
Store Type	Potential	Actual Sales	Leakage
Motor Vehicle Parts & Dealers	149,660,406	179,996,510	1.2
Furniture & Home Furnishing Stores	20,483,996	32,254,984	1.6
Electronics & Appliance Stores	18,142,728	4,881,670	0.3
Building Material & Garden Equipment & Supply Dealers	95,030,755	55,623,887	0.6
Food & 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
<b>Total</b>	<b>629,316,309</b>	<b>432,123,888</b>	<b>0.7</b>

### 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



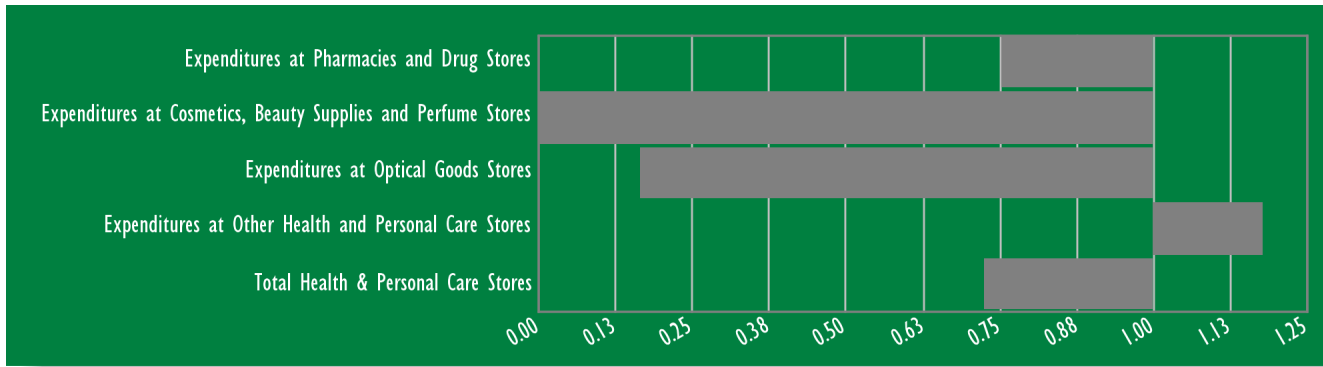
Store Type	Potential	Actual Sales	Leakage
Expenditures at Home Centers	34,575,783	12,371,415	0.4
Expenditures at Paint and Wallpaper Stores	1,958,246	0	0.0
Expenditures at Hardware Stores	6,934,600	13,533,357	2.0
Expenditures at Other Building Materials Dealers	44,049,036	26,201,508	0.6
Expenditures 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



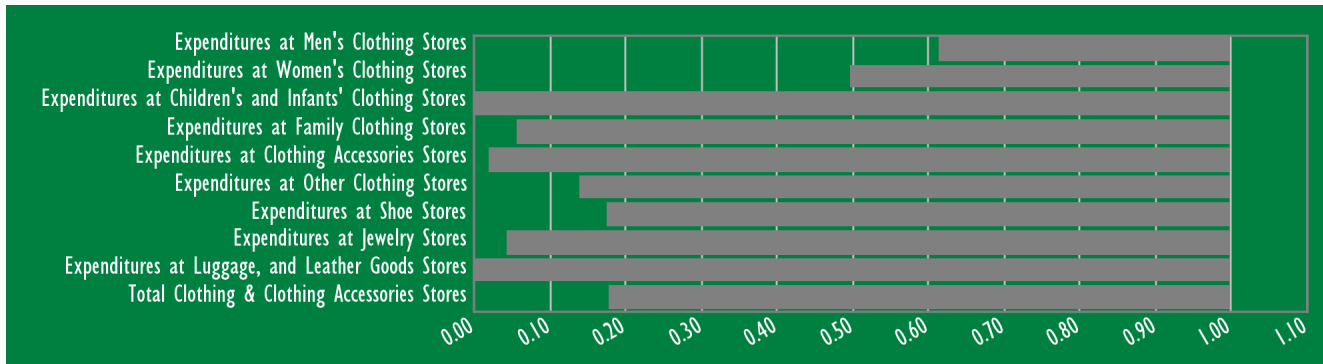
Store Type	Potential	Actual Sales	Leakage
Expenditures at Supermarkets and Other Grocery (except Convenience) Stores	70,980,489	26,613,050	0.4
Expenditures at Convenience Stores	3,969,048	748,888	0.2
Expenditures at Specialty Food Stores	2,285,507	770,966	0.3
Expenditures at Beer, Wine, and Liquor Stores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

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
<b>Total Health &amp; Personal Care Stores</b>	<b>32,900,745</b>	<b>23,862,895</b>	<b>0.7</b>

### Sub-Categories of Clothing & Clothing Accessories Stores



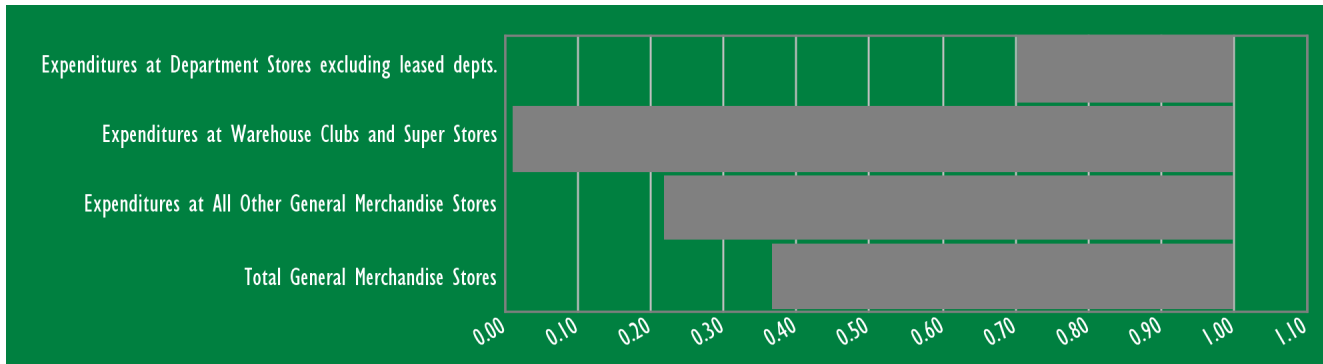
Store Type	Potential	Actual Sales	Leakage
Expenditures at Men's Clothing Stores	1,736,422	1,067,917	0.6
Expenditures at Women's Clothing Stores	6,864,316	3,415,189	0.5
Expenditures at Children's and Infants' Clothing Stores	1,443,296	0	0.0
Expenditures at Family Clothing Stores	14,380,184	817,601	0.1
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
<b>Total Clothing &amp; Clothing Accessories Stores</b>	<b>37,271,242</b>	<b>6,637,591</b>	<b>0.2</b>

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



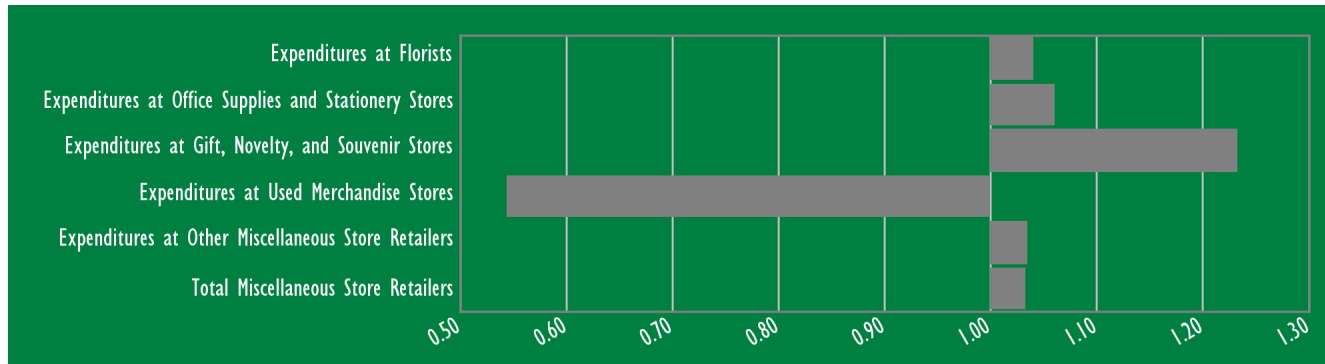
Store Type	Potential	Actual Sales	Leakage
Expenditures at Sporting Goods Stores	5,569,216	5,491,546	1.0
Expenditures at Hobby, Toys and Games Stores	3,314,160	1,304,947	0.4
Expenditures at Sew/Needlework/Piece Goods Stores	749,262	889,467	1.2
Expenditures at Musical Instrument and Supplies Stores	947,358	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
<b>Total Sporting Goods, Hobby, Book, &amp; Music Stores</b>	<b>14,909,907</b>	<b>8,496,836</b>	<b>0.6</b>

### Sub-Categories of General Merchandise Stores



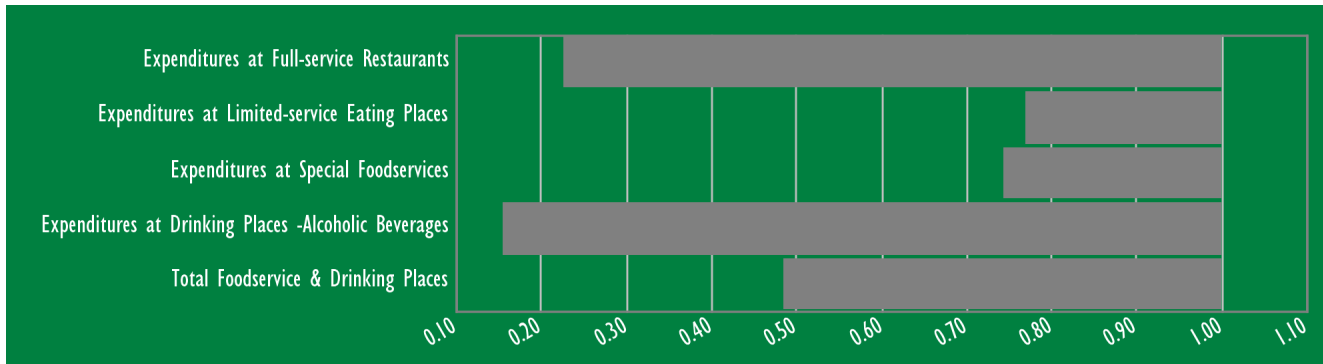
Store Type	Potential	Actual Sales	Leakage
Expenditures at Department Stores excluding leased depts.	44,271,577	31,197,433	0.7
Expenditures at Warehouse Clubs and Super Stores	39,204,104	436,278	0.0
Expenditures at All Other General Merchandise Stores	6,889,865	1,496,860	0.2
<b>Total General Merchandise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

### 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
<b>Total Miscellaneous Store Retailers</b>	<b>19,917,598</b>	<b>20,599,947</b>	<b>1.0</b>

## 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
<b>Total Foodservice &amp; Drinking Places</b>	<b>67,940,038</b>	<b>33,056,514</b>	<b>0.5</b>

## 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

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.

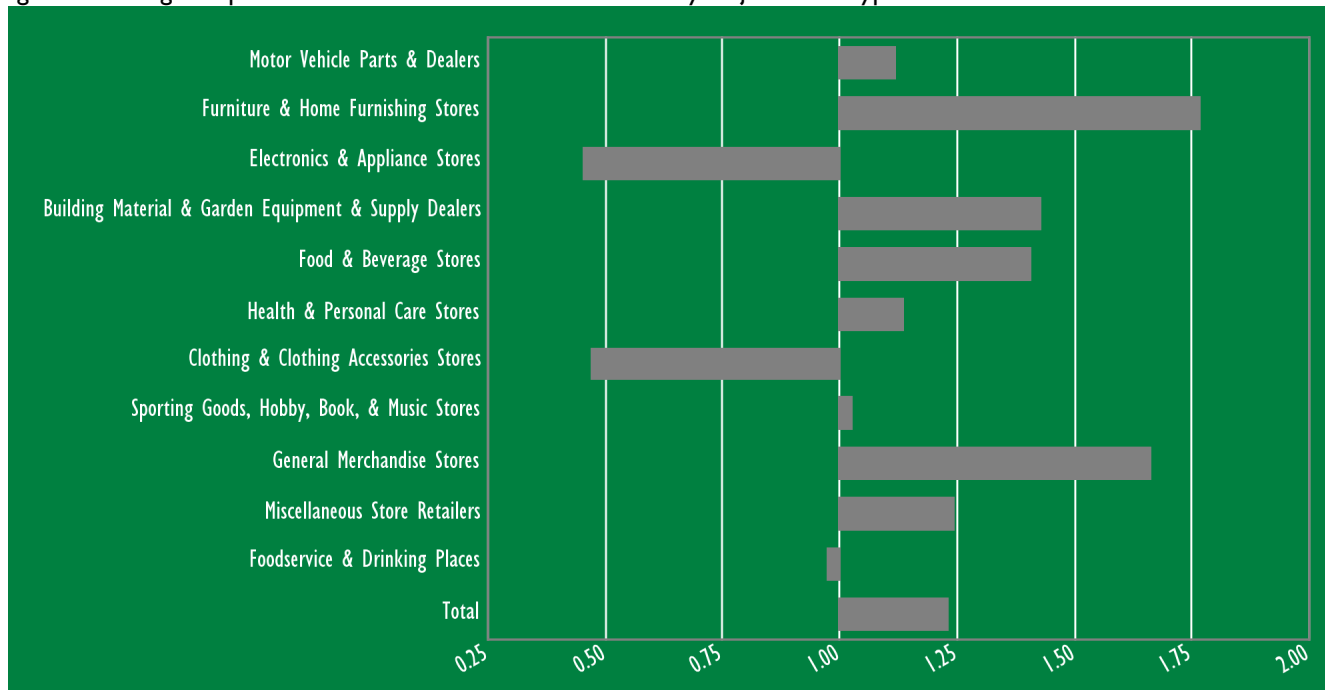
1.2 = sales exceed demand by 20%, meaning that consumers are coming from outside the area being analyzed.

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



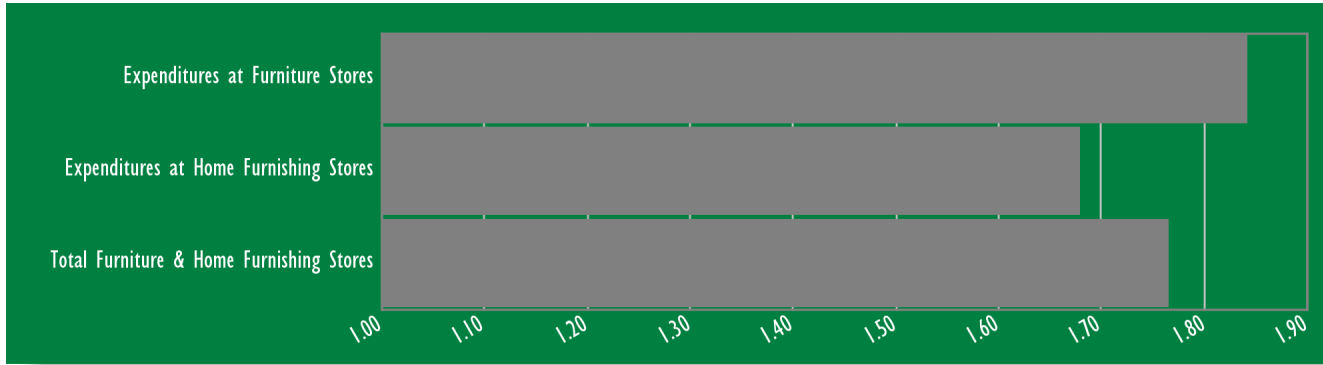
Store Type	Potential	Actual Sales	Leakage
Motor Vehicle Parts & Dealers	228,607,369	255,401,791	1.1
Furniture & Home Furnishing Stores	29,917,339	52,836,985	1.8
Electronics & Appliance Stores	27,318,974	12,428,000	0.5
Building Material & Garden Equipment & Supply Dealers	137,590,373	196,251,012	1.4
Food & 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
<b>Total</b>	<b>955,227,451</b>	<b>1,175,177,367</b>	<b>1.2</b>

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



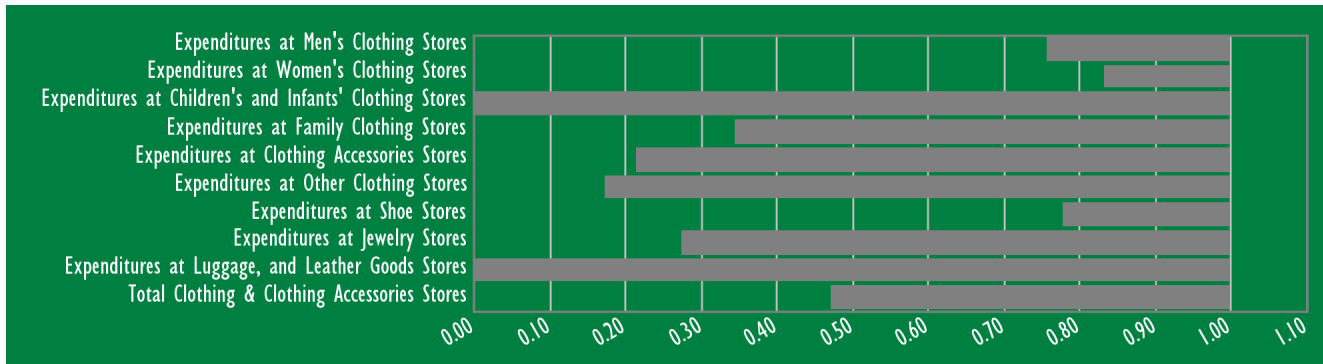
Store Type	Potential	Actual Sales	Leakage
Expenditures at Supermarkets and Other Grocery (except Convenience) Stores	110,821,801	164,646,839	1.5
Expenditures at Convenience Stores	6,278,217	1,695,858	0.3
Expenditures at Specialty Food Stores	3,551,918	1,960,832	0.6
Expenditures at Beer, Wine, and Liquor 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



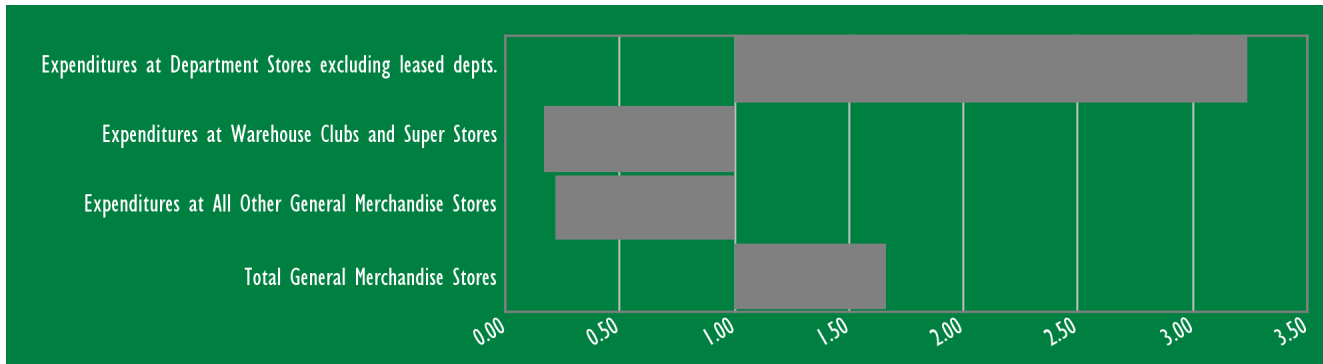
Store Type	Potential	Actual Sales	Leakage
Expenditures at Men's Clothing Stores	2,565,104	1,942,868	0.8
Expenditures at Women's Clothing Stores	9,993,395	8,331,835	0.8
Expenditures at Children's and Infants' Clothing Stores	2,208,647	0	0.0
Expenditures at Family Clothing Stores	21,224,352	7,313,832	0.3
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
<b>Total Clothing &amp; Clothing Accessories Stores</b>	<b>54,744,508</b>	<b>25,847,066</b>	<b>0.5</b>

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



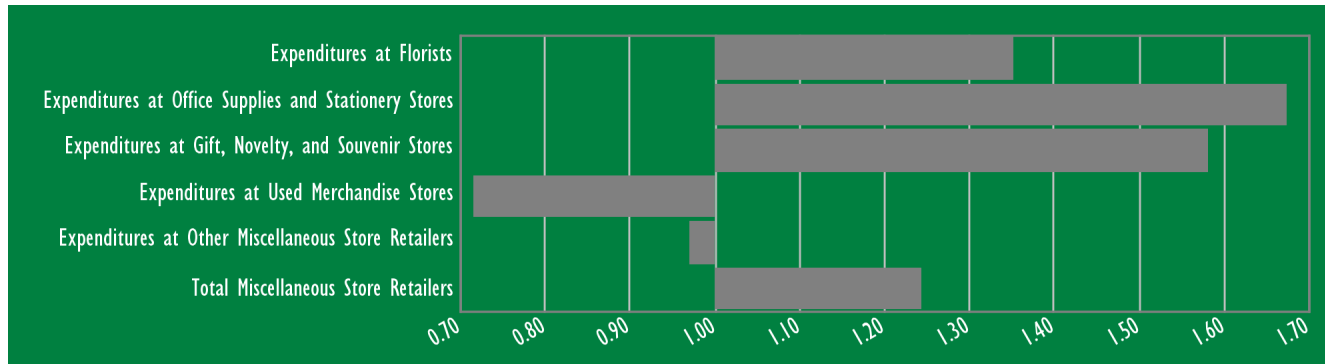
Store Type	Potential	Actual Sales	Leakage
Expenditures at Sporting Goods Stores	8,214,638	9,525,227	1.2
Expenditures at Hobby, Toys and Games Stores	4,979,785	6,062,766	1.2
Expenditures at Sew/Needlework/Piece Goods Stores	1,121,349	1,241,456	1.1
Expenditures at Musical Instrument and Supplies Stores	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



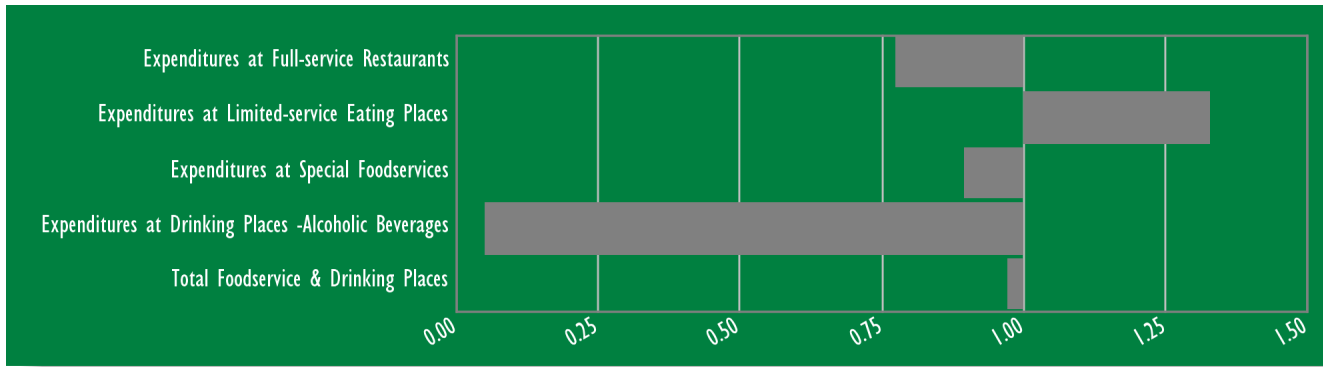
Store Type	Potential	Actual Sales	Leakage
Expenditures at Department Stores excluding leased depts.	66,378,948	215,263,870	3.2
Expenditures at Warehouse Clubs and Super Stores	60,296,373	10,131,549	0.2
Expenditures at All Other General Merchandise Stores	10,365,307	2,318,068	0.2
Total General Merchandise 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
<b>Total Miscellaneous Store Retailers</b>	<b>30,260,211</b>	<b>37,626,745</b>	<b>1.2</b>

### 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
<b>Total Foodservice &amp; Drinking Places</b>	<b>105,819,751</b>	<b>103,081,917</b>	<b>1.0</b>

---

## Sources and Methodology

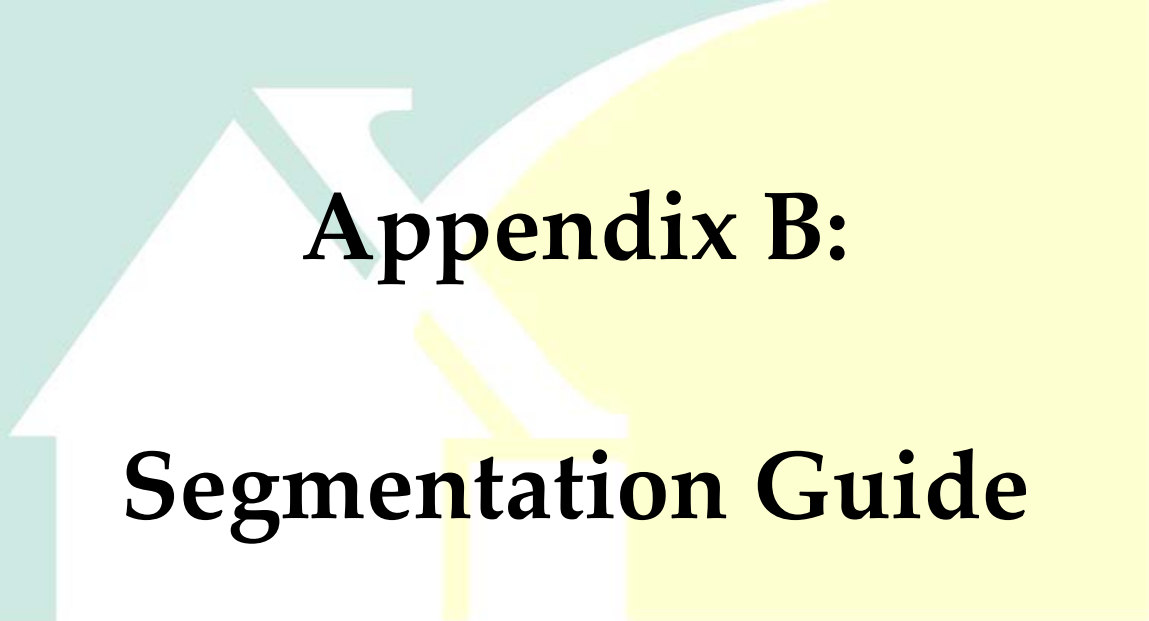
The primary data sources used in the construction of the database include:

- 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	Page #
<b>A</b> Affluent Suburbia 11.19%	A01	America's Wealthiest	1.14%	6
	A02	Dream Weavers	1.74%	7
	A03	White-collar Suburbia	1.43%	8
	A04	Upscale Suburbanites	0.84%	9
	A05	Enterprising Couples	0.84%	10
	A06	Small-town Success	2.38%	11
	A07	New Suburbia Families	2.82%	12
<b>B</b> Upscale America 13.26%	B01	Status-conscious Consumers	1.55%	13
	B02	Affluent Urban Professionals	1.44%	14
	B03	Urban Commuter Families	6.33%	15
	B04	Solid Suburban Life	0.63%	16
	B05	Second-generation Success	2.40%	17
	B06	Successful Suburbia	0.91%	18
<b>C</b> Small-town Contentment 7.64%	C01	Second City Homebodies	0.74%	19
	C02	Prime Middle America	3.52%	20
	C03	Suburban Optimists	0.61%	21
	C04	Family Convenience	1.93%	22
	C05	Mid-market Enterprise	0.84%	23
<b>D</b> Blue-collar Backbone 6.57%	D01	Nuevo Hispanic Families	2.73%	24
	D02	Working Rural Communities	1.06%	25
	D03	Lower-income Essentials	0.83%	26
	D04	Small-city Endeavors	1.95%	27
<b>E</b> American Diversity 9.73%	E01	Ethnic Urban Mix	1.89%	28
	E02	Urban Blues	1.74%	29
	E03	Professional Urbanites	2.09%	30
	E04	Suburban Advantage	1.15%	31
	E05	American Great Outdoors	1.37%	32
	E06	Mature America	1.48%	33
<b>F</b> Metro Fringe 10.63%	F01	Steadfast Conservatives	6.51%	34
	F02	Moderate Conventionalists	1.60%	35
	F03	Southern Blues	0.92%	36
	F04	Urban Grit	0.55%	37
	F05	Grass-roots Living	1.05%	38
<b>G</b> Remote America 7.39%	G01	Hardy Rural Families	2.70%	39
	G02	Rural Southern Living	2.71%	40
	G03	Coal and Crops	1.81%	41
	G04	Native Americana	0.18%	42
<b>H</b> Aspiring Contemporaries 11.18%	H01	Young Cosmopolitans	3.22%	43
	H02	Minority Metro Communities	2.20%	44
	H03	Stable Careers	4.29%	45
	H04	Aspiring Hispania	1.48%	46
<b>I</b> Rural Villages and Farms 4.77%	I01	Industrious Country Living	1.30%	47
	I02	America's Farmlands	1.04%	48
	I03	Comfy Country Living	0.73%	49
	I04	Small-town Connections	0.48%	50
	I05	Hinterland Families	1.23%	51
<b>J</b> Struggling Societies 8.20%	J01	Rugged Rural Style	1.62%	52
	J02	Latino Nuevo	2.91%	53
	J03	Struggling City Centers	1.72%	54
	J04	College Town Communities	0.98%	55
	J05	Metro Beginnings	0.98%	56
<b>K</b> Urban Essence 8.63%	K01	Unattached Multi-cultures	0.38%	57
	K02	Academic Influences	0.47%	58
	K03	African-American Neighborhoods	1.93%	59
	K04	Urban Diversity	2.44%	60
	K05	New Generation Activists	2.37%	61
	K06	Getting By	1.05%	62
<b>L</b> Varying Lifestyles 0.80%	L01	Military Family Life	0.31%	63
	L02	Major University Towns	0.27%	64
	L03	Gray Perspectives	0.22%	65

## Mosaic USA Group Descriptions

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

## Mosaic USA Segment Descriptions

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 midsized 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.

# BUXTON UPDATE – SITES 1 AND 2

The screenshot displays the SCOUT software interface for a site analysis. The main map area shows a geographic region including Buxton, MN, with various roads and landmarks. Two sites are marked: Site 1 (red star) and Site 2 (blue star). The interface includes a toolbar on the left with navigation and tool icons, a legend on the right titled "Psychographic Site Analysis" with four entries, and a bottom navigation bar with tabs for Sites, Files, Saved Maps, Resource Links, and Geocoder. The status bar at the bottom indicates "No Site Selected" and "Map View".

**Psychographic Site Analysis Legend:**

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

**Map Labels:** Elk River, Orono Lake, Otsego, Foster Lake, Diamond Lake, Anoka, Champlin, Andover, Round Lake, Greenhaven Country Club, Crooked Lake, Shade Tree Communities, Ham Lake, Soderville.

**Map Coordinates:** 45.24353, -93.35426

**Map Data:** ©2011 Buxton; Google Maps; Mosaic@USA is a registered trademark of Experian; Map data ©2011 Google

**Ramsey, MN**  
**Operational Status of Retailers**  
**The COR**  
**7550 Sunwood Dr NW**



<b>Retailer</b>	<b>Concept</b>	<b>Website</b>	<b>Preferred Square Footage</b>	<b>Franchise?</b>	<b>Percent Franchise</b>	<b>Operating in MN?</b>	<b>Targeting MN for expansion?</b>
A&W DRIVE-IN	Fast food	www.yum.com	2,000-3,500	YES	69%	YES	YES
ACE HARDWARE	Hardware/home improvement	www.acehardware.com	10,000-20,000	NO	0%	YES	YES
AEROPOSTALE INC	Apparel - men's, apparel - women's	www.aeropostale.com	3,500	NO	0%	YES	YES
ANN TAYLOR	Apparel - women's	www.anntaylor.com	5,000-8,400	NO	0%	YES	YES
ASHLEY FURNITURE HOMESTORE	Furniture/beds	www.ashleyfurniture.com	55,000	NO	0%	YES	YES
BANANA REPUBLIC	Apparel - children's, apparel - men's, apparel - women's	www.gapinc.com	2,750-35,000	NO	0%	YES	YES
BASKIN-ROBBINS ICE CREAM	Candy/ice cream/yogurt, fast food	www.dunkinbrands.com	1,500-2,200	YES	100%	YES	YES
BATTERIES PLUS	Computers/software, electronics, specialty	www.batteriesplus.com	1,200-1,800	YES	96%	YES	YES
BED BATH & BEYOND	Bed and bath linens, cutlery/kitchenware, home decor/lamps/drapes, discount stores	www.bedbathandbeyond.com	5,500-85,000	NO	0%	YES	YES
BEST BUY	Computers/software, electronics, major appliances	www.bestbuy.com	5,000-45,000	NO	0%	YES	YES
BIG BOY	Restaurants/bars	www.bigboy.com	5,200	YES	97%	NO	YES
BLIMPIE SUBS & SALADS	Fast food	www.kahalacorp.com	250-3,000	YES	75%	YES	YES
BUFFALO WILD WINGS	Restaurants/bars	www.buffalowildwings.com	5,000-7,000	YES	65%	YES	YES
BUILD A BEAR	Amusement/play centers, specialty	www.buildabear.com	1,500-3,000	NO	0%	YES	YES
BURGER KING	Fast food	www.bk.com	1,900-4,000	YES	86%	YES	YES
CACHE	Apparel - women's	www.cache.com	1,800-2,000	NO	0%	YES	YES
CAMPBOWWOW	Pets/animal supplies	www.campbowwowusa.com	7,500-10,000	NO	0%	YES	YES
CARIBOU COFFEE CO	Coffee bars/juice bars	www.cariboucoffee.com	1,600	YES	18%	YES	YES
CARTRIDGE WORLD	Specialty	www.cartridgeworld.com	800-1,400	YES	100%	YES	YES
CATHERINES STORES CORP	Apparel - women's	www.charmingshoppes.com	3,000-7,000	NO	0%	YES	YES
CHICO'S	Accessories, apparel - women's	www.chicos.com	1,500-4,000	YES	1%	YES	YES
CHILI'S GRILL & BAR	Fast casual restaurants, restaurants/bars	www.brinker.com	5,000-16,000	YES	27%	YES	YES
CHRISTOPHER & BANKS INC	Apparel - women's	www.christopherandbanks.com	3,000-3,600	NO	0%	YES	YES
COLD STONE CREAMERY	Candy/ice cream/yogurt	www.kahalacorp.com	250-3,000	YES	75%	YES	YES
COSTCO WHOLESALE	Furniture/beds, warehouses/wholesale clubs	www.costco.com	70,000-205,000	NO	0%	YES	YES
COUNTRY KITCHEN RESTAURANT	Restaurants/bars	www.countrykitchenrestaurants.com	4,500	YES	84%	YES	NO
COUSINS SUBS	Fast food	www.cousinssubs.com	1,400-2,000	YES	91%	YES	YES
CULVER'S	Candy/ice cream/yogurt, fast casual restaurants	www.culvers.com	4,000	YES	98%	YES	YES
CURVES	Health clubs/gyms	www.curvesforwomen.com	1,000-1,500	YES	100%	YES	YES
DAIRY QUEEN	Candy/ice cream/yogurt, coffee bars/juice bars, fast food	www.idq.com	500-1,200	YES	99%	YES	YES
DEB SHOP	Apparel - men's, apparel - women's	www.debshops.com	7,500	NO	0%	YES	YES
DENNY'S RESTAURANT	Fast food, restaurants/bars	www.dennys.com	3,200-4,750	YES	77%	YES	NO
DICK'S SPORTING GOODS	Sporting goods/athletic wear	www.dickssportinggoods.com	50,000-60,000	NO	0%	YES	YES
DISCOUNT TIRE CENTER	Auto supplies/car care	www.tires.com	5,000-10,000	NO	0%	YES	YES
DOMINO'S PIZZA	Fast food	www.dominos.com	1,000-1,300	YES	89%	YES	YES
DRESS BARN	Apparel - women's	www.dressbarn.com	4,000-8,000	NO	0%	YES	YES
DUNKIN DONUTS	Bakeries/bagels/pretzels	www.dunkinbrands.com	1,500-2,200	YES	100%	YES	YES
FAMOUS DAVE'S	Restaurants/bars	www.famousdaves.com	6,000-10,500	YES	72%	YES	YES

Ramsey, MN  
Operational Status of Retailers  
The COR  
7550 Sunwood Dr NW



Retailer	Concept	Website	Preferred Square Footage	Franchise?	Percent Franchise	Operating in MN?	Targeting MN for expansion?
FAMOUS FOOTWEAR	Shoes	www.famousfootwear.com	6,000-8,000	NO	0%	YES	YES
FIGAROS ITALIAN KITCHEN	Fast food	www.figaros.com	1,000-1,500	YES	100%	YES	YES
FIVE GUYS	Restaurants/bars	www.fiveguys.com	2,000-3,000	YES	100%	YES	NO
FOX'S PIZZA DEN	Fast food	www.foxspizza.com	800-1,800	YES	100%	NO	YES
FUDDRUCKERS INC	Fast casual restaurants	www.fuddruckers.com	4,500-7,000	YES	62%	YES	YES
GLIK'S DEPARTMENT STORE	Apparel - men's, apparel - women's, shoes	www.gliks.com	4,000-15,000	NO	0%	YES	NO
GODFATHER'S PIZZA	Fast food	www.godfathers.com	3,600-4,000	YES	84%	YES	YES
GOLF U S A	Sporting goods/athletic wear	www.golfusa.com	2,500-7,000	YES	98%	YES	YES
GREAT CLIPS	Beauty salons	www.greatclips.com	900-1,200	YES	100%	YES	YES
GREAT STEAK & POTATO CO	Fast food	www.kahalacorp.com	250-3,000	YES	75%	YES	YES
GUESS RETAIL INC	Accessories, apparel - children's, apparel - men's, apparel - women's	www.guess.com	4,500	NO	0%	YES	YES
HALLMARK	Cards/stationery	www.hallmark.com	3,200-4,500	YES	86%	YES	YES
HERBERGERS DEPT STORE	Department stores	www.bonton.com	55,000-150,000	NO	0%	YES	YES
HOBBY LOBBY	Art supplies/crafts/hobbies	www.hobbylobby.com	23,000-55,000	NO	0%	YES	YES
HOBBYTOWN USA	Art supplies/crafts/hobbies, toys/games/video games	www.hobbytown.com	3,000-7,000	YES	100%	YES	YES
HOME DEPOT INC	Hardware/home improvement	www.homedepot.com	2,400-150,000	NO	0%	YES	YES
JERSEY MIKE'S SUBMARINES	Fast food	www.jerseymikes.com	1,200-1,400	YES	63%	YES	YES
JIMMY JOHN'S	Fast casual restaurants	www.jimmyjohns.com	900-1,500	YES	97%	YES	YES
JOSEPH A BANK CLOTHIERS	Apparel - men's, off-price/outlet stores	www.josbank.com	4,000-4,500	YES	2%	YES	YES
JOURNEYS	Accessories, apparel - men's, apparel - women's, shoes, off-price/outlet stores	www.genesco.com	150-3,000	NO	0%	YES	YES
KAY JEWELERS	Fine jewelry/watches	www.signetgroupplc.com	1,200-5,500	NO	0%	YES	YES
KOHL'S DEPARTMENT STORES	Department stores	www.kohls.com	75,000-133,000	NO	0%	YES	YES
LA Z BOY	Furniture/beds	www.lazboy.com	15,519-20,479	NO	0%	YES	YES
LANE BRYANT	Apparel - women's	www.charmingshoppes.com	3,000-7,000	NO	0%	YES	YES
LENS CRAFTERS INC	Optical/eyewear	www.luxottica.com	150-4,000	NO	0%	YES	YES
LITTLE CAESAR'S PIZZA	Fast food	www.littlecaesars.com	1,200-1,600	YES	87%	YES	YES
LONE STAR STEAKHOUSE & SALOON	Restaurants/bars	www.lonestarsteakhouse.com	5,800-16,500	NO	0%	NO	YES
LONGHORN STEAKHOUSE	Restaurants/bars	www.dardenrestaurants.com	5,500-8,600	NO	0%	YES	YES
MARBLE SLAB CREAMERY	Candy/ice cream/yogurt	www.nexcenbrands.com	400-12,000	YES	60%	YES	YES
MARSHALLS	Apparel - children's, apparel - men's, apparel - women's, home decor/lamps/drapes	www.tjx.com	25,000-65,000	NO	0%	YES	YES
MICHAEL'S	Art/collectibles/frames, art supplies/crafts/hobbies	www.michaels.com	5,800-18,200	NO	0%	YES	YES
MILIOS SANDWICHES	Fast food	www.milios.com	2,500	NO	0%	YES	YES
MOES SOUTHWEST GRILL	Fast food	www.focusbrands.com	500-3,000	YES	66%	YES	YES
NAPA AUTO PARTS	Auto supplies/car care	www.genpt.com	5,000-7,000	YES	81%	YES	YES
NEW YORK & CO	Apparel - women's	www.nyandcompany.com	6,000-8,000	NO	0%	YES	YES
O'CHARLEY'S	Restaurants/bars	www.ocharleys.com	7,000-10,000	YES	5%	NO	YES
OLD NAVY CLOTHING CO	Apparel - children's, apparel - men's, apparel - women's	www.gapinc.com	2,750-35,000	NO	0%	YES	YES
OLIVE GARDEN	Restaurants/bars	www.dardenrestaurants.com	5,500-8,600	NO	0%	YES	YES

Ramsey, MN  
Operational Status of Retailers  
The COR  
7550 Sunwood Dr NW



Retailer	Concept	Website	Preferred Square Footage	Franchise?	Percent Franchise	Operating in MN?	Targeting MN for expansion?
PACIFIC SUNWEAR	Apparel - men's, apparel - women's	www.pacsun.com	3,500-4,500	NO	0%	YES	YES
PANERA BREAD	Bakeries/bagels/pretzels, fast casual restaurants	www.panera.com	4,200-5,000	YES	57%	YES	YES
PAPA MURPHY'S	Fast food	www.papamurphys.com	1,200-1,800	YES	98%	YES	YES
PEARLE VISION	Optical/eyewear	www.luxottica.com	150-4,000	NO	0%	YES	YES
PERKINS	Restaurants/bars	www.perkinsrestaurants.com	4,200-7,100	YES	58%	YES	YES
PETSMART	Pets/animal supplies	www.petsmart.com	19,000-27,000	NO	0%	YES	YES
PIZZA FACTORY	Restaurants/bars	www.pizzafactory.com	200-5,000	YES	100%	NO	YES
PIZZA RANCH	Restaurants/bars	www.pizzaranch.com	4,000-10,000	YES	94%	YES	YES
PLAY IT AGAIN SPORTS	Sporting goods/athletic wear, specialty	www.winmarkcorporation.com	2,500-3,500	YES	100%	YES	YES
PLAY N TRADE	Toys/games/video games	www.playntrade.com	4,000-5,000	NO	0%	YES	YES
POTTERY BARN	Bed and bath linens, china/glassware, cutlery/kitchenware, home decor/lamps/drapes	www.williams-sonomainc.com	1,800-20,000	NO	0%	YES	YES
POWERHOUSE GYM	Health clubs/gyms	www.powerhousegym.com	9,000-12,000	YES	36%	YES	YES
QUIZNO	Fast casual restaurants	www.quiznos.com	1,200-1,600	YES	100%	YES	YES
RED ROBIN	Restaurants/bars	www.redrobin.com	6,350	YES	34%	YES	YES
ROLY POLY	Fast food	www.rolypolyusa.com	1,000-1,700	YES	100%	YES	YES
RUE 21	Apparel - men's, apparel - women's	www.rue21.com	4,000-5,000	NO	0%	YES	YES
SCHLOTZSKY'S DELI	Fast casual restaurants	www.schlotzskys.com	2,400-2,800	YES	94%	YES	YES
SEPHORA	Cosmetics/body care/fragrance	www.sephora.com	5,200-5,700	NO	0%	YES	YES
SHERWIN-WILLIAMS CO	Wall coverings/paint	www.sherwinwilliams.com	3,000-6,000	NO	0%	YES	YES
SPORT CLIPS	Beauty salons	www.sportclips.com	1,000-1,400	NO	0%	YES	YES
STARBUCKS	Coffee bars/juice bars	www.starbucks.com	100-2,000	NO	0%	YES	YES
STRIDE RITE	Shoes	www.strideritecorporation.com	1,000-3,000	NO	0%	YES	YES
T J MAXX	Apparel - children's, apparel - men's, apparel - women's, home decor/lamps/drapes	www.tjx.com	25,000-65,000	NO	0%	YES	YES
TACO DEL MAR	Fast food	www.tacodelmar.com	1,200-1,500	NO	0%	NO	YES
TARGET	Discount stores, supercenters	www.target.com	123,000-174,000	NO	0%	YES	YES
THE CHILDREN'S PLACE	Apparel - children's, toys/games/video games	www.childrensplace.com	4,000-6,500	NO	0%	YES	YES
TIRE CENTERS INC	Auto supplies/car care	www.tirecenters.com	10,000-35,000	NO	0%	NO	YES
TRUE VALUE HARDWARE	Hardware/home improvement	www.truevaluecompany.com	3,500-15,000	NO	0%	YES	YES
TUESDAY MORNING INC	Close-out stores	www.tuesdaymorning.com	8,000-10,000	NO	0%	YES	YES
UNO RESTAURANTS INC	Restaurants/bars	www.unos.com	5,500-6,000	YES	38%	YES	YES
WALGREENS	Drug stores	www.walgreens.com	14,560	NO	0%	YES	YES
WENDY'S	Fast food	www.wendys.com	3,000-6,000	YES	77%	YES	YES
WHITE CASTLE RESTAURANT	Fast food	www.whitecastle.com	2,000-3,000	NO	0%	YES	YES
WILD BIRDS UNLIMITED	Pets/animal supplies	www.wildbird.com	1,500-2,400	YES	5%	YES	YES
WINE STYLES	Beer/wine/liquor	www.winestyles.net	1,200-2,000	YES	100%	YES	YES
WINGS TO GO	Fast food	www.wingstogo.com	1,200-2,000	YES	100%	NO	YES
YANKEE CANDLE CO	Specialty	www.yankeecandle.com	1,300-2,000	NO	0%	YES	YES
ZUMIEZ	Apparel - men's, apparel - women's, shoes	www.zumiez.com	3,000	NO	0%	YES	YES

**Ramsey, MN**  
**Retail Match List**  
**The COR**  
**7550 Sunwood Dr NW**



These retailers are good matches.

Retailer	Distance	Address	City	State
A&W DRIVE-IN	13.4	16777 MARKETPLACE DR	BIG LAKE	MN
ACE HARDWARE	5.1	13735 ROUND LAKE BLVD NW	ANDOVER	MN
ANN TAYLOR	9.7	12265 ELM CREEK BLVD	MAPLE GROVE	MN
ASHLEY FURNITURE HOMESTORE	9.9	6497 LABEAUX AVE NE	ALBERTVILLE	MN
BANANA REPUBLIC	9.7	12245 ELM CREEK BLVD	MAPLE GROVE	MN
BASKIN-ROBBINS ICE CREAM	NONE KNOWN TO BE IN AREA			
BIG BOY	NONE KNOWN TO BE IN AREA			
BLIMPIE SUBS & SALADS	19.0	788 CLEVELAND AVE SW	NEW BRIGHTON	MN
BUILD A BEAR	18.2	12567 WAYZATA BLVD	MINNETONKA	MN
CACHE	18.2	12321 WAYZATA BLVD	MINNETONKA	MN
CAMPBOWWOW	16.0	2067 E CENTER CIR	PLYMOUTH	MN
CATHERINES STORES CORP	9.9	6415 LABEAUX AVE NE	ALBERTVILLE	MN
CHICO'S	9.7	7817 MAIN ST N	MAPLE GROVE	MN
CHILI'S GRILL & BAR	11.9	1430 109TH AVE NE	BLAINE	MN
COLD STONE CREAMERY	5.6	3461 RIVER RAPIDS DR	COON RAPIDS	MN
COUNTRY KITCHEN RESTAURANT	14.4	7849 42ND AVE N	NEW HOPE	MN
CURVES	5.0	646 E RIVER RD	ANOKA	MN
DENNY'S RESTAURANT	5.0	13450 ROGERS DR	ROGERS	MN
DUNKIN DONUTS	NONE KNOWN TO BE IN AREA			
FIGAROS ITALIAN KITCHEN	NONE KNOWN TO BE IN AREA			
FIVE GUYS	9.7	7814 MAIN ST N	MAPLE GROVE	MN
FOX'S PIZZA DEN	NONE KNOWN TO BE IN AREA			
FUDDRUCKERS INC	26.4	3801 MINNESOTA DR	BLOOMINGTON	MN
GLIK'S DEPARTMENT STORE	NONE KNOWN TO BE IN AREA			
GODFATHER'S PIZZA	4.8	12490 CHAMPLIN DR	CHAMPLIN	MN
GOLF U S A	26.4	8427 JOINER WAY	EDEN PRAIRIE	MN
GREAT STEAK & POTATO CO	19.9	555 NICOLLET MALL	MINNEAPOLIS	MN
GUESS RETAIL INC	28.3	260 SOUTH AVE	MINNEAPOLIS	MN
HERBERGERS DEPT STORE	12.3	301 NORTH TOWN DR	BLAINE	MN
HOBBY LOBBY	NONE KNOWN TO BE IN AREA			
HOBBYTOWN USA	10.9	7632 BROOKLYN BLVD	BROOKLYN PARK	MN
JERSEY MIKE'S SUBMARINES	19.0	2704 HWY 88	ST ANTHONY VILLAGE	MN
JOSEPH A BANK CLOTHIERS	9.7	12215 ELM CREEK BLVD	MAPLE GROVE	MN
JOURNEYS	9.7	12457 ELM CREEK BLVD	MAPLE GROVE	MN
LA Z BOY	NONE KNOWN TO BE IN AREA			
LENS CRAFTERS INC	9.7	12131 ELM CREEK BLVD	MAPLE GROVE	MN
LONE STAR STEAKHOUSE & SALOON	NONE KNOWN TO BE IN AREA			
LONGHORN STEAKHOUSE	NONE KNOWN TO BE IN AREA			
MARBLE SLAB CREAMERY	NONE KNOWN TO BE IN AREA			
MARSHALLS	9.9	11421 FOUNTAINS DR	MAPLE GROVE	MN
MILIOS SANDWICHES	21.7	2620 E FRANKLIN AVE	MINNEAPOLIS	MN
MOES SOUTHWEST GRILL	NONE KNOWN TO BE IN AREA			
NAPA AUTO PARTS	4.8	21075 S DIAMOND LAKE RD	ROGERS	MN
NEW YORK & CO	9.9	6415 LABEAUX AVE NE	ALBERTVILLE	MN
O'CHARLEY'S	NONE KNOWN TO BE IN AREA			
OLIVE GARDEN	9.6	12520 ELM CREEK BLVD	MAPLE GROVE	MN
PACIFIC SUNWEAR	9.7	12465 ELM CREEK BLVD	MAPLE GROVE	MN
PAPA MURPHY'S	7.6	19112 FREEPORT ST NW	ELK RIVER	MN
PIZZA FACTORY	NONE KNOWN TO BE IN AREA			
PIZZA RANCH	17.1	1220 HWY 25 S	MONTICELLO	MN

Distance is the straight-line mileage from your site to nearest existing retailer location.



9/20/2011

Retailers with locations greater than fifty miles from this site are shown "None known to be in area."

Ramsey, MN  
Retail Match List  
The COR  
7550 Sunwood Dr NW



Retailer	Distance	Address	City	State
PLAY IT AGAIN SPORTS	7.8	19268 EVANS ST	ELK RIVER	MN
PLAY N TRADE	NONE KNOWN TO BE IN AREA			
POTTERY BARN	9.7	12225 ELM CREEK BLVD	MAPLE GROVE	MN
POWERHOUSE GYM	NONE KNOWN TO BE IN AREA			
QUIZNO	12.9	7610 UNIVERSITY AVE NE	MINNEAPOLIS	MN
RED ROBIN	15.5	2669 CAMPUS DR	PLYMOUTH	MN
ROLY POLY	25.5	7733 FLYING CLOUD DR	EDEN PRAIRIE	MN
RUE 21	9.9	6415 LABEAUX AVE NE	ALBERTVILLE	MN
SCHLOTZSKY'S DELI	25.1	3425 W 66TH ST	EDINA	MN
SPORT CLIPS	5.7	3540 MAIN ST NW	COON RAPIDS	MN
STARBUCKS	5.2	21615 S DIAMOND LAKE RD	ROGERS	MN
STRIDE RITE	25.2	2915 SOUTHDALE CENTER	EDINA	MN
T J MAXX	10.3	8081 BROOKLYN BLVD	BROOKLYN PARK	MN
TACO DEL MAR	NONE KNOWN TO BE IN AREA			
THE CHILDREN'S PLACE	9.7	12157 ELM CREEK BLVD	MAPLE GROVE	MN
TRUE VALUE HARDWARE	5.0	12325 CHAMPLIN DR	CHAMPLIN	MN
TUESDAY MORNING INC	17.3	10100 6TH AVE N	PLYMOUTH	MN
UNO RESTAURANTS INC	NONE KNOWN TO BE IN AREA			
WALGREENS	4.0	1911 FERRY ST	ANOKA	MN
WHITE CASTLE RESTAURANT	5.8	3465 124TH AVE NW	COON RAPIDS	MN
WILD BIRDS UNLIMITED	18.0	11210 WAYZATA BLVD	MINNETONKA	MN
WINE STYLES	13.5	314 CLYDESDALE TRAIL	MEDINA	MN
WINGS TO GO	NONE KNOWN TO BE IN AREA			
ZUMIEZ	9.9	6500 LABEAUX AVE NE	ALBERTVILLE	MN

Distance is the straight-line mileage from your site to nearest existing retailer location.



9/20/2011

Retailers with locations greater than fifty miles from this site are shown "None known to be in area."

Ramsey, MN  
 Retail Match List  
 The COR  
 7550 Sunwood Dr NW



These retailers match well but their existing locations are in close proximity of your site.

Retailer	Distance	Address	City	State
AEROPOSTALE INC	5.5	12768 RIVERDALE BLVD	COON RAPIDS	MN
BATTERIES PLUS	6.5	2740 MAIN ST NW	COON RAPIDS	MN
BED BATH & BEYOND	5.5	12773 RIVERDALE BLVD	COON RAPIDS	MN
BEST BUY	5.0	20870 ROGERS DR	ROGERS	MN
BUFFALO WILD WINGS	5.6	3395 RIVER RAPIDS DR	COON RAPIDS	MN
BURGER KING	0.6	7205 N HWY 10	RAMSEY	MN
CARIBOU COFFEE CO	0.5	7988 SUNWOOD DR NW	RAMSEY	MN
CARTRIDGE WORLD	5.6	12667 RIVERDALE BLVD	COON RAPIDS	MN
CHRISTOPHER & BANKS INC	5.5	12771 RIVERDALE BLVD NW	COON RAPIDS	MN
COSTCO	5.8	12547 RIVERDALE BLVD	COON RAPIDS	MN
COUSINS SUBS	1.7	6401 W HWY 10	RAMSEY	MN
CULVER'S	3.1	800 W MAIN ST	ANOKA	MN
DAIRY QUEEN	3.7	424 MAIN ST	ANOKA	MN
DEB SHOP	5.6	12646 RIVERDALE BLVD	COON RAPIDS	MN
DICK'S SPORTING GOODS	5.6	12661 RIVERDALE BLVD	COON RAPIDS	MN
DISCOUNT TIRE CENTER	5.2	12921 RIVERDALE DR NW	COON RAPIDS	MN
DOMINO'S PIZZA	3.4	6014 167TH AVE NW	RAMSEY	MN
DRESS BARN	5.5	12761 RIVERDALE BLVD NW	COON RAPIDS	MN
FAMOUS DAVE'S	6.1	3211 NORTHDALE BLVD	COON RAPIDS	MN
FAMOUS FOOTWEAR	5.5	12761 RIVERDALE BLVD NW	COON RAPIDS	MN
GREAT CLIPS	3.1	14050 ST FRANCIS BLVD	RAMSEY	MN
HALLMARK	5.5	12755 RIVERDALE BLVD NW	COON RAPIDS	MN
HOME DEPOT INC	5.7	3550 124TH AVE NW	COON RAPIDS	MN
JIMMY JOHN'S	3.1	14050 ST FRANCIS BLVD	RAMSEY	MN
KAY JEWELERS	5.6	12669 RIVERDALE BLVD	COON RAPIDS	MN
KOHL'S DEPARTMENT STORES	5.3	21985 S DIAMOND LAKE RD	ROGERS	MN
LANE BRYANT	5.5	12774 RIVERDALE BLVD NW	COON RAPIDS	MN
LITTLE CAESAR'S PIZZA	2.8	1100 W HWY 10	ANOKA	MN
MICHAEL'S	5.8	3460 124TH AVE NW	COON RAPIDS	MN
OLD NAVY CLOTHING CO	5.5	12767 RIVERDALE BLVD NW	COON RAPIDS	MN
PANERA BREAD	5.9	12465 RIVERDALE BLVD NW	COON RAPIDS	MN
PEARLE VISION	5.5	12771 RIVERDALE BLVD	COON RAPIDS	MN
PERKINS	3.4	601 W MAIN ST	ANOKA	MN
PETSMART	5.5	3589 RIVER RAPIDS DR	COON RAPIDS	MN
SEPHORA	5.8	12550 RIVERDALE BLVD	COON RAPIDS	MN
SHERWIN-WILLIAMS CO	5.7	3564 MAIN ST NW	COON RAPIDS	MN
TARGET	5.2	21615 S DIAMOND LAKE RD	ROGERS	MN
TIRE CENTERS INC	4.6	12999 WILFRED LANE	ROGERS	MN
WENDY'S	3.1	480 BUNKER LAKE BLVD NW	ANOKA	MN
YANKEE CANDLE CO	5.5	12782 RIVERDALE BLVD NW	COON RAPIDS	MN

Distance is the straight-line mileage from your site to nearest existing retailer location.



9/20/2011

Retailers with locations greater than fifty miles from this site are shown "None known to be in area."

# **RAMSEY STATION TOD MARKET ANALYSIS**

**Prepared for:**

**City of Ramsey  
Northstar Corridor Development Authority**

**Prepared by:**

**McComb Group, Ltd.  
Vantage Point Development Advisors  
Economic & Planning Systems, Inc.**

**May 2013**

# **RAMSEY STATION TOD MARKET ANALYSIS**

**Prepared for:**

**City of Ramsey  
Northstar Corridor Development Authority**

**Prepared by:**

**McComb Group, Ltd.  
Vantage Point Development Advisors  
Economic & Planning Systems, Inc.**

**May 2013**

[Back of inside coversheet]

*“The work that provided the basis for this publication was supported by funding under an award with the U.S. Department of Housing and Urban Development. The substance and findings of the work are dedicated to the public. The author and publisher are solely responsible for the accuracy of the statements and interpretations contained in this publication. Such interpretations do not necessarily reflect the views of the Government.”*

## TABLE OF CONTENTS

Chapter	Subject	Page
	<b>EXECUTIVE SUMMARY .....</b>	<b>vii</b>
	Northstar Commuter Rail.....	vii
	Commuter Rail.....	ix
	Commuter Rail Transit-Oriented Development.....	ix
	Ramsey Development Potential.....	x
	Residential Development.....	xi
	Retail Development.....	xii
	Office Development.....	xii
<b>I</b>	<b>INTRODUCTION.....</b>	<b>1-1</b>
	Background.....	1-1
	Transit Oriented Development.....	1-2
	Commuter Rail vs. Light Rail.....	1-4
	Commuter Rail TOD.....	1-5
	Application to Northstar Corridor.....	1-6
<b>II</b>	<b>NORTHSTAR CORRIDOR STATIONS.....</b>	<b>2-1</b>
	Ramsey Commuting.....	2-4
<b>III</b>	<b>REGIONAL ECONOMIC AND DEMOGRAPHIC FRAMEWORK.....</b>	<b>3-1</b>
	Employment Trends.....	3-1
	Corridor Employment.....	3-3
	Major Industries and Drivers.....	3-6
	Major Employers.....	3-7
	Ramsey Employment.....	3-8
	Population and Households.....	3-8
	Population and Household Forecasts.....	3-10
<b>IV</b>	<b>NORTHSTAR CORRIDOR RESIDENTIAL MARKET CONDITIONS..</b>	<b>4-1</b>
	Residential Market.....	4-1
	For-Sale Market.....	4-3
	Apartment Market.....	4-4
	Ramsey Population and Households.....	4-5
	Ramsey Residential Market.....	4-9
	For-Sale Market.....	4-9
	Apartment Market.....	4-11
	Ramsey Realtor Surveys.....	4-13
	Residential Growth Estimates.....	4-14
	Twin Cities Area Residential Growth Corridors.....	4-15
	Historic Residential Growth.....	4-16
	Ramsey Residential Growth.....	4-17
	Multi-Family Development Trends.....	4-18
	Household Formation.....	4-19

**TABLE OF CONTENTS (continued)**

Chapter	Subject	Page
	Stabilized Residential Demand .....	4-20
	Ramsey Residential Demand .....	4-21
<b>V</b>	<b>COMMERCIAL REAL ESTATE.....</b>	<b>5-1</b>
	Twin Cities Area Retail Market .....	5-1
	Northstar Corridor Shopping Centers .....	5-1
	Ramsey Shopping Centers .....	5-3
	Ramsey Retail Development.....	5-3
	Office Market.....	5-3
	Ramsey Office Space .....	5-5
	Planned Development .....	5-5
	Industrial Market.....	5-5
	Ramsey Industrial Development.....	5-6
<b>VI</b>	<b>RAMSEY STATION DRAW AREA DEMOGRAPHICS.....</b>	<b>6-1</b>
	Ramsey Station Draw Area.....	6-1
	Population and Households .....	6-1
	Household Income .....	6-2
	Household Density Distribution .....	6-3
	Household Income Distribution .....	6-4
	Population Age .....	6-5
	Demographic Characteristics .....	6-6
	Station Area Sales Potential.....	6-6
<b>VII</b>	<b>RAMSEY STATION AREA DEVELOPMENT POTENTIAL .....</b>	<b>7-1</b>
	Ramsey Station .....	7-1
	Commuter Service .....	7-2
	Traffic Counts.....	7-3
	Surrounding Land Use and Development .....	7-3
	The COR at Ramsey .....	7-4
	Civic Amenities .....	7-5
	Commercial Projects .....	7-6
	Medical .....	7-6
	Education.....	7-7
	Residential Projects .....	7-7
	Development Summary .....	7-7
	Planned Developments .....	7-8
	Land Use Plans and Policies .....	7-8
	Infrastructure Plans and Needs .....	7-8
	Development Opportunities .....	7-9
	Residential Development .....	7-10
	Retail Development .....	7-11
	Office Development.....	7-11

## TABLE OF CONTENTS (continued)

Chapter	Subject	Page
<b>APPENDICES</b>		
	Appendix A: Demographic Characteristics	
	Appendix B: Retail and Services Sales Potential and Supportable Space	

### LIST OF TABLES

Table	Title	Page
1-1	U.S. Commuter Rail Systems Ranked by Ridership.....	1-5
2-1	Northstar Station Draw Areas Workers and Those That Work in Minneapolis .....	2-3
2-2	Northstar Riders and Station Draw Areas Residents Working in Minneapolis; 2010.....	2-3
2-3	Ramsey Station Draw Area Resident Commuting; 2010 Residents That Work in Other Station Cities .....	2-4
2-4	Ramsey Workers That Live in Other Station Draw Areas; 2010 .....	2-5
3-1	MSA and Anoka and Sherburne Counties Total Employment; 2001 to 2011.....	3-1
3-2	Minneapolis-St. Paul MSA Non-Farm Employment by Industry; 2001 to 2011 .....	3-2
3-3	Anoka County Non-Farm Employment by Industry; 2001 to 2011 .....	3-4
3-4	Sherburne County Non-Farm Employment by Industry; 2001 to 2011 .....	3-5
3-5	Corridor Communities Employment; 2000 to 2011 .....	3-6
3-6	Ramsey Employment Trends; 2002 to 2010.....	3-8
3-7	Twin Cities Area Population; 2000 to 2010 .....	3-9
3-8	Twin Cities Area Households; 2000 to 2010.....	3-9
3-9	Corridor Communities Population and Households; 2000 to 2010.....	3-10
3-10	Northstar Corridor Population and Household Forecast; 2010 to 2030 .....	3-10
4-1	Residential Building Permits: MSA and Anoka and Sherburne Counties; 2000 to 2011 .....	4-2
4-2	Northstar Corridor Cities Residential Building Permits; 2000 to 2011 .....	4-3
4-3	Twin Cities Area Average Home Price; 2005 to 2011 .....	4-4
4-4	Twin Cities Area Apartment Market; 2 <sup>nd</sup> Quarter 2011 .....	4-5
4-5	City of Ramsey Population, Households, and Tenure; 2000 and 2010 .....	4-5
4-6	City of Ramsey and Minneapolis-St. Paul MSA Housing Tenure; 2000 and 2010.....	4-6

## LIST OF TABLES (continued)

Table	Title	Page
4-7	City of Ramsey Households by Type; 2000 and 2010 .....	4-6
4-8	City of Ramsey and Minneapolis-St. Paul MSA Households by Age of Householder; 2010 .....	4-7
4-9	City of Ramsey and Minneapolis-St. Paul MSA Household Income; 2010.....	4-8
4-10	Ramsey Residential Building Permits; 2000 to 2012 .....	4-9
4-11	Ramsey Home Sales; 2005 to 2012 .....	4-10
4-12	Ramsey Average Home Sale Price; 2005 to 2012 .....	4-10
4-13	Ramsey Foreclosed Sales; 2005 to 2012 .....	4-11
4-14	Ramsey Apartments: Year Built and Number of Units .....	4-12
4-15	Ramsey Apartments: Unit Size, Rent, and Rent per Square Foot .....	4-12
4-16	Seven-County Metropolitan Area, North Growth Corridor, Northstar Corridor Draw Area, Ramsey Station Draw Area, and Ramsey Residential Building Permits; 1991 to 2012.....	4-16
4-17	Northstar Corridor Draw Area, Northstar Cities, Other Cities, and Ramsey Multi-Family Building Permits; 1991 to 2012 .....	4-18
4-18	Seven-County Metropolitan Area Plus Sherburne County, North Growth Corridor, Northstar Corridor Draw Area, Ramsey Station Draw Area, and Ramsey Household Projections; 2013 to 2035.....	4-22
5-1	Twin Cities Area Retail Inventory; 3 <sup>rd</sup> Quarter 2011 .....	5-1
5-2	Northstar Corridor Major Shopping Centers .....	5-2
5-3	Ramsey Retail Rental Rates.....	5-3
5-4	Twin Cities Area Office Market; 4 <sup>th</sup> Quarter 2011 .....	5-4
5-5	Ramsey Office Rental Rates .....	5-4
5-6	Twin Cities Area Industrial Market; 3 <sup>rd</sup> Quarter 2011.....	5-5
6-1	Ramsey Station and Northstar Corridor Draw Areas and Seven-County Metropolitan Area Population and Household Growth Trends 2000 Census; 2011 and 2016 Estimated.....	6-2
6-2	Ramsey Station and Northstar Corridor Draw Areas and Seven-County Metropolitan Area Average and Median Household Income 2000 Census; 2011 and 2016 Estimated.....	6-3
6-3	Ramsey Station and Northstar Corridor Draw Areas and Seven-County Metropolitan Area Household Income Distribution: 2000 Census; 2011 and 2016 Estimated .....	6-5
6-4	Ramsey Station Draw Area Population by Age; 2011 and 2016.....	6-5
6-5	Ramsey Station Draw Area Demographic and Income Snapshot .....	6-7
6-6	Northstar Corridor Draw Area Demographic and Income Snapshot.....	6-8

## LIST OF TABLES (continued)

Table	Title	Page
6-7	Seven-County Metropolitan Area Demographic and Income Snapshot.....	6-9
6-8	Ramsey Northstar Rider Retail Sales Potential and Supportable Space by Merchandise Category; 2016.....	6-10
6-9	Ramsey Northstar Rider Supportable Space by Merchandise Category; 2016 and 2020 .....	6-11
7-1	Northstar Commuter Rail Ridership by Station; 2012.....	7-2
7-2	Ramsey Station Area Average Daily Traffic Counts; 2010.....	7-3
7-3	The COR at Ramsey Development.....	7-5
7-4	Ramsey Development by Type; 2002 to 2011.....	7-8
7-5	The COR Developable Acres.....	7-9

## LIST OF MAPS

Map	Title	Page
2-1	Northstar Corridor Draw Areas .....	2-2
4-1	Ramsey Apartments.....	4-11
4-2	North Growth Corridor .....	4-15
4-3	Northstar Corridor Draw Areas .....	4-16
6-1	Ramsey Station Draw Area.....	6-1
6-2	Ramsey Station Draw Area Estimated 2016 Household Density .....	6-3
6-3	Ramsey Station Draw Area Estimated 2016 Household Income: Percent Above \$75,000 .....	6-4
7-1	Ramsey Station Location .....	7-1

## LIST OF FIGURES

Figure	Title	Page
i	Northstar Commuter Rail Line .....	vii
ii	Northstar Corridor Cities .....	viii
iii	The COR at Ramsey Development Plan.....	x
1-1	Northstar Corridor Stations.....	1-1
1-2	Northstar Line Station Typology .....	1-3
2-1	Northstar Park-and-Ride User Origins.....	2-1

## LIST OF FIGURES (continued)

<u>Figure</u>	<u>Title</u>	<u>Page</u>
3-1	Employment by Industry as Percent of Total MSA and Anoka and Sherburne Counties .....	3-6
3-2	Northstar Corridor Major Employers.....	3-7
4-1	Minneapolis and Selected Cities Home Price Index, 2000 to 2011.....	4-3
4-2	City of Ramsey and Minneapolis-St. Paul MSA Percent of Households by Type; 2010.....	4-7
4-3	City of Ramsey and Minneapolis-St. Paul MSA Household Income Distribution; 2010.....	4-8
4-4	Metropolitan Area Building Permits; 1990 to 2012; Stabilized Residential Demand; 2013 to 2035 .....	4-21
5-1	Northstar Corridor Major Retail Centers .....	5-2
7-1	Northstar Schedule – Ramsey Station.....	7-2
7-2	Ramsey Station Existing Conditions .....	7-4
7-3	The COR at Ramsey Development Plan.....	7-10

## EXECUTIVE SUMMARY

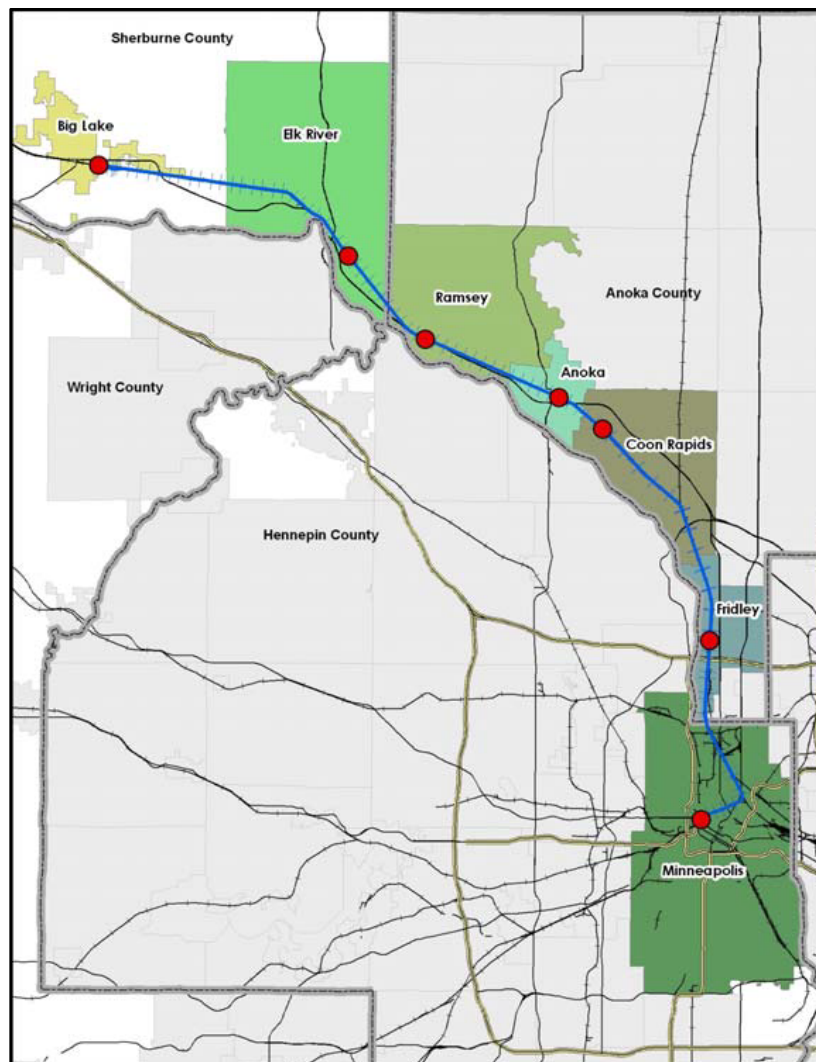
This report summarizes the analysis and conclusions regarding the market for transit oriented development (TOD) at the Ramsey Station and other station areas on the Northstar commuter rail line in the Twin Cities area. The study was completed under a contract with the Northstar Corridor Development Authority (NCDA) with funding provided by the Metropolitan Council through a HUD Sustainability Grant.

### Northstar Commuter Rail

The Northstar Line opened in 2009 with service between Big Lake and Target Field in downtown Minneapolis, Minnesota, a distance of 40 miles. Stations are located in Big Lake, Elk River, Ramsey, Anoka, Coon Rapids, Fridley, and Target Field in Minneapolis, as shown in Figure i. Each of the Northstar station cities has unique characteristics, as shown in Figure ii.

Figure i

### NORTHSTAR COMMUTER RAIL LINE



Source: EPS.

**Figure ii**



Characteristic	Fridley 7.87 miles	Coon Rapids 17.0 miles	Anoka 19.0 miles	Ramsey 23.2 miles	Elk River 28.6 miles	Big Lake 38.8 miles
Station Area Topography	Residential Emphasis	Commuter Residential Emphasis	Commuter Residential Emphasis	Commuter Town Center	Activity Center	Commuter Residential
Community	First ring suburb, developed 40s and 50s	Second ring suburb, developed 70s and 80s	Historic river city, county seat	Third ring suburb, new town center, significant growth	Historic river city, county seat, significant growth	Historic lakeside community, significant growth
Opportunity	Redevelopment sites	Redevelopment site	Redevelopment sites	Greenfield Development	Redevelopment Greenfield Development	Greenfield Development
What's unique?	Industrial redevelopment	Adjacent to Riverdale Mall	Adjacent to Rum River	VA and Allina Clinics	City owned industrial park – 75 acres	Multi-family housing near station
What's happening?	Business park and residential development	Anoka County owns 15-acre station area site	VOA 178-unit senior housing	280 units TOD multi-family housing	Station area development proposed	38 units of housing - 2013
Adjacent activity	Residential Commercial Industrial	Residential Retail	Residential Institutional industrial Public	Residential Office Medical Retail	Industrial Residential Retail	Industrial Residential Retail
Connectivity						
Avg. Household Income - 2010	\$60,337	\$72,848	\$60,113	\$87,096	\$83,024	\$67,970
Median Age - 2010	37.1	36.9	37.6	34.9	34.9	29.5

The Northstar Line runs on existing Burlington Northern Santa Fe (BNSF) tracks with five weekday morning downtown inbound trips and five outbound weekday trips. There is one reverse commute trip each day. Daily ridership averages 2,400 riders per day with a target of 5,900 riders per day by 2030. There is limited weekend service as well as extra trips provided for special events such as Minnesota Twins (baseball) and Vikings (football) games.

## **Commuter Rail**

Commuter rail differs from light rail or heavy rail in terms of its characteristics and markets served; similarly TOD opportunities associated with commuter rail also have some important distinctions. Commuter rail is most often passenger transit service utilizing diesel or electric propelled trains on existing track that are also utilized by freight or other passenger trains. It generally provides frequent peak-hour service and work trip oriented service of longer distances, typically 20 miles or more, with spacing between stations ranging from two to five miles, compared to light rail with station area spacing of three to six blocks and frequent service for 22 hours per day.

## **Commuter Rail Transit-Oriented Development**

Transit-oriented development (TOD) can be defined as mixed-use residential or commercial development within walking distance of a transit station designed to maximize access to transit and incorporating features designed to encourage transit ridership. A TOD often resembles other activity centers with a greater mix of uses and higher densities than the surrounding market area. The presence of transit at a station location can have a positive effect on market and development potentials in the immediate area because transit improves the regional accessibility of the station area properties, which has a positive impact on property values. These higher land values can support higher development densities and in some cases a different mix of land uses in much the same way as property adjacent to a highway interchange is different from development farther away. However, the presence of transit alone does not translate to greater development potentials.

Commuter rail TOD opportunities are also different than those associated with light rail or heavy rail systems due to its more limited scope, both in terms of frequency of service as well as the portion of the region that easily can be accessed by transit. Both factors limit the accessibility premiums that translate to increases in real estate market demand and higher land values. The nature of the commuter-freight rail corridor can also be less compatible with adjacent TOD. The sound levels associated with diesel locomotives and horns are louder, there are often larger transit parking fields, and the frequency of freight rail trains all creates land use impacts that are less compatible with residential and office-based employment development. The existing land development pattern in commuter rail corridors is also often not compatible with TOD, as it can include manufacturing and distribution uses requiring direct rail service as well as other heavy industrial uses which have located near like uses and away from residential and community serving commercial uses. Despite these limitations, there remains a great deal of interest in TOD at commuter station locations, and in particular where the land use and development pattern is less fully built out. There are a number of principles that apply to capitalizing on TOD opportunities at commuter rail station locations.

A station area plan that addresses individual station location characteristics, land use, market opportunities and infrastructure needs is key as it provides direction for future development

within a station influence area (approximately a half-mile radius) over a 20 to 25 year time horizon. It may also contain redevelopment strategies and recommendations for changes and incentives to encourage TOD.

### Ramsey Development Potential

Northstar station area potential for residential, retail, and commercial development is dependent on many factors including location, convenience, and the geographic area served by the station. The amount and type of retail and commercial development that can be supported at each station area will depend on its ability to capitalize on the economic vitality of the geographic area served by the station. An important consideration in retail or commercial development is the station area’s convenience for potential customers that are not Northstar riders.

Ramsey Station opened November 14, 2012, in The COR development between the intersections of Armstrong Boulevard and Ramsey Boulevard with TH-10. Ramsey Station benefits from being located in a planned community that could incorporate the station in a TOD environment. As a result, the City of Ramsey has been successful at attracting higher density mixed-use and transit supportive development in The COR at Ramsey development, which was planned to incorporate the Ramsey Station. The COR at Ramsey development plan is contained in Figure iii.

**Figure iii**  
**THE COR AT RAMSEY DEVELOPMENT PLAN**



Source: City of Ramsey.

There are approximately 186 developable acres remaining for commercial, business park, and residential, plus 45 acres of parks and amenities, as shown in Figure iii. Retail, business park, and commercial total 115 acres; while residential totals 43 acres and mixed-use is 28 acres and could include commercial and residential. The residential component of The COR is planned at 2,200 units. The COR at Ramsey is a significant development opportunity.

The Northstar station location in Ramsey is unique among the Northstar Corridor cities. It's located on the edge of the planned downtown area served by a large parking structure, which is flanked by City Hall on the east and an apartment building to the west. To the north is Municipal Plaza, which is surrounded by office, residential, or mixed-use development. This creates the opportunity for both daytime and resident population, which can support ground level retail and commercial commensurate with market demand. Business park uses located to the east will offer employment opportunities to Ramsey residents. Planning for the area northwest of the station area is primarily retail. Building configurations in the retail area are illustrative of a power center, which requires a high volume of customer traffic to support its stores. The retail area should be accessible to pedestrians, but most of the customers, even those living in The COR, are likely to drive to the retail area for shopping to facilitate transporting their purchases home.

### ***Residential Development***

The COR at Ramsey Development Plan provides for a wide variety of housing including single family homes on small lots, townhouses/rowhouses, apartments and/or condominiums, and mixed-use residential buildings. This provides Ramsey with the opportunity to develop housing that appeals to a wide range of markets ranging from singles, young marrieds, move up housing, as well as a variety of senior living options. This ability to tap the full range of housing submarkets will stimulate additional residential development. The COR Development Plan envisions 2,200 housing units in The COR. Previous construction has added 350 housing units and an additional 230 are currently under construction indicating future capacity for over 1,600 units. Market analysis indicates that Ramsey has the potential to add about 7,300 new housing units by 2035. In the near future, Ramsey residential demand is estimated at about 350 units per year. Not all of these units will be located in The COR. Development in other parts of Ramsey is likely to be predominately single family. The COR Development Plan is heavily oriented toward multi-family units, which may inhibit absorption in periods when single family housing demand is high.

Stabilized housing demand in The COR is estimated at 70 to 75 percent of Ramsey demand or 245 to 260 units per year. Multi-family units (townhomes, duplexes, and apartments) are estimated to range from 85 to 90 percent annually. This indicates multi-family demand of 210 to 230 units. During the period 2002 through 2007 when housing production was the highest, multi-family units in Ramsey totaled 1,971, of which 170 or 8.6 percent were apartment buildings indicating that about 90 percent of the multi-family units were townhomes. While townhomes have been less popular in recent years, increasing single family home prices are expected to increase townhome popularity in the future. The City of Ramsey should strive to achieve apartment/condominium development at 50 percent of the multi-tenant units in The COR to encourage density near the station.

The City of Ramsey has the opportunity to accommodate a wide variety of housing project types consistent with market preferences, particularly in areas in The COR within reasonable walking

distance of the station. The COR offers a unique residential setting and lifestyle within the Northstar Corridor.

### ***Retail Development***

The COR at Ramsey offers two different types of retail development opportunities. The development northwest of the central core is illustrative of a power center anchored by a discount or supercenter type of store. This is a distinct possibility for The COR; however, development is likely to be delayed until the Armstrong Boulevard interchange with TH-10 is constructed. In the meantime, this retail area is likely to continue to fill in with smaller retail stores, restaurants, and services consistent with a neighborhood shopping area anchored by a supermarket.

The area around Municipal Plaza will be suitable for a wide range of retail, food service, and personal and business services that can be supported by residential or office development in that area and the larger retail trade area. Northstar riders will constitute a portion of the customers for these retail and service establishments.

### ***Office Development***

The Northwest Twin Cities office submarket, which includes the Northstar Corridor, has about 1.5 million square feet of multi-tenant office space, according to Cassidy Turley, an amount that has remained unchanged since 2005. During this period, the vacancy rate has increased from 26.4 percent to 30.3 percent in 2011. Anoka County has about 600,000 square feet of multi-tenant office space during the same period of time. During this period, the vacancy rate was 15.7 percent in 2005, fluctuated between 13.0 and 18.7 percent, and fell to 15.4 percent in 2011. During this period, net office absorption was 35,700 square feet or about 6,000 square feet annually. The multi-tenant office market is relatively weak at the present time.

The COR at Ramsey appears to have one multi-tenant office building (Ramsey Office Plaza) and one single tenant building (NAU Country Insurance). Three medical developments total over 64,000 square feet, indicating that Ramsey has absorbed about 157,500 square feet or almost 20,000 square feet over the past eight years. Ramsey's experience indicates it should focus on single tenant build-to-suit office users. Given its available land and location, Ramsey is an excellent location for additional office users seeking a unique location in the northwest suburban area.

# Chapter I

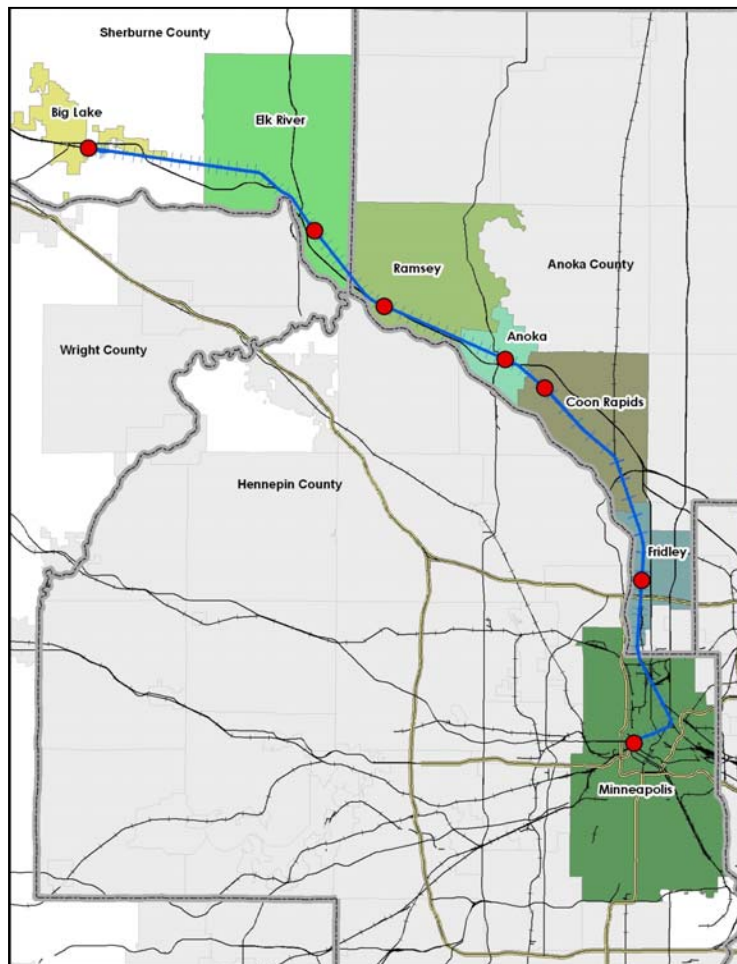
## INTRODUCTION

This report summarizes the analysis and conclusions of Vantage Point Development Advisors, LLC, McComb Group, Ltd., and Economic & Planning Systems, Inc. (EPS) regarding the market for transit oriented development (TOD) at the Ramsey Station on the Northstar commuter rail line in the Twin Cities area. The study was completed under a contract with the Northstar Corridor Development Authority (NCDA) with funding provided by the Metropolitan Council through a HUD Sustainability Grant.

### Background

The Northstar Line opened in 2009 with service between Big Lake and Target Field in downtown Minneapolis, Minnesota, a distance of 40 miles, as shown in Figure 1-1. There are seven stations in operation. The line begins at Big Lake with additional stops in Elk River, Ramsey, Anoka, Coon Rapids, Fridley, and Target Field.

**Figure 1-1**  
**NORTHSTAR CORRIDOR STATIONS**



Source: Economic & Planning Systems, Inc.

The Northstar Line runs on existing Burlington Northern Santa Fe (BNSF) tracks with five weekday morning downtown inbound trips and five outbound weekday trips. There is one reverse commute trip each day. Daily ridership averages 2,400 riders per day which is below the Metro Transit goal of 3,400 riders per day by 2010 and 5,900 riders per day by 2030. There is limited weekend service as well as extra trips provided for special events such as Minnesota Twins (baseball) and Vikings (football) games.

The \$317 million project was built with \$157 million in federal transit funds, \$97.5 million in state sales tax revenues, and \$34.8 million from the Anoka County Rail Authority, \$8.0 million from Sherburne County, \$5.9 million from the Met Council, and \$2.6 million from the Minnesota Twins. A total of \$107.5 million was paid to BNSF for a perpetual easement for track rights. The rail corridor continues to be one of the busiest freight corridors in the region with an average of 50 to 60 freight trains per day.

The line is planned for a future extension to St. Cloud, which is an additional 42 miles. It was not included in the original full funding grant agreement with FTA due to cost effectiveness concerns as measured by the costs per new rider. A major cost factor is the need to complete double track rail for a 14-mile segment north of Big Lake.

### **Transit Oriented Development**

TOD can be defined as mixed-use residential or commercial development within walking distance of a transit station designed to maximize access to transit and incorporating features designed to encourage transit ridership. A TOD often resembles other activity centers with a greater mix of uses and higher densities than the surrounding market area. TODs typically have the following features:

- ◆ **Mix of Uses** – Land uses can be mixed either vertically or horizontally. TOD is most often primarily residential at suburban locations but can have employment and other commercial and retail uses at activity center and downtown locations.
- ◆ **Compact Development** – TODs are built at higher densities than the surrounding market area, creating a focal point around a transit station. The density and amount of development are market driven; higher land values support higher development densities and more urban locations support greater amounts of development.
- ◆ **Pedestrian Oriented** – The development pattern at TODs is designed to facilitate pedestrian access to and from the station with ample sidewalks, interconnected blocks and streets, and buildings oriented toward the street and parking located in secondary locations.

Stations can be classified according to their transit function and their approximate place in the continuum of urban and suburban development. This continuum ranges from Downtown and Regional Activity Centers areas on the larger and most intense end of the development spectrum to Neighborhood Centers on the smaller end, as shown in Figure 1-2. There are also more specialized single use centers such as hospitals or major sports complexes. The mix of uses varies by type and locational setting; however, the larger, more intense urban centers tend to be

higher density and contain more employment uses while smaller centers tend to contain lower densities and a greater proportion of housing.

**Figure 1-2**

**NORTHSTAR LINE STATION TYPOLOGY**

	Station Type	Residential	Commercial/ Employment	Scale	Transit System Function	Corridor Example
<b>More Commercial/ Employment</b>	Downtown / Central Business District	Urban multi- family and loft	Major employment center. Full range of office, retail, entertainment, and services.	High rise: 5 stories and above	Major regional destination for employment, shopping, and entertainment. Numerous and frequent multimodal connections (bus, light rail, streetcar).	Target Field
	Activity Center	Multi-family and townhome	Employment emphasis, with more than 250,000 office & 50,000 sq. ft. retail	5 stories and above	Sub-regional destination. Some park-n-ride. Linked with district circulator transit and express feeder bus.	N/A
	Urban Center	Multi-family and townhome	Predominately commercial. More than 100,000 sq. ft. of retail. More retail than office.	Less than 4- 5 stories	Sub-regional destination. Some park-n-ride. Linked with district circulator transit and express feeder bus.	Coon Rapids
	Commuter - Employment Emphasis	Multi-family, townhome, small lot single family. May be more than ¼ mile from station.	More employment than residential. Mix of office, service, and retail uses.	Less than 4- 5 stories	Primarily park-n-ride. Employment and commercial development is compatible with transit, but not dependent on transit service.	Anoka
<b>More Residential</b>	Commuter Town Center	Multi-family, townhome, small lot single family in closer proximity to station.	Significant retail and mixed use possible based on size of trade area and market conditions.	Less than 4 stories	Greater TOD potential. Also has large park-n-ride with local and express bus connections. Can be an end-of-line station.	Ramsey
	Main Street	Multi-family	Main street retail infill	Less than 4 stories	Bus or streetcar corridors. Walk-up stops. Limited transit parking.	N/A
	Commuter – Residential Emphasis	Multi-family, townhome, small lot single family. May be more than ¼ mile from station.	Limited retail and service uses serving station and surrounding neighborhoods.	Less than 4 stories	Large park-n-ride. May have additional feeder bus and express bus connections.	Elk River Big Lake
	Neighborhood	Multi-family townhome, small lot single family	Predominately residential with limited neighborhood serving commercial (less than 50,000 sq. ft.)	Less than 4 stories	Neighborhood walk-up station. Small or no park-n- ride. Local bus connections.	Fridley
<b>Special Uses</b>	Campus/ Special Events Station/ Regional Activity Center	Limited multi- family	Institutional, entertainment, limited office and retail.	Varies	Large commuter destination. Large parking reservoirs to serve activities, not necessarily for transit.	N/A

The presence of transit at a station location can have a positive effect on market and development potentials in the immediate area because transit improves the regional accessibility of the station area properties, which has a positive impact on property values. These higher land values can support higher development densities and in some cases a different mix of land uses in much the same way as property adjacent to a highway interchange is different from development farther away. However, the presence of transit alone does not translate to greater development potentials. There are other key economic requirements impacting TOD, including:

- ◆ **A Positive Market** – TOD cannot overcome other negative local or national real estate market conditions, including negative household or employment growth, declining building and land values, or the lack of conventional development financing.
- ◆ **Supportive Public Policy** – In order for a TOD activity center to be built, the local jurisdiction needs to provide a planning framework and zoning that allows for the type, mix, and density of development supportable by the market and desired by the community.
- ◆ **Realistic Expectations** – TOD can alter the location, density, and form of development within a market area. It can have a positive impact on the development capture of a city or sub-region. However, it cannot by itself create the demand for net new development within the larger region.

TOD also requires a commitment to a long-term development plan. Historically TOD does not occur until the transit investment is in place and provides a high level of accessibility that is generating high levels of ridership. In all but the most robust real estate markets, a TOD plan will take 20 or more years to become a significant activity center.

### **Commuter Rail vs. Light Rail**

Commuter rail differs from light rail or heavy rail in terms of its characteristics and markets served; similarly TOD opportunities associated with commuter rail also have some important distinctions. Commuter rail is most often passenger transit service utilizing diesel or electric propelled trains on existing track and/or right-of-ways utilized by freight or other passenger trains. It generally provides frequent peak-hour service and work trip oriented service of longer distances, typically 20 miles or more, with longer station spacings of two to five miles.

Until recently, commuter rail systems were only found in the largest metropolitan areas including Boston, Chicago, Montreal, New York, Philadelphia, San Francisco, and Toronto. These systems are made up of multiple commuter rail lines and connect to light rail, heavy rail, and subway systems. The number of destinations that are accessible from these older systems is much larger than some of the newer systems. In the last 20 years, commuter rail lines have been developed in the next tier urban markets including Albuquerque/Santa Fe, Dallas, Los Angeles, Miami, Minneapolis, Portland, and Seattle, as shown in Table 1-1. These newer systems are generally single corridors rather than components of a larger system and have less than 10,000 average daily riders.

Table 1-1

## U.S. COMMUTER RAIL SYSTEMS RANKED BY RIDERSHIP

Rank by Ridership	System	Major Cities Served	Average Weekday Ridership	Route Miles	Stations	Year Opened
1	Long Island Rail Road	New York	352,000	700.00	124	1836
2	Metra	Chicago	304,700	495.00	240	1984
3	Metro-North Railroad	New York	298,500	384.00	120	1983
4	New Jersey Transit Rail	New York.Philadelphia	276,459	951.00	162	1983
5	MBTA Commuter Rail	Boston	130,600	368.00	133	1973
6	SEPTA Regional Rail	Philadelphia	127,200	289.00	150	1983
7	Caltrain	San Francisco/San Jose	41,400	77.00	32	1987
8	Metrolink	Los Angeles	39,600	512.00	55	1992
9	MARC Train	Baltimore/Washington D.C.	33,700	187.00	43	1984
10	Virginia Railway Express	Washington D.C.	19,200	90.00	18	1992
11	Tri-Rail	Miami	163,300	72.00	18	1987
12	NICTD South Shore Line	Chicago	12,100	90.00	20	1903
13	Sounder Commuter Rail	Seattle/Tacoma	10,100	80.00	9	2000
14	A-Train	Denton	8,600	21.00	6	2011
15	Trinity Railway Express	Dallas/Fort Worth	8,200	34.00	10	1996
16	UTA FrontRunner	Salt Lake City	5,800	44.00	8	2008
17	NCTD Coaster	San Diego	5,000	41.00	8	1995
18	New Mexico Rail Runner Express	Albuquerque	3,900	97.00	13	2006
19	Altamont Commuter Express	San Jose	3,000	86.00	10	1998
20	Shore Line East	New Haven	2,200	59.00	13	1990
<b>21</b>	<b>Northstar Line</b>	<b>Minneapolis</b>	<b>2,000</b>	<b>40.00</b>	<b>6</b>	<b>2009</b>
22	Capital MetroRail	Austin	2,000	32.00	9	2010
23	Westside Express Service	Beaverton	1,600	15.00	5	2010
24	Music City Star	Nashville	1,000	32.00	6	2006

Source: Economic & Planning Systems, Inc.

## Commuter Rail TOD

Commuter rail TOD opportunities are also different than those associated with light rail or heavy rail systems due to its more limited scope, both in terms of frequency of service as well as the portion of the region that easily can be accessed by transit. Both factors limit the accessibility premiums that translate to increases in real estate market demand and higher land values. The nature of the commuter-freight rail corridor can also be less compatible with adjacent TOD. The sound levels associated with diesel locomotives and horns are louder, there are often larger transit parking fields, and the frequency of freight rail trains all creates land use impacts that are less compatible with residential and office-based employment development. The existing land development pattern in commuter rail corridors is also often not compatible with TOD, as it can include manufacturing and distribution uses requiring direct rail service as well as other heavy industrial uses which have located near like uses and away from residential and community serving commercial uses.

Despite these limitations, there remains a great deal of interest in TOD at commuter station locations, and in particular on these newer lines where the land use and development pattern is less fully built out. There are a number of principles that apply to capitalizing on TOD opportunities at commuter rail station locations. A station area plan is key as it provides direction for the preferred land uses to be developed within a station influence area over a long-term time horizon of 20 to 25 years. The typical area of influence is approximately a half-mile radius modified by logical roadway and geographic features. In addition to the land use element, the plan should be grounded by a market study that identifies the potentials for TOD land uses.

It should also contain an infrastructure needs analysis, redevelopment strategies, and recommendations for changes and incentives to encourage TOD. The TOD plan allows a municipality to address the individual characteristics and market opportunities and constraints of individual station locations and settings.

### **Application to Northstar Corridor**

The Northstar Corridor stations have a wide range of land use and development conditions. At greenfield station locations, the land use development opportunities are constrained primarily by the depth of the market for higher density development uses, whether residential or employment. How close development takes place to the station will be a factor or the intensity of train activity and the tolerance of the market for living or working next to these uses. In general, urban populations have a higher tolerance for “all things urban,” mixed uses, densities, and noise.

At commuter rail stations where existing industrial uses prevail, the community needs to consider a number of additional factors when implementing a TOD plan. Most industrial uses are not considered ideal TOD uses because the employment density (number of employees per acre or per square foot) is not very high, resulting in little impact on transit demand and usage. However, these industries are often important to the city’s employment base; hence it makes little sense to try to relocate them at least until there is a land constraint in the area. The cities should apply the same principles that it would in any other redevelopment setting by concentrating on parcels that have a potential to be redeveloped to higher value uses including vacant land and buildings and other outmoded space.

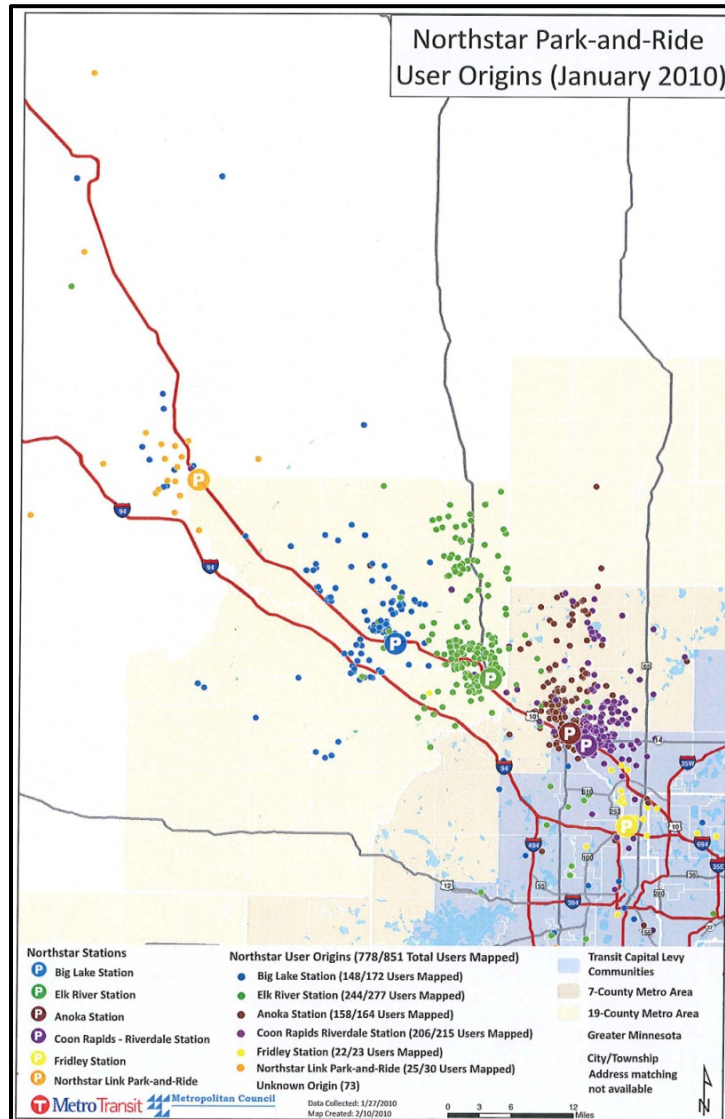
Short of a land constraint for imminent development, the plan should prioritize redeveloping or removing the most incompatible land uses and developing vacant land. The plan should also prioritize public investments on addressing infrastructure deficiencies and urban design improvements to improve the public realm to attract TOD.

## Chapter II

### NORTHSTAR CORRIDOR STATIONS

Northstar Corridor stations are located in seven locations from Big Lake to Target Field in Minneapolis. Each Northstar station attracts riders from a geographic area that is larger than the station city. This is demonstrated by a Metropolitan Council license plate survey of vehicles in Northstar park-n-ride lots conducted on January 27, 2010. This survey counted 851 vehicles, of which 778 could be mapped. The number of boardings at each station on January 11, 2010, was obtained from Metro Transit. Northstar station boardings at the five outlying stations totaled 944, which correlates well with 851 parked vehicles allowing for ride sharing and bus transfers. We don't know where these riders disembarked, but the assumption is that the vast majority rode to Target Field. An additional eight riders boarded at Target Field. Origin of Ramsey's park-n-ride users was derived from a survey conducted in 2012, obtained from Metro Transit. The geocoded registration addresses of park-n-ride users for each station are shown on Figure 2-1.

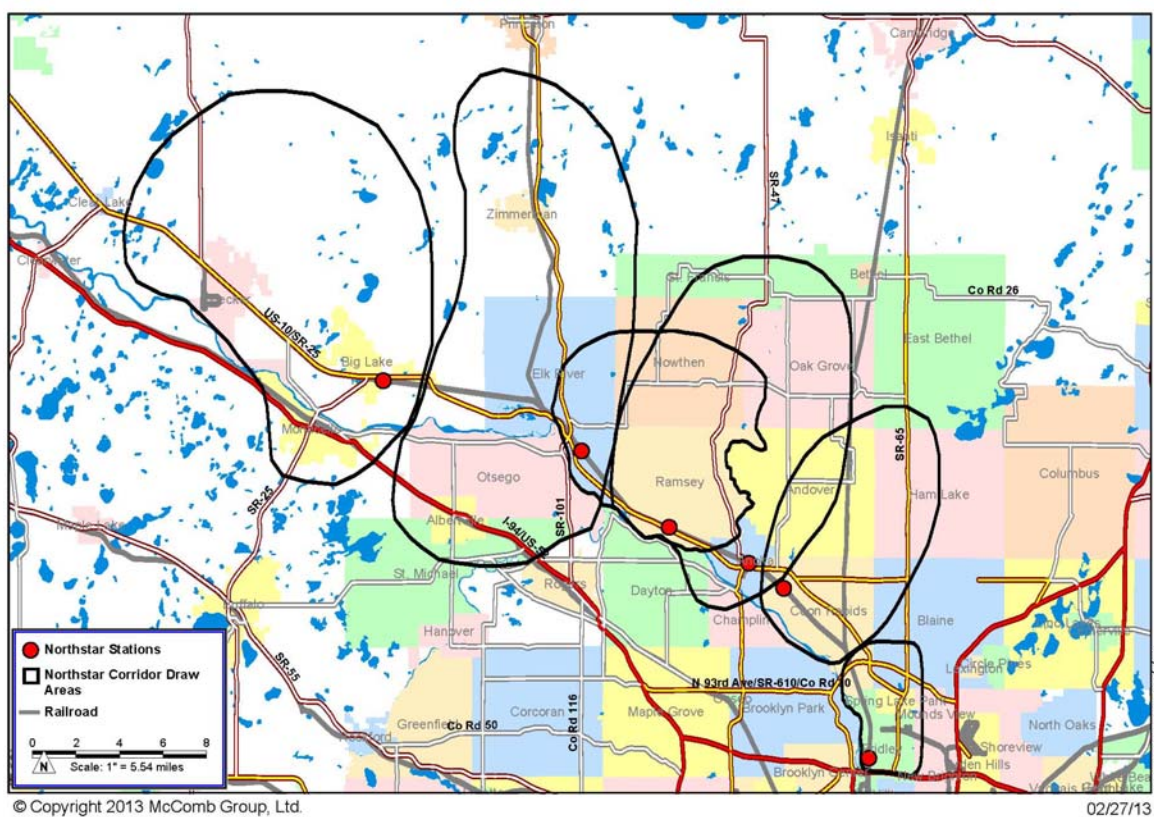
**Figure 2-1**



The distribution of rider origins demonstrates that while most rider residences are close to the station, many riders travel long distances before boarding the train. The distribution of rider residences is similar to the distribution of customers for a retail business, or the draw area from which a residential development will attract most of its residents. Retail stores have trade areas, residential developments have draw areas, and each Northstar station has a travelshed. For this analysis, these travelsheds will be referred to as draw areas.

Draw areas were delineated for each station based on the origin of park-n-ride users. These draw areas, shown on Map 2-1, have widely differing geographic areas. Three draw areas extend south of the Mississippi River, while three do not. Big Lake Station and Elk River Station Draw Areas cover the largest geographic areas, while the Fridley Station Draw Area is the smallest. The draw areas for Elk River, Ramsey, Anoka, and Coon Rapids overlap with adjacent station draw areas based on rider behavior.

**Map 2-1**  
**NORTHSTAR CORRIDOR DRAW AREAS**



The portion of draw area employed residents that work in Minneapolis decreases the further the station is located from Minneapolis. In the Fridley Station Draw Area, there are 16,232 resident workers, of which 3,384 (20.8 percent) work in Minneapolis. Ramsey Station Draw Area has 25,296 employed residents of which 2,779 (11.0 percent) are employed in Minneapolis. Draw area residents that are employed in Minneapolis, particularly downtown Minneapolis, are the strongest candidates to be Northstar commuters.

Table 2-1

NORTHSTAR STATION DRAW AREAS WORKERS  
AND THOSE THAT WORK IN MINNEAPOLIS

Station Draw Area	Total Employees	Work in Minneapolis	
		Employees	Percent
Big Lake	6,695	514	7.7 %
Elk River	13,808	1,206	8.7
Ramsey	25,296	2,779	11.0
Anoka	46,508	5,990	12.9
Coon Rapids	56,554	8,828	15.6
Fridley	16,232	3,384	20.8

Source: U.S. Census Bureau, Center for Economic Studies.

Northstar station market penetration in each draw area is shown in Table 2-2. The number of draw area residents employed in Minneapolis is compared with number of Northstar riders identified in the user origin survey. In calculating ridership market share, each station's draw area was limited to the area north of the Mississippi River to be consistent with the residential market analysis, which did not extend south of the river. Those riders from south of the river are included as inflow riders along with those living outside the draw area. Inflow riders are assumed to also be primarily destined to Minneapolis.

Table 2-2

NORTHSTAR RIDERS AND STATION DRAW AREAS RESIDENTS WORKING IN MINNEAPOLIS; 2010

	Draw Area					
	Big Lake Station	Elk River Station	Ramsey Station	Anoka Station	Coon Rapids Station	Fridley Station
Work in Minneapolis	514	1,206	2,779	5,990	8,828	3,384
Ride to Minneapolis	155	240	87	190	165	22
Employee Market Share	30.2 %	19.9 %	3.1 %	3.2 %	1.9 %	0.7 %
Draw Area Rider Percent	73.1 %	83.3 %	67.4 %	89.2 %	83.8 %	64.7 %
Inflow Riders	57	48	42	23	32	12
Percent	26.9 %	16.7 %	32.6 %	10.8 %	16.2 %	35.3 %
Total Riders	212	288	129	213	197	34

Source: McComb Group, Ltd. and Metro Transit.

The Big Lake Station Draw Area includes Big Lake and Becker and had 514 residents employed in Minneapolis and an estimated 155 rode the Northstar for a market share of 30.2 percent. Inflow riders from outside the draw area and south of the Mississippi River represented 26.9 percent or 57 riders including 31 from south of the Mississippi River. Big Lake has the highest ridership market share of any station.

Elk River had the largest ridership with 288 users. This draw area includes the cities of Elk River and Zimmerman, with inflow riders from Otsego, Albertville and a portion of St. Michael. Draw area riders totaled 240 or 19.9 percent of the draw area residents employed in Minneapolis. Inflow users (48 riders) accounted for 16.7 percent of the users, 33 of which were from south of the Mississippi River.

The draw area for the Ramsey Station is based on previous express bus ridership, which has been replaced by the Northstar Commuter Rail. The draw area, which includes Ramsey and portions of Nowthen and Elk River, had 2,779 Minneapolis employees. Ridership on the Northstar has averaged 129, of which 67.4 percent, or 87 riders, are estimated to be from the draw area based on bus ridership. These riders represent 3.1 percent of the Minneapolis employees. Inflow riders were estimated at 42 or 32.6 percent, all living north of the Mississippi River.

The Anoka Station had a total of 213 riders, 190 or 89.2 percent lived in the draw area north of the Mississippi River. This draw area includes the cities of Anoka, Andover, Ramsey, Nowthen, Oak Grove, and St. Francis, with inflow riders from portions of Dayton and Champlin. Northstar users represented 3.2 percent of the 5,990 Minneapolis employees living in the draw area. Thirteen of the Anoka riders lived south of the Mississippi River.

Coon Rapids Station Draw Area had an estimated 8,828 residents employed in Minneapolis with 165 or 1.9 percent that rode the Northstar. This draw area includes the cities of Coon Rapids, Andover, and Ham Lake. Inflow riders (32) represented 16.2 percent of the users.

The Fridley Station had the lowest number of users (34) with 22 living in the draw area for a 0.7 percent market share of the 3,384 estimated Minneapolis employees. Draw area riders included riders from Fridley, Spring Lake Park, Hilltop, and Columbia Heights and represented 64.7 percent of the riders and inflow was 35.3 percent.

Big Lake Station and Elk River Station have the highest rider market shares at 30.2 percent and 19.9 percent, respectively. This may be due to their further distance from Minneapolis. Market share increases with distance from Minneapolis; while the number of Minneapolis employees decreases with distance from the city.

### Ramsey Commuting

While most Northstar riders are traveling to Target Field, some riders are disembarking at other stations. The potential for commuting from Ramsey to other stations is demonstrated in Table 2-3. In 2010, 2,776 residents of the Ramsey Station Draw Area worked in Elk River. They represented 11.0 percent of the employed draw area residents. Ramsey Station Draw Area residents that work in the other station cities are also shown. The work location in each city is unknown, but some jobs may be within walking distance of a station or could be reached by a connecting bus.

Table 2-3

RAMSEY STATION DRAW AREA RESIDENT COMMUTING; 2010  
RESIDENTS THAT WORK IN OTHER STATION CITIES

Station City	Workers	
	Number	Percent
Big Lake	193	0.8 %
Elk River	2,776	11.0
Anoka	1,598	6.3
Coon Rapids	1,404	5.6
Fridley	778	3.1
Minneapolis	2,779	11.0

Source: U.S. Census Bureau, Center for Economic Studies and McComb Group, Ltd.

Commuting opportunities are represented by employees working in station area cities that reside in other station draw areas. In 2010, 2,137 workers employed in Ramsey lived in the Anoka Station Draw Area, as shown in Table 2-4. This represented 44.0 percent of Ramsey employment. Additional Ramsey employees from other station city draw areas are shown in Table 2-4. Reverse commuting to Ramsey by workers from other stations would require a bus or shuttle to meet the train and transport workers to their destination if they did not work near the station. The employee work locations are unknown. These reverse (outbound) commuters are served by only one train, which reduces the potential for reverse commuting.

Table 2-4

RAMSEY WORKERS THAT LIVE  
IN OTHER STATION DRAW AREAS; 2010

<u>Station Draw Area</u>	<u>Work in Ramsey</u>	<u>Percent</u>
Big Lake	127	2.6 %
Elk River	219	4.5
Anoka	2,137	44.0
Coon Rapids	730	15.0
Fridley	56	1.2
Minneapolis	104	2.1

Source: U.S. Census Bureau, Center for Economic Studies  
and McComb Group, Ltd.

## Chapter III

### REGIONAL ECONOMIC AND DEMOGRAPHIC FRAMEWORK

This chapter provides an overview of regional employment and demographic trends to illustrate the relationship between the station area cities and the larger Minneapolis-St. Paul region. The following sections of this Regional Economic and Demographic Framework are presented to provide the context of the station cities within the Eleven-County Minneapolis-St. Paul Metropolitan Statistical Area (MSA). In some cases, detailed analysis will be based on the Seven-County Metropolitan Area (Metropolitan Area) adjusted to include Sherburne County.

#### EMPLOYMENT TRENDS

The MSA is the nation's 15<sup>th</sup> largest MSA. Employment growth in the MSA<sup>1</sup>, as shown in Table 3-1, was interrupted by the great recession, which began in December 2007. Employment increased between 2001 and 2007 at a modest annual rate of 1.07 percent. MSA employment peaked in 2007 with 2,209,659, declined to 2,127,674 in 2010, and began a slow recovery to 2,168,451 in 2011.

Table 3-1  
MSA AND ANOKA AND SHERBURNE COUNTIES  
TOTAL EMPLOYMENT; 2001 TO 2011

Year	MSA	Anoka County	Sherburne County
2001	2,072,916	148,362	28,577
2002	2,063,216	148,660	29,538
2003	2,070,706	151,693	30,915
2004	2,102,568	154,939	31,904
2005	2,146,233	159,570	32,926
2006	2,179,756	161,558	33,346
2007	2,209,659	163,248	33,918
2008	2,204,264	160,397	33,312
2009	2,134,490	154,041	32,393
2010	2,127,674	150,589	32,329
2011	2,168,451	153,523	32,931

Source: U.S. Department of Commerce, Bureau of Economic Analysis.<sup>1</sup>

The MSA's four largest industries are Health Care, Government, Retail Trade, and Manufacturing, as shown in Table 3-2. Industries that experienced strong growth between 2001 and 2011 include the Health Care and Social Assistance (65,000); Real Estate, Rental and Leasing (28,313); Finance and Insurance (26,421); Education Services (22,871); and Professional, Scientific, and Tech Services (20,104). Industries that lost employment between 2001 and 2011 include Manufacturing (45,259); Construction (25,506); Retail Trade (18,158); and Information (12,316).

Anoka County employment grew steadily between 2001 and 2007, as shown in Table 3-1. Between 2001 and 2007, employment in Anoka County increased from 148,362 to 163,248, an

<sup>1</sup> Employment data from the Bureau of Economic Analysis (BEA) includes private wage and salary, sole proprietors, and government jobs. BEA compiles the data from multiple sources, resulting in a one- to two-year lag from the current year.

Table 3-2  
MINNEAPOLIS-ST. PAUL MSA NON-FARM EMPLOYMENT BY INDUSTRY, 2001 TO 2011

Industry	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Forestry, Fishing, and Related Activities	1,249	1,102	482	540	1,038	1,060	1,408	1,525	1,538	1,528	1,587
Mining	1,170	1,074	585	565	1,155	1,307	1,602	1,525	1,225	1,214	1,411
Utilities	5,256	4,856	4,675	4,595	4,739	6,550	5,305	5,710	5,949	4,874	4,912
Construction	109,161	108,911	110,743	114,695	118,581	115,935	111,602	104,419	87,520	81,681	83,655
Manufacturing	223,913	210,802	204,763	202,414	204,406	203,188	200,508	195,695	178,435	173,718	178,654
Wholesale Trade	100,412	97,367	95,742	97,261	99,857	103,183	103,815	101,395	94,129	91,092	92,842
Retail Trade	219,055	218,442	218,765	218,410	221,426	220,339	220,748	213,675	203,187	199,824	200,897
Transportation and Warehousing	56,528	50,673	50,409	52,488	53,937	62,014	58,424	59,288	58,828	57,819	58,788
Information	58,428	54,300	50,552	49,076	49,648	48,651	49,987	49,450	46,762	46,163	46,112
Finance and Insurance	130,595	133,246	136,461	137,065	139,483	140,512	143,772	147,944	152,696	151,542	157,016
Real Estate and Rental and Leasing	68,495	72,573	77,494	83,815	90,772	93,916	95,786	94,101	90,584	95,670	96,808
Professional, Scientific, and Tech Svs	145,552	142,971	142,542	148,444	150,622	155,678	164,340	165,824	159,949	160,906	165,656
Mgmt of Companies and Enterprises	61,020	57,377	55,218	59,098	58,198	60,091	61,119	65,482	64,417	64,551	66,405
Administrative and Waste Mgmt Services	117,853	116,144	116,626	120,111	122,809	128,599	131,093	126,017	116,806	123,933	131,208
Educational Services	40,107	43,463	44,566	46,670	48,278	51,890	53,152	55,526	57,670	59,810	62,978
Health Care and Social Assistance	187,992	197,234	204,708	211,278	215,048	225,431	234,665	242,344	244,245	245,212	252,992
Arts, Entertainment, and Recreation	46,126	48,882	49,846	50,378	51,844	53,741	55,934	57,889	57,822	57,233	58,403
Accommodation and Food Services	122,126	123,486	125,294	129,356	132,992	134,887	136,693	136,475	131,843	131,112	134,547
Other Services, Except Public Admin	107,028	110,574	110,476	110,323	110,931	112,244	103,355	113,730	110,919	109,648	111,212
Government and Govt Enterprises	229,149	229,200	230,193	230,754	235,567	239,639	240,497	240,645	240,008	241,392	236,940
<b>Total Employment</b>	<b>2,072,916</b>	<b>2,063,216</b>	<b>2,070,706</b>	<b>2,102,568</b>	<b>2,146,233</b>	<b>2,179,756</b>	<b>2,209,659</b>	<b>2,204,264</b>	<b>2,134,490</b>	<b>2,127,674</b>	<b>2,168,451</b>
Percent Change		(0.47) %	0.36 %	1.54 %	2.08 %	1.56 %	1.37 %	(0.24) %	(3.17) %	(0.32) %	1.92 %
<b>Non-Farm Employment</b>	<b>2,061,194</b>	<b>2,052,440</b>	<b>2,060,158</b>	<b>2,092,573</b>	<b>2,136,373</b>	<b>2,170,489</b>	<b>2,200,473</b>	<b>2,195,369</b>	<b>2,124,940</b>	<b>2,118,015</b>	<b>2,159,266</b>
Percent Change		(0.42) %	0.38 %	1.57 %	2.09 %	1.60 %	1.38 %	(0.23) %	(3.21) %	(0.33) %	1.95 %

Source: U.S. Department of Commerce, Bureau of Economic Analysis.

annual rate of 1.61 percent. Employment declined to 150,589 in 2010, a decline of 7.8 percent, and increased to 153,523 in 2011. In that year, Anoka County represented 7.1 percent of the MSA employment. Manufacturing is the largest industry in Anoka County with 21,084 jobs in 2011, as shown in Table 3-3. The largest industries in Anoka County are the same as the MSA and include Health Care; Government; Retail; and Manufacturing. Anoka County experienced the largest employment growth in the Health Care (2,933) and Finance and Insurance industries (1,897). Other employment categories recording steadily increasing employment notwithstanding the recession include: Professional, Scientific, and Tech Services (1,417); Real Estate and Rental and Leasing (1,832); Management of Companies and Enterprises (283); and Administrative Services (864). The changes in employment in Anoka County were similar to the changes experienced by the MSA as a whole. The largest decline was recorded in Manufacturing, which lost 4,142 jobs between 2001 and 2011.

Sherburne County employment trends are similar to Anoka County, as shown in Table A-4. Employment increased from 28,577 in 2001 to 33,918 in 2007, an annual growth rate of 2.90 percent. Employment declined to 32,329 in 2010, a decrease of 4.7 percent. Employment increased to 32,931 in 2011, which represented 1.5 percent of MSA employment. Major employers in Sherburne County in 2011 were Health Care; Government; Retail Trade; and Manufacturing. Health Care is also the largest industry in Sherburne County and accounted for over 44 percent of the new jobs created in the county. Employment categories that recorded generally increasing employment trends between 2001 and 2010 included: Finance and Insurance (350); Real Estate and Rental and Leasing (698); Professional, Scientific, and Technical Services (395); Management of Companies and Enterprises (224); and Administrative Services (291) to name a few. The Construction and Retail Trade industries lost 429 and 523 jobs, respectively, between 2001 and 2011.

### **Corridor Employment**

Corridor cities have experienced differing employment trends over the past decade, as shown in Table 3-5. In most corridor cities (Coon Rapids, Anoka, Ramsey, Elk River, and Big Lake), employment increased between 2000 and 2007 or 2008 when the great recession caused employment to decline. In each city, except Elk River, employment declined through 2010 and then recovered in 2011. In four corridor cities (Coon Rapids, Ramsey, Elk River, and Big Lake), employment in 2011 was higher than in 2000. Elk River and Coon Rapids had the largest increases in employment of the corridor cities increasing by 2,360 and 2,086 jobs, respectively, in the past decade. Ramsey grew by 1,141 and Big Lake employment increased by 332.

Fridley and Anoka recorded generally declining employment trends. In Fridley, employment was in a downward trend from 2000 to 2006. Employment increased in 2007, and then declined during the recession, and then recovered in 2011. Over this period, Fridley lost 4,356 jobs. Anoka employment fluctuated in a narrow range between 2000 and 2006, increased to 13,674 in 2008, and ended at 12,826 for a net loss of 471 jobs.

Minneapolis, the terminal city for the Northstar Corridor, has experienced a steadily declining employment trend. Employment declined from 308,758 in 2000 to 285,883 in 2004, increased to 294,370 in 2006, and then declined to 280,899 in 2009. By 2011, employment had recovered to 287,640 jobs. Minneapolis has 21,118 fewer jobs in 2011 than in 2000. As the destination for most Northstar Corridor commuters, employment trends in Minneapolis are important.

Table 3-3

## ANOKA COUNTY NON-FARM EMPLOYMENT BY INDUSTRY; 2001 TO 2011

Industry	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Forestry, Fishing, and Related Activities	217	-	-	-	-	-	267	316	288	282	281
Mining	66	-	-	-	-	-	90	116	93	81	92
Utilities	-	-	-	-	-	-	-	-	-	-	-
Construction	13,699	13,735	14,343	14,969	15,110	14,629	13,778	12,303	10,471	9,808	9,921
Manufacturing	25,226	23,219	22,951	23,011	23,558	23,657	24,264	23,121	21,138	20,354	21,084
Wholesale Trade	5,714	6,201	6,295	6,398	6,210	6,502	6,517	6,278	5,800	5,695	5,723
Retail Trade	19,463	20,048	20,248	20,545	21,428	21,173	21,461	20,386	19,017	18,452	18,496
Transportation and Warehousing	-	-	-	-	-	-	-	-	-	-	-
Information	1,590	1,444	1,438	1,312	1,465	1,465	1,518	1,536	1,375	1,241	1,257
Finance and Insurance	3,950	4,205	4,384	4,491	4,748	4,728	5,010	5,329	5,896	5,650	5,847
Real Estate and Rental and Leasing	5,692	6,107	6,576	7,283	7,804	8,199	7,912	7,381	7,314	7,359	7,524
Professional, Scientific, and Tech Svs	6,249	6,223	6,538	6,847	7,025	6,990	7,262	7,214	7,095	7,122	7,666
Mgmt of Companies and Enterprises	558	435	590	602	670	712	577	380	718	844	841
Administrative and Waste Mgmt Services	7,952	7,610	8,245	8,825	8,917	9,302	9,458	9,854	8,943	8,510	8,816
Educational Services	1,800	2,060	1,979	2,043	2,157	2,264	2,300	2,407	2,419	2,355	2,463
Health Care and Social Assistance	13,767	13,982	14,346	14,501	14,872	15,348	15,823	16,485	16,841	16,546	16,700
Arts, Entertainment, and Recreation	3,082	3,324	3,464	3,513	3,458	3,643	3,660	4,071	4,228	4,276	4,422
Accommodation and Food Services	8,422	8,866	9,166	9,471	9,815	9,897	10,109	10,062	9,701	9,434	9,674
Other Services, Except Public Admin	8,776	9,043	9,271	9,191	9,296	9,652	-	9,611	9,680	9,714	9,743
Government and Govt Enterprises	15,341	15,216	15,265	15,525	16,376	16,697	17,317	17,395	17,096	16,842	16,455
<b>Total Employment</b>	<b>148,362</b>	<b>148,660</b>	<b>151,693</b>	<b>154,939</b>	<b>159,570</b>	<b>161,558</b>	<b>163,248</b>	<b>160,397</b>	<b>154,041</b>	<b>150,589</b>	<b>153,523</b>
Percent Change		0.20 %	2.04 %	2.14 %	2.99 %	1.25 %	1.05 %	(1.75) %	(3.96) %	(2.24) %	1.95 %
<b>Non-Farm Employment</b>	<b>147,517</b>	<b>147,875</b>	<b>150,921</b>	<b>154,226</b>	<b>158,878</b>	<b>160,928</b>	<b>162,635</b>	<b>159,817</b>	<b>153,392</b>	<b>149,929</b>	<b>152,908</b>
Percent Change		0.24 %	2.06 %	2.19 %	3.02 %	1.29 %	1.06 %	(1.73) %	(4.02) %	(2.26) %	1.99 %

Source: U.S. Department of Commerce, Bureau of Economic Analysis.

Table 3-4  
SHERBURNE COUNTY NON-FARM EMPLOYMENT BY INDUSTRY, 2001 TO 2011

Industry	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011
Forestry, Fishing, and Related Activities	-	-	-	-	-	-	-	-	-	-	-
Mining	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	819	-	-	-	-	-
Construction	2,868	2,964	3,160	3,395	3,458	3,333	3,114	2,703	2,354	2,172	2,439
Manufacturing	3,091	2,985	3,297	3,394	3,446	3,374	3,487	3,486	3,103	3,100	3,118
Wholesale Trade	-	-	-	-	-	971	1,061	-	1,075	-	-
Retail Trade	4,218	4,384	4,374	4,029	4,109	4,216	4,161	3,935	3,731	3,678	3,695
Transportation and Warehousing	1,052	1,105	1,184	1,192	1,246	1,230	-	1,287	-	1,262	1,319
Information	426	414	288	242	268	282	289	264	239	191	213
Finance and Insurance	720	823	843	901	907	921	1,012	1,015	1,111	1,040	1,070
Real Estate and Rental and Leasing	912	1,107	1,144	1,167	1,394	1,465	1,498	1,555	1,515	1,594	1,610
Professional, Scientific, and Tech Svs	832	839	841	1,027	1,141	1,149	1,219	1,313	1,274	1,208	1,227
Mgmt of Companies and Enterprises	117	142	227	251	194	241	223	299	301	333	341
Administrative and Waste Mgmt Services	982	1,057	1,045	1,174	1,202	1,162	1,052	998	1,018	1,231	1,273
Educational Services	263	287	330	343	367	336	399	397	377	388	406
Health Care and Social Assistance	2,856	2,939	3,328	3,658	3,884	4,102	4,395	4,478	4,642	4,734	4,769
Arts, Entertainment, and Recreation	443	490	524	511	540	532	542	547	557	557	534
Accommodation and Food Services	1,833	1,848	2,024	1,954	1,995	2,055	1,991	1,940	1,825	1,712	1,762
Other Services, Except Public Admin	1,765	1,911	2,017	2,065	2,126	2,150	2,192	2,144	2,186	2,219	2,209
Government and Govt Enterprises	3,625	3,682	3,728	3,947	4,031	4,177	4,328	4,325	4,325	4,352	4,368
<b>Total Employment</b>	<b>28,577</b>	<b>29,538</b>	<b>30,915</b>	<b>31,904</b>	<b>32,926</b>	<b>33,346</b>	<b>33,918</b>	<b>33,312</b>	<b>32,393</b>	<b>32,329</b>	<b>32,931</b>
Percent Change		3.36 %	4.66 %	3.20 %	3.20 %	1.28 %	1.72 %	(1.79) %	(2.76) %	(0.20) %	1.86 %
<b>Non-Farm Employment</b>	<b>27,739</b>	<b>28,764</b>	<b>30,176</b>	<b>31,218</b>	<b>32,265</b>	<b>32,738</b>	<b>33,330</b>	<b>32,741</b>	<b>31,784</b>	<b>31,714</b>	<b>32,344</b>
Percent Change		3.70 %	4.91 %	3.45 %	3.35 %	1.47 %	1.81 %	(1.77) %	(2.92) %	(0.22) %	1.99 %

Source: U.S. Department of Commerce, Bureau of Economic Analysis.

Table 3-5

CORRIDOR COMMUNITIES EMPLOYMENT; 2000 TO 2011

Year	Minneapolis	Fridley	Coon Rapids	Anoka	Ramsey	Elk River	Big Lake
2000	308,758	26,279	21,496	13,297	3,901	8,864	1,716
2001	305,880	26,042	21,695	13,114	4,019	9,798	1,800
2002	294,162	24,762	22,546	13,279	4,023	10,025	1,755
2003	286,631	23,885	23,687	13,302	4,371	10,272	1,843
2004	285,883	23,593	23,563	13,031	4,952	10,423	1,903
2005	287,552	23,860	23,895	13,199	4,985	10,302	2,095
2006	294,370	23,691	24,151	13,287	5,152	10,608	2,212
2007	292,833	24,489	24,579	13,392	4,994	10,771	2,292
2008	291,019	23,050	24,747	13,674	5,277	10,709	2,325
2009	280,899	22,122	23,464	12,806	4,977	10,682	2,173
2010	281,577	21,377	23,150	12,690	4,757	10,950	2,083
2011	287,640	21,923	23,582	12,826	5,042	11,224	2,048
Percent Change	(0.64) %	(1.63) %	0.85 %	(0.33) %	2.36 %	2.17 %	1.62 %

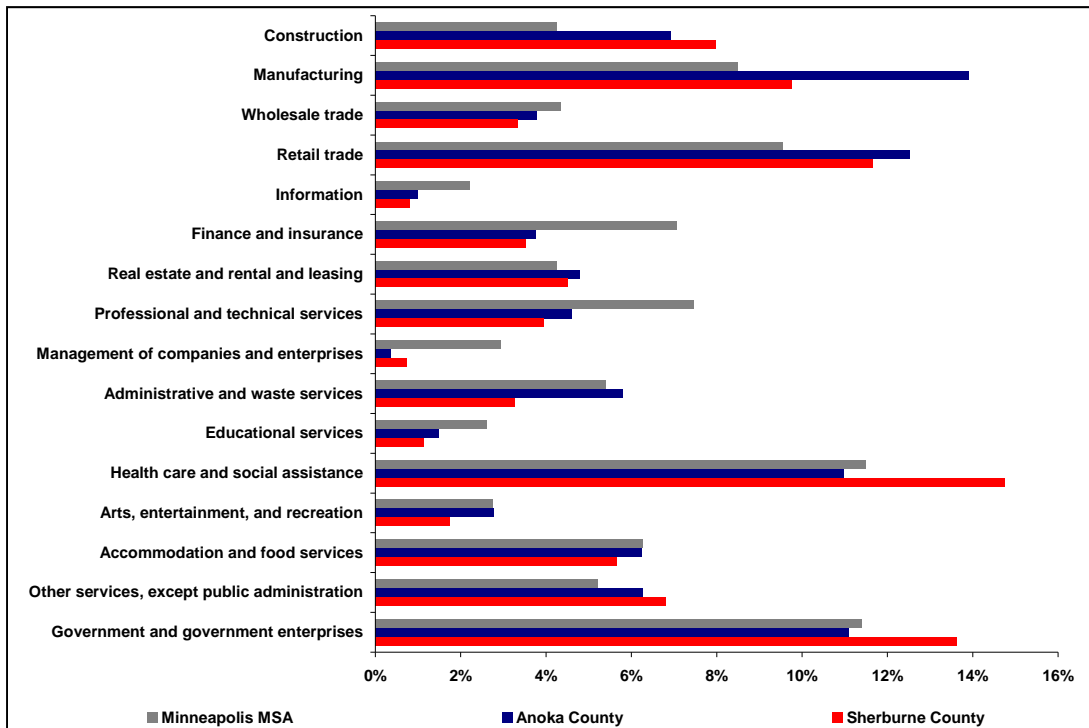
Source: Minnesota Department of Employment and Economic Development (QCEW data).

**Major Industries and Drivers**

Comparing the percentage of jobs in each industry illustrates the economic drivers in Anoka and Sherburne Counties. Both Anoka and Sherburne Counties have a larger percentage of jobs in Manufacturing than the MSA. Anoka County has 14 percent of its employment in Manufacturing and Sherburne County 10 percent compared to only eight percent in the MSA, as shown in Figure 3-1.

Figure 3-1

**EMPLOYMENT BY INDUSTRY AS PERCENT OF TOTAL MSA AND ANOKA AND SHERBURNE COUNTIES**



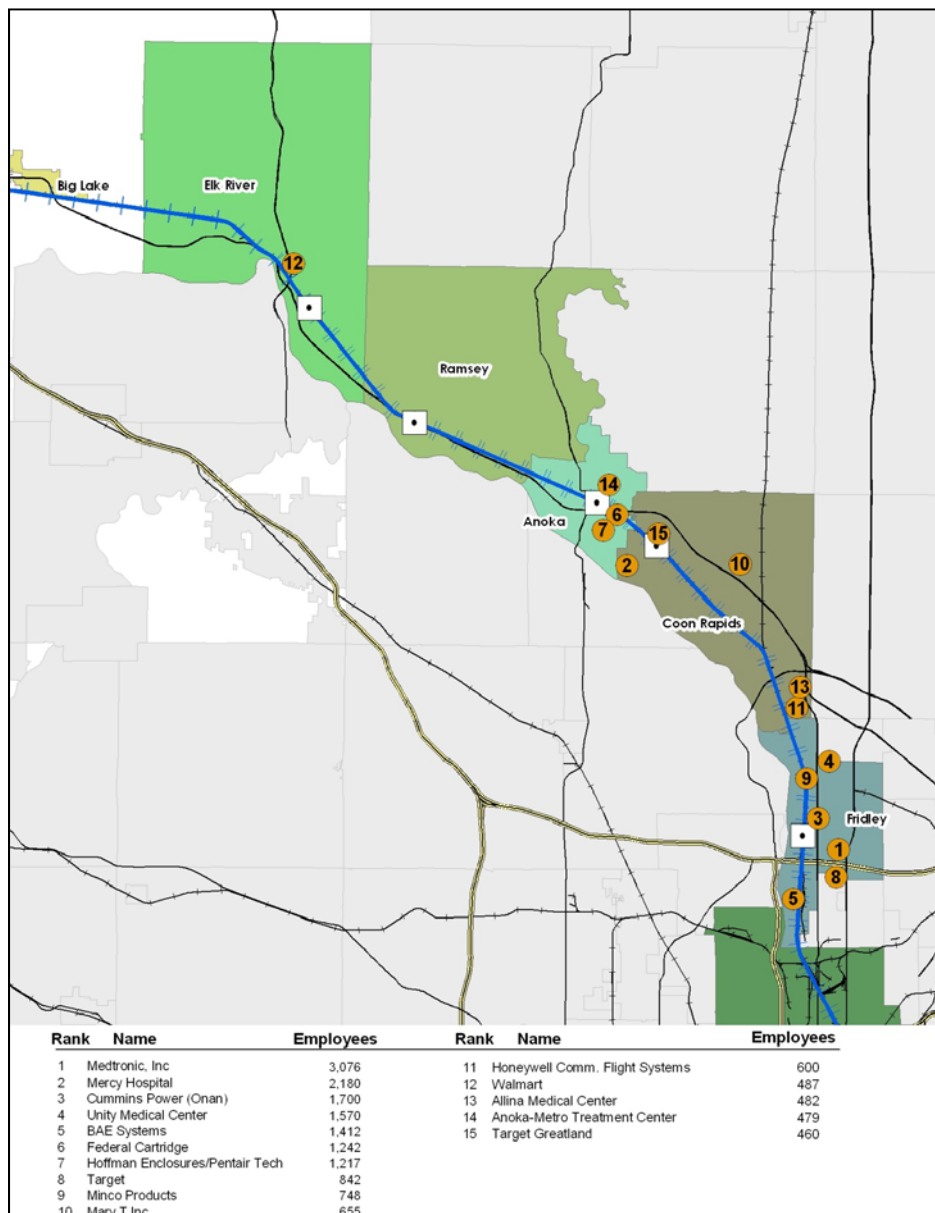
Source: Economic & Planning Systems, Inc.

Anoka County has a high percentage of Retail jobs with 13 percent compared to 10 percent in the MSA. Sherburne and Anoka Counties have 7.5 to 8.0 percent Construction employment, which indicates higher housing growth in these counties. Over 15 percent of jobs in Sherburne County are in Health Care, making it the largest industry in the county.

### Major Employers

The largest employers in the corridor are located mainly in Anoka, Fridley, and Coon Rapids. The largest is Medtronic, Inc. in Fridley with 3,076 employees. Seven of the fifteen major employers identified on Figure 2-3 are located within one mile of a Northstar commuter rail station.

**Figure 3-2**  
**NORTHSTAR CORRIDOR MAJOR EMPLOYERS**



Source: Economic & Planning Systems, Inc.

## Ramsey Employment

Employment in Ramsey increased steadily from 2002 to 2008 and declined to 5,212 in 2010 due primarily to declines in Construction; Manufacturing; and Wholesale Trade, as shown in Table 3-6.

Industry categories with growing employment trends from 2002 to 2010 include: Manufacturing; Transportation and Warehousing; Agriculture; Utilities; Wholesale Trade; Information; Finance and Insurance; Management of Companies and Enterprises; Educational Services; Accommodation and Food Services; Other Services; Professional, Scientific, and Technical Services; and Health Care and Social Assistance. Categories with declining trends include Construction; Retail Trade; Real Estate and Rental and Leasing; Administration and Support; Arts, Entertainment and Recreation; and Public Administration. Employment in this table differs slightly from Table 3-5 because it is derived from a different database from the U.S. Census Bureau that provides more complete reporting of employment by industry.

Table 3-6  
RAMSEY EMPLOYMENT TRENDS: 2002 TO 2010

Jobs by NAICS Industry Sector	2002	2003	2004	2005	2006	2007	2008	2009	2010	Percent Change
Agriculture, Forestry, Fishing and Hunting	87	89	90	79	100	110	91	111	127	4.8 %
Utilities	241	223	239	246	231	229	225	240	244	0.2
Construction	509	521	651	641	551	468	382	328	270	(7.6)
Manufacturing	1,092	1,006	938	1,002	1,497	1,671	1,837	1,672	1,619	5.0
Wholesale Trade	212	249	236	299	254	778	828	688	584	13.5
Retail Trade	470	486	477	555	498	440	397	445	414	(1.6)
Transportation and Warehousing	60	49	45	55	54	59	81	99	78	3.3
<b>Office Inclined Industries</b>										
Information	-	2	2	5	4	2	4	3	5	- %
Finance and Insurance	23	33	54	41	54	36	62	65	35	5.4
Real Estate and Rental and Leasing	58	46	86	78	82	40	18	30	21	(11.9)
Professional, Scientific, and Tech Services	86	96	128	88	70	94	95	79	92	0.8
Management of Companies and Enterprises	24	39	30	48	57	63	74	89	108	20.7
Administration & Support	281	297	288	386	334	310	304	356	268	(0.6)
Subtotal	472	513	588	646	601	545	557	622	529	1.4 %
Educational Services	3	4	7	20	220	311	319	328	364	72.3 %
Health Care and Social Assistance	91	214	241	262	229	250	260	236	274	14.8
Arts, Entertainment, and Recreation	90	105	100	84	85	90	51	50	70	(3.1)
Accommodation and Food Services	261	289	272	322	290	356	393	456	325	2.8
Other Services (excluding Public Admin.)	188	212	202	193	204	231	212	213	191	0.2
Public Administration	134	144	157	120	131	130	125	141	123	(1.1)
Total All Jobs	3,912	4,108	4,246	4,524	4,945	5,668	5,759	5,629	5,212	3.7 %

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment.

Office-inclined industries are important categories that are likely to occupy office space and represent potential demand. Employment in office-inclined industries was steady between 2002 and 2005 when employment peaked at 646 and then declined to 529 employees in 2010. Assuming 250 square feet per employee, demand for office space would have been about 118,000 square feet in 2002 increasing to about 161,500 square feet in 2005, before declining to 132,250 square feet in 2010, a decline of over 18.1 percent.

## POPULATION AND HOUSEHOLDS

The MSA added over 311,000 persons between 2000 and 2010, an annual growth rate of 1.0 percent, as shown in Table 3-7. Anoka County grew at the same annual growth rate as the MSA (1.0 percent), adding 32,760 persons or 10.5 percent of total MSA growth. Sherburne County grew by 24,082 people in the past decade, which is an annual rate of increase of 3.2 percent.

Sherburne County captured 7.7 percent of the population growth in the MSA between 2000 and 2010.

Table 3-7  
TWIN CITIES AREA POPULATION; 2000 TO 2010

Place	2000	2010	Change 2000 to 2010			Percent of MSA Growth
			Number	Change	Growth Rate	
Minneapolis-St. Paul MSA	2,968,806	3,279,833	311,027	31,103	1.0 %	100.0 %
Metropolitan Area	2,642,056	2,849,567	207,511	20,751	0.8	66.7
Corridor Counties						
Anoka	298,084	330,844	32,760	3,276	1.0	10.5
Sherburne	64,417	88,499	24,082	2,408	3.2	7.7
Total	362,501	419,343	56,842	5,684	1.5 %	18.3 %

Source: U.S. Census.

The MSA added over 136,000 households between 2000 and 2010, an average of over 13,000 annually, as shown in Table 3-8. Anoka and Sherburne Counties grew at an annual rate of 1.3 percent and 3.4 percent compared to 1.1 percent for the MSA. Anoka County added 14,799 households during this period compared to 8,631 additional households in Sherburne County.

Table 3-8  
TWIN CITIES AREAS HOUSEHOLDS; 2000 TO 2010

Place	2000	2010	Change 2000 to 2010			Percent of MSA Growth
			Number	Change	Growth Rate	
Minneapolis-St. Paul MSA	1,136,615	1,272,677	136,062	13,606	1.1 %	100.0 %
Metropolitan Area	1,021,454	1,117,749	96,295	9,630	0.9	70.8
Corridor Counties						
Anoka	106,428	121,227	14,799	1,480	1.3	10.9
Sherburne	21,581	30,212	8,631	863	3.4	6.3
Total	128,009	151,439	23,430	2,343	1.7 %	17.2 %

Source: U.S. Census.

The Northstar cities added 14,376 people over the past decade, which is about five percent of the growth in the MSA, as shown in Table 3-9. Ramsey, Elk River, and Big Lake captured the majority of population and household growth in the study corridor. Elk River increased the most in population and households of any of the corridor communities with 6,527 new residents in 2,416 households. Ramsey increased in population by 5,158 people and 2,127 households. Big Lake's population and households increased by 3,997 and 1,260, respectively. Coon Rapids is the largest of the cities in the corridor with a population of 61,476 people in 2010, but lost population despite an increase of 954 households due to declining household size. The older, inner ring suburbs in the corridor such as Fridley, Coon Rapids, and Anoka experienced a loss in population during the decade, while the more exurban communities grew at rates much higher than the MSA.

Table 3-9

## CORRIDOR COMMUNITIES POPULATION AND HOUSEHOLDS; 2000 TO 2010

Community	2000	2010	Change		Percent of Corridor	
			Number	Growth Rate	2010	Change
<b>POPULATION</b>						
Fridley	27,449	27,208	(241)	(0.1) %	16.7 %	(1.7) %
Coon Rapids	61,607	61,476	(131)	(0.0)	37.8	(0.9)
Anoka	18,076	17,142	(934)	(0.5)	10.5	(6.5)
Ramsey	18,510	23,668	5,158	2.5	14.6	35.9
Elk River	16,447	22,974	6,527	3.4	14.1	45.4
Big Lake	6,063	10,060	3,997	5.2	6.2	27.8
Total	148,152	162,528	14,376	0.9 %	100.0 %	100.0 %
<b>HOUSEHOLDS</b>						
Fridley	11,328	11,110	(218)	(0.2) %	18.2 %	(3.4) %
Coon Rapids	22,578	23,532	954	0.4	38.5	15.1
Anoka	7,262	7,060	(202)	(0.3)	11.5	(3.2)
Ramsey	5,906	8,033	2,127	3.1	13.1	33.6
Elk River	5,664	8,080	2,416	3.6	13.2	38.1
Big Lake	2,117	3,377	1,260	4.8	5.5	19.9
Total	54,855	61,192	6,337	1.1 %	100.0 %	100.0 %

Source: U.S. Census.

**Population and Household Forecasts**

Population and household forecasts developed by the State Demographer for 2010, 2020, and 2030 are shown in Table 3-10. The Metropolitan Area is projected to grow at a rate of 0.6 percent. The expected annual rate of growth for Anoka and Sherburne Counties is an indication of the expected capture of Metropolitan Area growth for the Northstar Corridor. Anoka County population is expected to grow at an annual rate of 0.8 percent. Sherburne County population is expected to grow at an annual rate of 2.4 percent, higher than both the MSA and Metropolitan Area forecast of less than 1.0 percent per year.

Table 3-10

## NORTHSTAR CORRIDOR POPULATION AND HOUSEHOLD FORECAST; 2010 TO 2030

Community	2010	2020	2030	Change		
				Number	Growth Rate	Change
<b>POPULATION</b>						
Minneapolis-St. Paul MSA	3,248,430	3,583,220	3,828,560	580,130	0.8 %	29,007
Metropolitan Area	2,906,470	3,134,270	3,286,970	380,500	0.6	19,025
Corridor Counties						
Anoka	352,070	373,480	411,630	59,560	0.8	2,978
Sherburne	101,570	134,360	161,990	60,420	2.4	3,021
Total	453,640	507,840	573,620	119,980	1.2 %	5,999
<b>HOUSEHOLDS</b>						
Minneapolis-St. Paul MSA	1,263,000	1,416,680	1,539,000	276,000	1.0 %	13,800
Metropolitan Area	1,141,070	1,253,360	1,335,970	194,900	0.8	9,745
Corridor Counties						
Anoka	132,570	154,350	167,040	34,470	1.2	1,724
Sherburne	35,470	48,110	59,900	24,430	2.7	1,222
Total	168,040	202,460	226,940	58,900	1.5 %	2,945

Source: Minnesota State Demographic Center.

Household forecasts show households growing faster than population in the MSA, Metropolitan Area, and Anoka and Sherburne Counties. Sherburne County households are expected to grow at a 2.7 percent annual growth rate; while Anoka County is expected to grow at a 1.2 percent annual growth rate.

## **Chapter IV**

### **NORTHSTAR CORRIDOR RESIDENTIAL MARKET CONDITIONS**

This chapter summarizes the current residential market conditions in the MSA and along the Northstar Corridor. Residential market conditions are analyzed to provide a framework for identifying viable residential development options at the Ramsey Station.

#### **RESIDENTIAL MARKET**

There were over 156,000 new housing units permitted in the MSA between 2000 and 2011, as shown in Table 4-1, which is an average of 13,058 units per year. Single family units comprised 45 percent of all the units permitted, while attached homes were 20 percent and multi-family units were 35 percent of the total units. Building permits peaked in 2003 at 21,283 units and declined steadily to 4,290 in 2009 before recovering to 5,725 units in 2010.

There were 20,698 units permitted in Anoka County between 2000 and 2011, which was 13 percent of residential construction in the MSA. Sixty-three percent of the units permitted in Anoka County were single family homes and 26 percent were townhomes and duplexes. Only 11 percent were multi-family units including both condos and apartments. Building permits in Anoka County peaked at 3,336 units in 2004, one year later than the MSA, and declined steadily to 492 in 2009, a decline of 85 percent. Building permits recovered to 685 in 2010. Anoka County's market share of MSA building permits has held up well. Market share was 11 percent in 2000, increased to 16 percent in 2004, declined to 11 percent in 2008 and 2009, and then recovered to 12 percent in 2010.

Sherburne County permitted 9,213 units over the past decade, which was six percent of the units permitted in the MSA. Units in Sherburne County were predominately single family units at 95 percent, with townhomes comprising two percent and multi-family units three percent of the total. Sherburne County building permits peaked in 2003 at 1,596 units and declined steadily to 89 units in 2009, a decline of 94 percent. Market share of MSA building permits ranged from six to seven percent between 2000 and 2006, and then declined to two percent in 2008, 2009, 2010, and 2011.

The Northstar Corridor communities permitted 8,909 housing units between 2000 and 2011, which is 5.7 percent of the MSA total, as shown in Table 4-2. Elk River and Ramsey permitted the most units between 2000 and 2011, with 2,662 and 2,413 units, respectively. Coon Rapids and Big Lake each permitted over 1,600 units. Fridley and Anoka permitted the least number of units, with 385 and 147 units, respectively. Ramsey permitted 2,413 units, which was 27.1 percent of the total units permitted in the corridor. Like the MSA as a whole, residential construction in the corridor communities dropped off sharply after 2006.

Table 4-1

## RESIDENTIAL BUILDING PERMITS: MSA AND ANOKA AND SHERBURNE COUNTIES; 2000 TO 2011

Area	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	Total	Percent of Total
<b>Minneapolis-St. Paul MSA</b>														
Single Family Detached	9,541	8,858	8,276	9,034	8,244	6,877	5,251	3,650	2,282	2,469	2,792	3,756	71,030	45 %
Townhome/ Duplex	3,567	3,473	3,577	4,835	5,126	3,795	2,961	1,861	960	561	614	24	31,354	20
Condo/ Apartment	5,019	5,837	8,307	7,414	7,401	6,375	4,208	2,934	1,865	1,260	2,319	1,368	54,307	35
MSA Total	18,127	18,168	20,160	21,283	20,771	17,047	12,420	8,445	5,107	4,290	5,725	5,148	156,691	100 %
<b>Anoka County</b>														
Single Family Detached	1,704	1,706	1,685	1,824	1,768	1,217	830	638	295	415	509	538	13,129	63 %
Townhome/ Duplex	339	473	542	979	1,029	837	610	208	123	41	118	-	5,299	26
Condo/ Apartment	16	254	415	145	539	324	40	282	161	36	58	-	2,270	11
Anoka Total	2,059	2,433	2,642	2,948	3,336	2,378	1,480	1,128	579	492	685	538	20,698	100 %
Percent of MSA	11%	13%	13%	14%	16%	14%	12%	13%	11%	11%	12%	10%	13%	
<b>Sherburne County</b>														
Single Family Detached	1,108	1,027	1,075	1,520	1,501	1,163	722	333	108	89	82	65	8,793	95 %
Townhome/ Duplex	70	68	26	20	4	-	-	-	-	-	-	-	188	2
Condo/ Apartment	109	34	8	56	32	5	-	-	-	-	53	17	314	3
Sherburne Total	1,287	1,129	1,109	1,596	1,537	1,168	722	333	108	89	135	82	9,295	100 %
Percent of MSA	7%	6%	6%	7%	7%	7%	6%	4%	2%	2%	2%	2%	6%	

Source: US Census C-40, Metropolitan Council, Economic &amp; Planning Systems, Inc., and McComb Group, Ltd.

Table 4-2

NORTHSTAR CORRIDOR CITIES RESIDENTIAL BUILDING PERMITS; 2000 TO 2011

Year	Minneapolis-St. Paul MSA	Fridley	Coon Rapids	Anoka	Ramsey	Elk River	Big Lake	Total	% of MSA
2000	18,127	20	142	NA	91	284	306	843	4.7 %
2001	18,168	42	286	10	85	256	167	846	4.7
2002	20,160	11	221	15	219	244	155	865	4.3
2003	21,283	144	319	38	454	550	236	1,741	8.2
2004	20,771	11	282	16	564	547	206	1,626	7.8
2005	17,047	27	171	10	391	344	199	1,142	6.7
2006	12,420	9	155	4	176	250	147	741	6.0
2007	8,445	3	73	2	230	116	72	496	5.9
2008	5,107	1	4	26	75	25	11	142	2.8
2009	4,290	1	9	2	45	20	25	102	2.4
2010	5,725	44	10	22	60	15	28	179	3.1
2011	5,148	72	21	2	23	11	57	186	3.6
Total	156,691	385	1,693	147	2,413	2,662	1,609	8,909	5.7 %

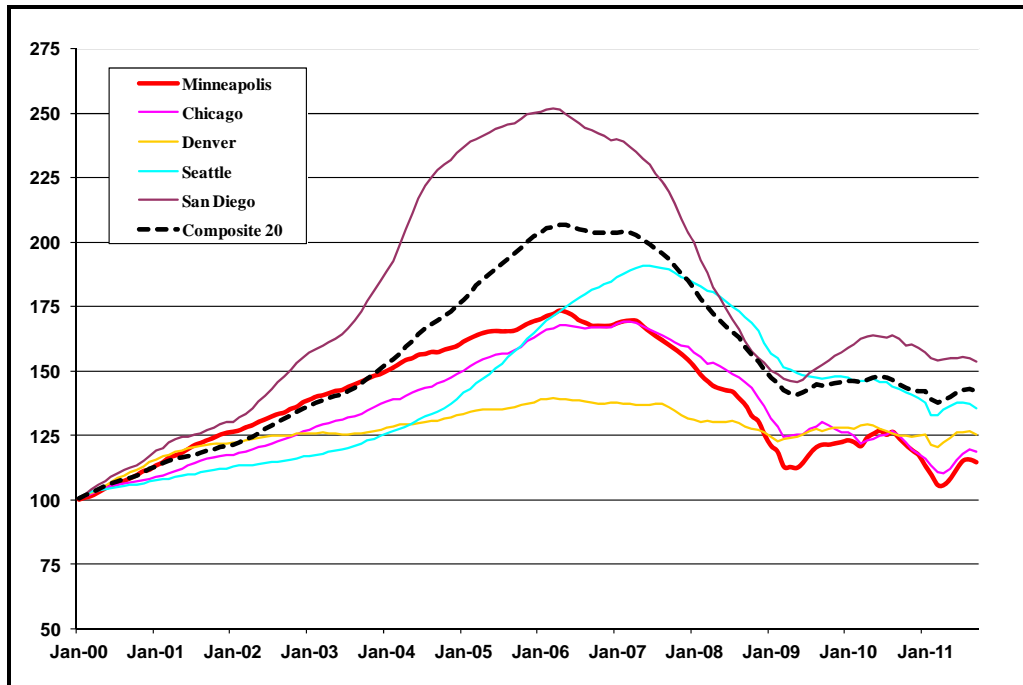
Source: US Census, Northstar Corridor Communities, Economic & Planning Systems, Inc., and McComb Group, Ltd.

### For-Sale Market

The Case Schiller home price index tracks the growth in the value of residential real estate by tracking the original purchase price and resale price of homes. The index tracks the major metro areas in the U.S. and compiles a 10 and 20 city composite index for comparison. The Minneapolis metro area home price index peaked in early 2006 and reached its bottom in January 2011, as shown in Figure 4-1. Minneapolis home price index has matched closely with Chicago's home price index over the past 10 years. Minneapolis home prices did not rise as high as the composite 20 city index but prices dropped to a level almost as low as in 2000. The recession coupled with the financial crisis had a major impact on consumer confidence, employment and wages, and consequently on home values.

Figure 4-1

MINNEAPOLIS AND SELECTED CITIES HOME PRICE INDEX; 2000 TO 2011



Source: Case Schiller.

The average price for a new home in the Twin Cities area was \$376,000 in 2011, as shown in Table 4-3. The price for new single family home is up slightly from the average price found in 2005 but down \$60,000 (13.7 percent) from the 2007 peak of \$436,000. The average price for a previously owned single family home in the Twin Cities area was \$202,000 in 2011, which was down \$93,000 (31.5 percent) from the 2006 high of \$295,000. The average price for previously owned townhomes decreased 36.0 percent and condos prices were down 25.2 percent from 2005. The average price for previously owned homes has not rebounded from the drop in prices that started in 2006. Average home prices in 2010 were up from the 2009 average, but dropped again in 2011. It appears that the average home prices in the Twin Cities area have reached bottom and are beginning to recover. Average sales prices for newly constructed units have been increasing, but new homes sales accounted for only six percent of all sales in the Twin Cities area in 2011.

Table 4-3  
TWIN CITIES AREA AVERAGE HOME PRICE; 2005 TO 2011

	2005	2006	2007	2008	2009	2010	2011	% Change 2005-2011
<b>New Construction</b>								
Single Family Detached	\$ 372,138	\$ 415,435	\$ 436,211	\$ 422,106	\$ 351,589	\$ 356,803	\$ 376,418	1.2%
Annual % Change	---	11.6%	5.0%	-3.2%	-16.7%	1.5%	5.5%	
Townhouse	\$ 249,135	\$ 237,139	\$ 235,094	\$ 229,720	\$ 195,671	\$ 200,507	\$ 203,143	-18.5%
Annual % Change	---	-4.8%	-0.9%	-2.3%	-14.8%	2.5%	1.3%	
Condo	\$ 265,124	\$ 285,194	\$ 280,167	\$ 339,799	\$ 348,884	\$ 286,442	\$ 333,926	26.0%
Annual % Change	---	7.6%	-1.8%	21.3%	2.7%	-17.9%	16.6%	
<b>Previously Owned</b>								
Single Family Detached	\$ 289,741	\$ 294,999	\$ 289,067	\$ 238,439	\$ 203,968	\$ 221,595	\$ 202,119	-30.2%
Annual % Change	---	1.8%	-2.0%	-17.5%	-14.5%	8.6%	-8.8%	
Townhouse	\$ 206,116	\$ 203,337	\$ 206,337	\$ 176,992	\$ 149,256	\$ 150,735	\$ 131,824	-36.0%
Annual % Change	---	-1.3%	1.5%	-14.2%	-15.7%	1.0%	-12.5%	
Condo	\$ 173,922	\$ 174,327	\$ 176,338	\$ 166,216	\$ 140,297	\$ 138,975	\$ 130,103	-25.2%
Annual % Change	---	0.2%	1.2%	-5.7%	-15.6%	-0.9%	-6.4%	

Source: Minneapolis Area Association of Realtors, Economic & Planning Systems, Inc., and McComb Group, Ltd.

## Apartment Market

The Twin Cities area apartment market is recovering much faster than the for-sale market locally and nationally. The apartment vacancy rate in the Twin Cities area was 2.4 percent in mid-2011, which is considerably lower than the national average and down from over 5.0 percent in 2009. The Northwest Suburban submarket, which includes the Northstar Corridor, had a vacancy rate of 2.7 percent in the 2<sup>nd</sup> Quarter of 2011 and the average rent price was \$907 per month, which is slightly lower than the area wide average. The vacancy rates in downtown Minneapolis and downtown St. Paul were 1.2 and 0.8 percent, respectively, in 2011, as shown in Table 4-4. This drop in vacancy rate has led to a steady growth in rental rates. The Twin Cities area average rental rate was \$921 per month in the 2<sup>nd</sup> Quarter of 2011, which is up from \$908 at the end of 2010. Low vacancies and rent growth are spurring new construction.

According to the Cassidy Turley real estate brokerage firm, in the 2<sup>nd</sup> Quarter of 2011 the Northwest Suburban submarket had 1,060 apartment units proposed. The Twin Cities area had 8,593 proposed units and 1,814 units that were under construction. The proposed units in the Northwest Suburban submarket (including the Northstar Corridor) were 12.3 percent of the Twin Cities area total. Over 70 percent of the proposed units are within the cities of Minneapolis and

St. Paul. The low vacancy rates and rising rental rates in the Twin Cities area indicates a growing demand for apartment units.

Table 4-4

TWIN CITIES AREA APARTMENT MARKET; 2ND QUARTER 2011

Submarket	Vacancy Rate	Average Rent	Units Under Construction	Proposed Units
Northwest Suburban	2.7 %	\$ 907	-	1,060
Downtown Minneapolis	1.2	1,213	297	2,505
Downtown St. Paul	0.8	1,133	70	327
Minneapolis	2.3	844	886	2,904
North Central Suburban	2.8	837	-	55
Northeast Suburban	2.3	802	-	-
South Central Suburban	2.3	890	561	1,257
Southeast Suburban	2.7	975	-	-
Southwest Suburban	2.4	1,015	-	150
St. Paul	2.4	832	-	335
Total Twin Cities Area	2.4 %	\$ 921	1,814	8,593

Source: Cassidy Turley.

**RAMSEY POPULATION AND HOUSEHOLDS**

Ramsey's population increased over the past decade by 5,158 people or an average of 516 per year, which is a 2.5 percent annual growth rate, as shown in Table 4-5. The number of housing units increased from 5,946 in 2000 to 8,302 in 2010, an average increase of 236 households per year or 3.4 percent annual growth rate. Vacant housing units increased from 40 in 2000 to 269 in 2010 for a vacancy rate of 3.2 percent.

Table 4-5

CITY OF RAMSEY  
POPULATION, HOUSEHOLDS, AND TENURE; 2000 AND 2010

Description	2000	2010	Number	Change	
				Average Annual	Growth Rate
Population	18,510	23,668	5,158	516	2.5 %
Households					
Renters	150	684	534	53	16.4 %
Owners	5,756	7,349	1,593	159	2.5
Total	5,906	8,033	2,127	213	3.1 %
Average Household Size	3.13	2.95			
Housing Units	5,946	8,302	2,356	236	3.4 %
Vacant Units	40	269	229	23	21.0
Vacancy Rate	0.7 %	3.2 %			

Source: U.S. Census, Economic & Planning Systems, Inc., and McComb Group, Ltd.

In 2010, 8.5 percent of households in Ramsey were renters and 91.5 percent were owners, as shown in Table 4-6. The percentage of renter households in Ramsey (8.5 percent) is less than the MSA in which 28.6 percent of households are renters.

Table 4-6

CITY OF RAMSEY AND MINNEAPOLIS-ST. PAUL MSA  
HOUSING TENURE; 2000 AND 2010

Household Type	2000	2010
<b>Ramsey</b>		
Renters	2.5 %	8.5 %
Owners	97.5	91.5
Total	100.0 %	100.0 %
<b>Minneapolis-St. Paul MSA</b>		
Renters	27.6 %	28.6 %
Owners	72.4	71.4
Total	100.0 %	100.0 %

Source: U.S. Census and Economic & Planning Systems, Inc.

The majority of households in Ramsey are families (related by blood or marriage), and nearly half of all households are families with children, as shown in Table 4-7. Eighty-one percent of households in Ramsey were family households in 2010, and 41.1 percent of households have individuals under 18.

Table 4-7

CITY OF RAMSEY  
HOUSEHOLDS BY TYPE; 2000 AND 2010

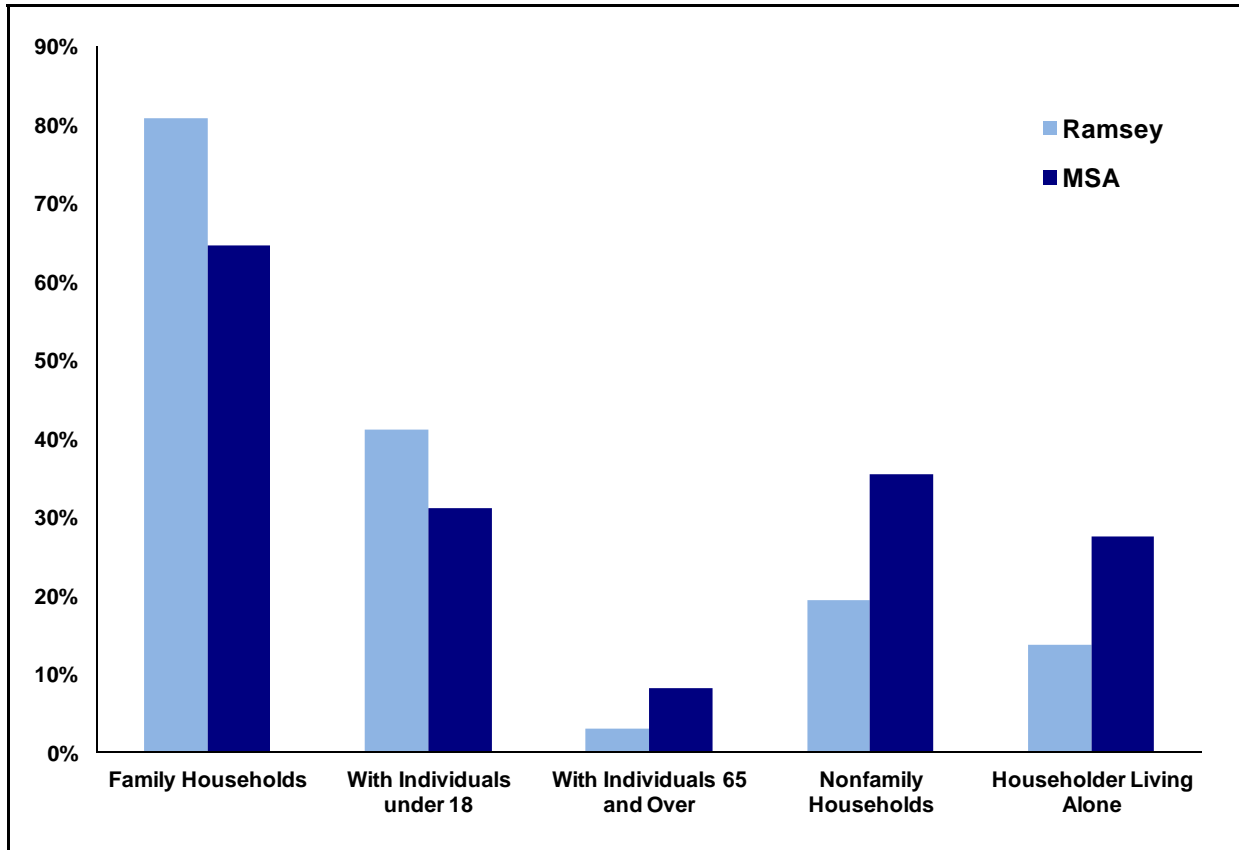
Household Type	2000		2010		Change	Growth Rate
	Number	Percent	Number	Percent		
<b>Total Households</b>	5,906		8,033		2,127	3.1 %
Family Households	5,101	86.4 %	6,484	80.7 %	1,383	2.4
With Individuals under 18	2,927	49.6	3,301	41.1	374	1.2
With Individuals 65 and Over	82	1.4	245	3.0	163	11.6
Non-Family Households	805	13.6	1,549	19.3	744	6.8
Householder Living Alone	522	8.8	1,104	13.7	582	7.8

Source: U.S. Census and Economic & Planning Systems, Inc.

Ramsey has a higher percentage of family households and family households with individuals under 18 than the MSA and a lower percentage of non-family households, householders living alone, and households with individuals 65 and over, as shown in Figure 4-2.

**Figure 4-2**

**CITY OF RAMSEY AND MINNEAPOLIS-ST. PAUL MSA  
PERCENT OF HOUSEHOLDS BY TYPE; 2010**



Source: U.S. Census

The age distribution for heads of household in Ramsey generally parallels the MSA, although Ramsey is slightly younger than in the MSA average. Ramsey has fewer householders over 65 than the MSA and more households in the 35 to 44 age group, as shown in Table 4-8.

Table 4-8

**CITY OF RAMSEY AND MINNEAPOLIS-ST. PAUL MSA  
HOUSEHOLDS BY AGE OF HOUSEHOLDER; 2010**

<u>Age of Householder</u>	<u>City of Ramsey</u>	<u>MSA</u>
15 to 24 Years	2.0 %	4.8 %
25 to 34 Years	20.0	18.5
35 to 44 Years	26.6	20.9
45 to 54 Years	23.4	22.8
55 to 64 Years	17.9	16.2
65 Years and Over	10.0	16.7
Total	100.0 %	100.0 %

Source: U.S. Census and Economic & Planning Systems, Inc.

Average household income for residents in Ramsey was \$87,096 in 2010, which was 4.7 percent higher than the MSA average of \$83,023, as shown in Table 4-9. The median household income in Ramsey was \$81,598 in 2010; while the MSA median household income was \$65,181.

Table 4-9

CITY OF RAMSEY AND MINNEAPOLIS-ST. PAUL MSA  
HOUSEHOLD INCOME; 2010

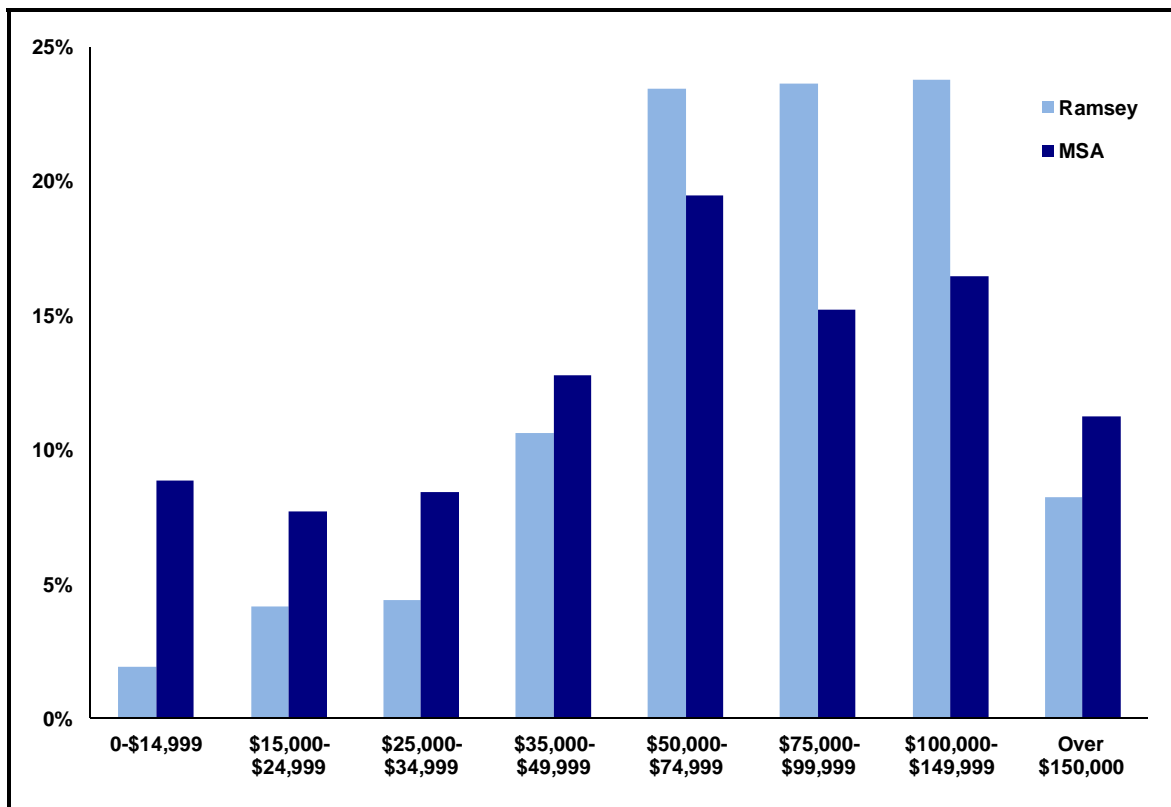
Category	City of Ramsey	MSA
Average Household Income	\$ 87,096	\$ 83,023
Median Household Income	81,598	65,181
Per Capita Income	30,365	32,852

Source: 2000 U.S. Census, 2006-2010 American Community Survey 5-Year Estimates, and Economic & Planning Systems, Inc.

The largest household income brackets in Ramsey are \$50,000 to \$74,999, \$75,000 to \$99,999, and \$100,000 to \$149,999. Ramsey has fewer lower income households than the MSA, as shown in Figure 4-3.

Figure 4-3

CITY OF RAMSEY AND MINNEAPOLIS-ST. PAUL MSA  
HOUSEHOLD INCOME DISTRIBUTION; 2010



Source: U.S. Census.

## RAMSEY RESIDENTIAL MARKET

A total of 2,700 housing units were built in Ramsey between 2000 and 2012, or an average of 208 units per year. The peak construction activity was between 2000 and 2007 when 2,210 new units were built, as shown in Table 4-10. Condo/townhome and duplex totaled 1,191 units or 53.9 percent of all units. Multi-family totaled 170 units or 7.7 percent. Peak construction occurred in 2004, similar to other corridor communities where construction peaked in the middle of the decade. Between 2008 and 2011, single family has been the dominant housing type. In 2012, Ramsey issued building permits for 49 single family detached homes, eight townhomes, and 230 multi-family units.

Table 4-10  
RAMSEY RESIDENTIAL BUILDING PERMITS; 2000 TO 2012

Year	Single Family	Condo/ Townhome Duplex	Multi-Family	Total
2000	79	12	-	91
2001	70	15	-	85
2002	112	-	107	219
2003	175	279	-	454
2004	166	398	-	564
2005	91	300	-	391
2006	67	109	-	176
2007	89	78	63	230
2008	57	18	-	75
2009	45	-	-	45
2010	60	-	-	60
2011	23	-	-	23
2012	49	8	230	287

Source: City of Ramsey.

### For-Sale Market

From 2005 to 2012, new home sales made up 23.0 percent of the market on average. There was an average of 85 new homes sold per year between 2005 and 2012, as shown in Table 4-11. Townhomes represented 55.9 percent of the new homes; while new condominiums represented 3.5 percent of the new homes. Sales volume has declined steadily since 2005 when a total of 207 new homes were sold. At the current time, there is little demand for townhomes due to the low cost of single family houses. As the price of single family homes increases, townhomes are expected to become more popular.

Table 4-11  
RAMSEY HOME SALES; 2005 TO 2012

	2005	2006	2007	2008	2009	2010	2011	2012	Total	Percent
<b>New Construction</b>										
Single Family Detached	62	30	28	31	32	38	23	32	276	40.6 %
Townhome	136	111	55	52	16	9	1	-	380	55.9
Condo	9	2	6	1	-	-	-	6	24	3.5
Subtotal	207	143	89	84	48	47	24	38	680	100.0 %
<b>Previously Owned</b>										
Single Family Detached	265	210	170	196	216	207	226	228	1,718	75.4 %
Townhome	29	34	52	59	102	74	101	103	554	24.3
Condo	-	2	-	2	-	-	-	2	6	0.3
Subtotal	294	246	222	257	318	281	327	333	2,278	100.0 %
<b>Total</b>	501	389	311	341	366	328	351	371	2,958	

Source: Minneapolis Area Association of Realtors and Economic & Planning Systems, Inc.

The average sales price for a new construction single family home in Ramsey has dropped 40.2 percent from \$347,432 in 2005 to \$207,803 in 2012, as shown in Table 4-12. The average sales price for a new construction townhome was \$187,051 in 2005 and declined by 33.3 percent to \$124,731 in 2012. These steep declines were influenced by foreclosed home sales.

Previously owned single family prices declined from an average of \$259,559 in 2005 to \$179,298 in 2012, a decrease of 30.9 percent. Townhome prices declined from \$186,272 in 2005 to \$98,975 in 2012, a decline of 46.9 percent.

Table 4-12  
RAMSEY AVERAGE HOME SALE PRICE; 2005 TO 2012

	2005	2006	2007	2008	2009	2010	2011	2012	% Change
<b>New Construction</b>									
Single Family Detached	\$347,432	\$352,585	\$274,491	\$274,466	\$246,594	\$239,398	\$211,821	\$207,803	-40.2%
Annual % Change	---	1.48%	-22.15%	-0.01%	-10.15%	-2.92%	-11.52%	-1.90%	
Townhome	\$187,051	\$199,964	\$188,767	\$161,128	\$150,585	\$71,072	\$79,900	\$124,731	-33.3%
Annual % Change	---	6.90%	-5.60%	-14.64%	-6.54%	-52.80%	12.42%	56.11%	
Condo	\$171,096	\$194,431	\$167,612	\$156,000	---	---	---	---	---
Annual % Change	---	13.64%	-13.79%	-6.93%	---	---	---	---	
<b>Previously Owned</b>									
Single Family Detached	\$259,559	\$275,308	\$261,913	\$233,713	\$183,832	\$191,056	\$173,085	\$179,298	-30.9%
Annual % Change	---	6.07%	-4.87%	-10.77%	-21.34%	3.93%	-9.41%	3.59%	
Townhome	\$186,272	\$187,879	\$166,479	\$130,515	\$107,984	\$104,947	\$91,859	\$98,975	-46.9%
Annual % Change	---	0.86%	-11.39%	-21.60%	-17.26%	-2.81%	-12.47%	7.75%	
Condo	---	\$168,000	---	\$126,200	---	---	---	\$79,300	---
Annual % Change	---	---	---	---	---	---	---	---	

Source: Minneapolis Area Association of Realtors and Economic & Planning Systems, Inc.

Foreclosures are the primary factor contributing to both the volume of sales and the decline in average prices. In 2009, over half of the home sales in Ramsey were foreclosure sales, compared to only 1.4 percent in 2005, as shown in Table 4-13. Since 2009, the percent of foreclosed sales has declined, resulting in 38.1 percent foreclosed home sales in 2012. The Twin Cities area is experiencing a similar trend with 29 percent of sales in the area being foreclosures. In 2013, this rate of foreclosures in Ramsey will need to be worked down before existing home prices stabilize.

Table 4-13

RAMSEY FORECLOSED SALES, 2005 TO 2012

	2005	2006	2007	2008	2009	2010	2011	2012
<b>Ramsey</b>								
Foreclosure Sales	7	17	33	119	189	149	159	127
Total Sales	501	389	311	341	366	328	351	333
Percent Foreclosure Sales	1.4 %	4.4 %	10.6 %	34.9 %	51.6 %	45.4 %	45.3 %	38.1 %
<b>Twin Cities Area</b>								
Foreclosure Sales	804	1,496	3,288	10,764	17,805	13,185	15,634	13,929
Total Sales	56,755	46,770	39,227	38,289	44,621	38,251	41,566	48,772
Percent Foreclosure Sales	1.4 %	3.2 %	8.4 %	28.1 %	39.9 %	34.5 %	37.6 %	28.6 %

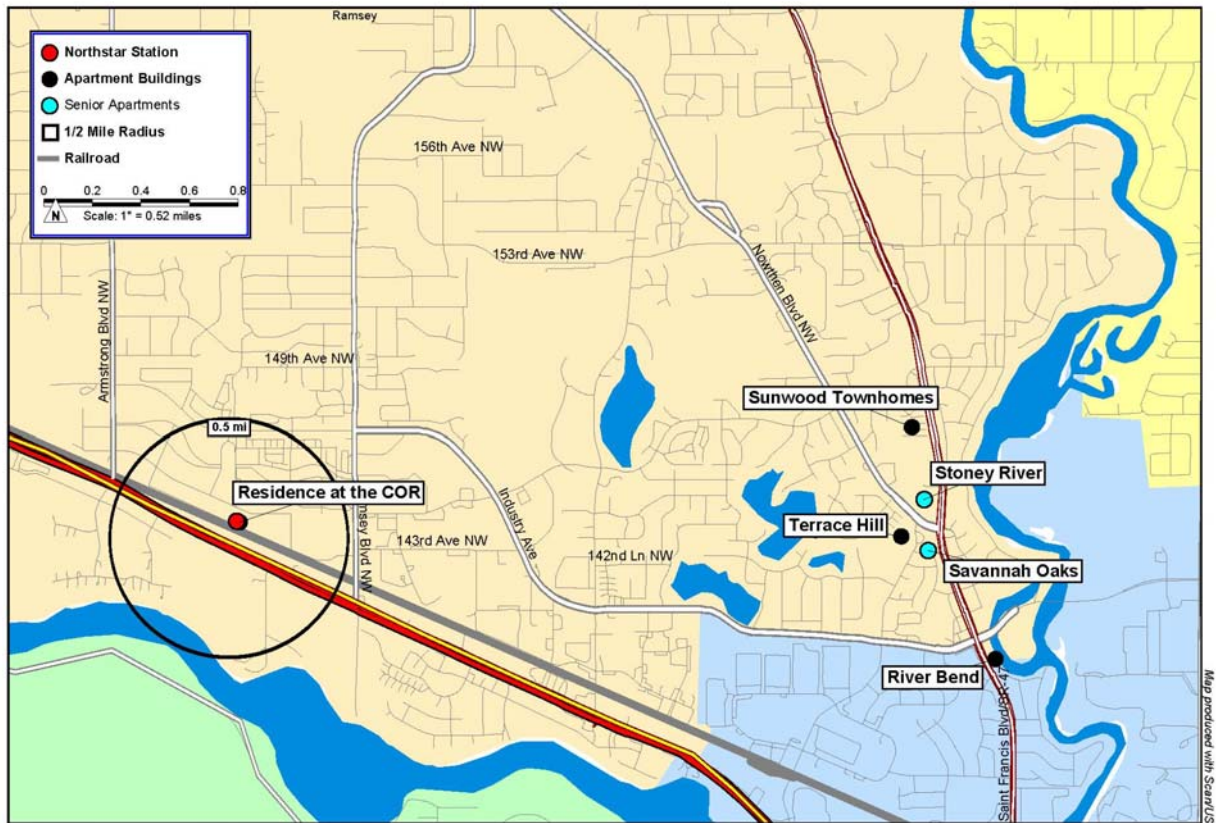
Source: Minneapolis Area Association of Realtors and Economic & Planning Systems, Inc.

### Apartment Market

Renters made up approximately nine percent of Ramsey’s households in 2010. There are three general occupancy multi-family properties (with 20 units or more) in the City and one senior living facility, as shown on Map 4-1 and in Table 4-14. General occupancy apartments include River Bend (32 units), Sunwood Townhomes (32 units), and Terrace Hill Apartments (63 units). Savannah Oaks (50 units) is Ramsey’s only existing senior building.

Map 4-1

### RAMSEY APARTMENTS



© Copyright 2013 McComb Group, Ltd.

03/08/13

The Residence at The COR, a 230-unit general occupancy apartment building, is scheduled for completion in Spring 2013. Stoney River is a 72-unit senior development located at Nowthen

Boulevard and TH-47 in southeast Ramsey. The development is proposed to include nine independent living units, 39 assisted living, and 24 specialized memory care units. This development is planned for completion in 2014.

Table 4-14

**RAMSEY APARTMENTS  
YEAR BUILT AND NUMBER OF UNITS**

<u>Building</u>	<u>Year</u>	<u>Units</u>
<b>General Occupancy</b>		
River Bend	1991	32
Sunwood Townhomes	2002	32
Terrace Hill Apartments	2008	63
Residence at The COR	2013	230
<b>Senior</b>		
Savannah Oaks	1998	50
Stoney River	2014	72

Source: City of Ramsey.

Unit size and rent for general occupancy and senior buildings are contained in Table 4-15. Unit size is available for two general occupancy buildings and Savannah Oaks. Monthly rent and rent per square foot are, as would be expected, highest at The Residence at The COR.

Table 4-15

**RAMSEY APARTMENTS: UNIT SIZE, RENT, AND RENT PER SQUARE FOOT**

<u></u>	<u>Terrace Hill</u>	<u>Residence at The COR</u>	<u>Savannah Oaks</u>
<b>Square Feet</b>			
Studio		533-642	
1 Bedroom	762-878	644-1,039	705
1 Bedroom + Den			908-956
2 Bedroom	966-1,161	976-1,598	1,020
3 Bedroom	1,323	1,598	
<b>Rental Rates</b>			
Studio		\$899-\$1,000	
1 Bedroom	\$830-\$935	\$1,050-\$1,225	\$763
1 Bedroom + Den			\$901-\$940
2 Bedroom	\$1,025-\$1,140	\$1,299-\$2,100	\$1,104
3 Bedroom	\$1,350	\$1,899-\$2,100	
<b>Rent per Square Foot</b>			
Studio		\$1.56-\$1.69	
1 Bedroom	\$1.06-\$1.09	\$1.18-\$1.63	\$1.08
1 Bedroom + Den			\$0.98-\$0.99
2 Bedroom	\$0.98-\$1.06	\$1.31-\$1.33	\$1.08
3 Bedroom	\$1.02	\$1.19-\$1.31	

Source: McComb Group, Ltd.

## **RAMSEY REALTOR SURVEYS**

Four Ramsey area realtors were surveyed to solicit their opinions of the residential real estate market in Ramsey. These realtors were asked questions regarding today's residential buyer and seller, the attractiveness of Ramsey, housing types and price ranges, homebuyers views on the Northstar commuter rail service, and also about what makes Ramsey different from surrounding communities. Responses have been summarized below.

According to area real estate agents, there is a wide variety of people selling their homes in Ramsey--foreclosures, short sales, and traditional home sellers. While foreclosures and short sales have been the norm in the past couple of years, these real estate agents felt that the traditional existing home market is coming back. Other people selling their homes are looking to downsize or move up to a larger home because of the low interest rates. Additionally, new construction has seen increased sales within the past year.

Ramsey realtors cited the most common reason people are selling is not having a choice, or forced to sell. These are the people that were hit the hardest by the economy. Other reasons included life cycle, it's either time to move up or downsize; one way or the other, these sellers have had a change of lifestyle.

There was no overwhelming response by real estate agents stating that people selling their homes tend to stay in the area. Realtors felt that there are too many variables to consider and it really depends on what the movers needs are. However, there are some that are moving to newer construction that has become available in the Ramsey area.

All Ramsey real estate agents stated that the majority of people seeking homes in the Ramsey area are young families and first time homebuyers. Since townhomes are in abundance in Ramsey, there are a lot of apartment dwellers looking to move into their first home. There are also people looking to take advantage of the low interest rates and get more for their money by moving into a larger home or a home they always dreamed of having.

Real estate agents in the Ramsey area feel that Ramsey is attractive to homebuyers because of the following:

- New medical clinics (3 mentions)
- Good schools (3 mentions)
- Convenience of TH-10 (3 mentions)
- Nice lots with acreage (3 mentions)
- Growing community (2 mentions)
- Conveniences of various retail (2 mentions)
- Rural setting (2 mentions)
- Parks
- Rail system
- Affordability, single family is reasonable
- Close to Anoka and Minneapolis
- Ramsey Town Center
- PACT Charter School

Ramsey real estate agents have experienced that people looking for houses in Ramsey are typically looking for large lot single family homes or townhomes. The most sought after home is one with three bedrooms and two bathrooms. Northfork is also a very popular development in Ramsey. This is a community of well kept, older homes (1990's) with acreage.

Homebuyers in Ramsey expect to pay between \$145,000 and \$225,000 for a home. Real estate agents in the area felt the majority of the buyers look around the \$150,000 to \$170,000 range. Townhomes usually run \$90,000 to \$140,000 and new construction will be in the \$300,000's.

There was no question amongst real estate agents that homebuyers are able to find what they are looking for in a home in Ramsey. Homebuyers can easily find homes in their price category with the current existing for-sale home inventory.

When local real estate agents were asked how Ramsey homebuyers view the Northstar commuter rail, there were various personal views. However, none of the real estate agents felt that the Northstar commuter rail was a driving force or a needed feature of people looking to buy a home in Ramsey. Personal views on the Northstar commuter rail service by the real estate agents are shown below:

- Personally, it's inconvenient. For baseball games, it has a schedule, and regardless of how the game goes, the train leaves at a certain time. For the airport, it's a long ride from Ramsey! And it's a transfer to light rail, which has way too many stops and some of them are not in nice areas.
- Single friends who work in the city, have looked at it as a way to get out of the city and into ownership of something affordable, but I haven't run into a lot of daily users.
- Don't think a lot of people understand the service – or don't know about it.
- We talk about it, it helps a little, seems like people are aware of it.

When asked what makes Ramsey different from other surrounding communities, real estate agents had different ideas. One real estate agent felt that Ramsey was like an island, it got developed around, and now it has opportunities for new growth and it offers newness to homebuyers. Other real estate agents agree with the newness of the area differentiating Ramsey from adjacent communities. Others felt that it has the opportunity for new construction and there are few areas that are close to the cities with this many opportunities. Another thought was that Ramsey was a mix of rural and city, without being too far from the city, which made it different from neighboring communities.

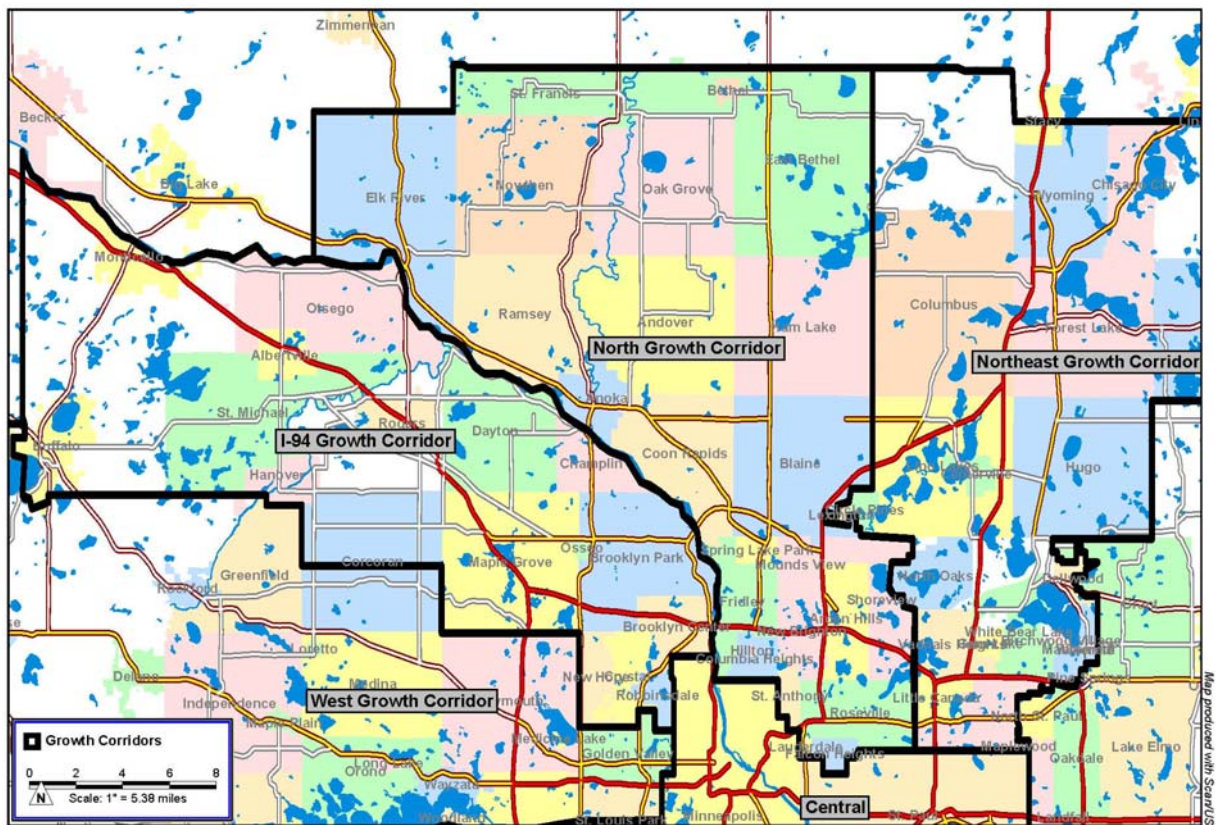
## **RESIDENTIAL GROWTH ESTIMATES**

Future housing demand in the Northstar cities is dependent on future residential growth in each city's draw area, which is the area where most of the Northstar riders live. The methodology used to estimate household growth in each of the Northstar cities for 2013 through 2035 is described in this section.

## Twin Cities Area Residential Growth Corridors

Residential growth in the Twin Cities area radiates out from Minneapolis and St. Paul in eight growth corridors. Historic growth in these eight corridors has been documented by McComb Group, Ltd. from 1970 through 2011. Each growth corridor generally captures the same portion of the Twin Cities area growth each year, even though housing development will fluctuate from year to year. Northstar Corridor cities are located in the North Growth Corridor, shown in Map 4-2. This growth corridor is served by TH-10 in the west and TH-65 in the east.

**Map 4-2**  
**NORTH GROWTH CORRIDOR**

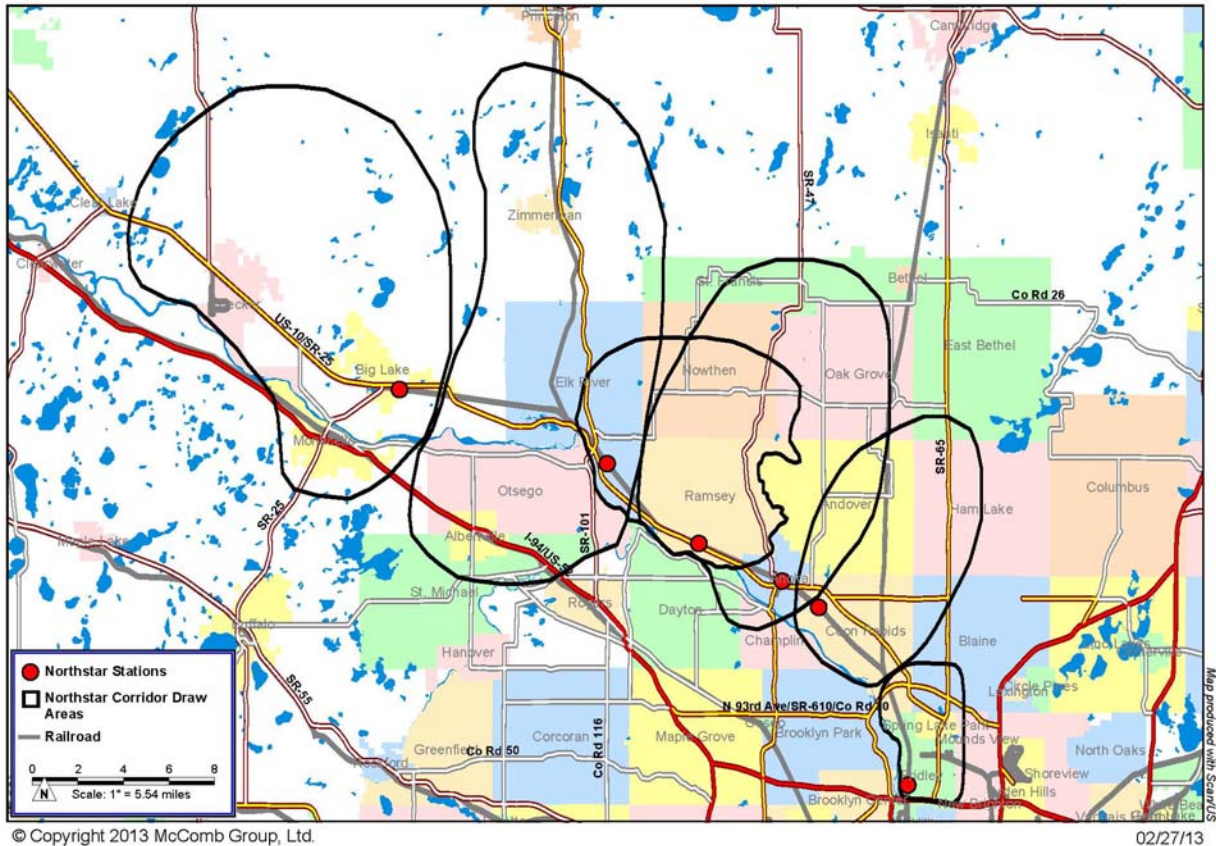


© Copyright 2013 McComb Group, Ltd.

03/28/13

The Northstar commuter service draws its riders from cities located in the west portion of the North Growth Corridor, shown on Map 4-3. Stations in each city have individual draw areas that contain the residence location of Northstar riders that use that station. Draw areas were delineated based on rider surveys conducted by the Metropolitan Council for Fridley, Coon Rapids, Anoka, Elk River, and Big Lake Stations. The Ramsey Station Draw Area is based on a survey conducted in 2012 by Metro Transit. The draw area cities are shown on Map 4-3, along with the Northstar cities.

## Map 4-3 NORTHSTAR CORRIDOR DRAW AREAS



### Historic Residential Growth

Building permits for the Metropolitan Area, North Growth Corridor, Northstar Corridor Draw Area, and Northstar cities were examined from 1991 through September 2012, shown in Table 4-16, to determine household growth trends. Annual Metropolitan Area building permits ranged from 12,060 to 17,679 between 1991 and 1999. As the housing boom unfolded, building permits increased from 17,679 in 1999, peaked at 20,973 in 2003, which was followed by a decline to 12,109 in 2006 when the housing boom ended. Building permits declined by 67 percent from 12,109 in 2006 to 4,028 in 2009 and began a slight recovery to 5,014 units in 2010. Based on nine months experience in 2012, it appears that building permits in 2012 will be significantly higher than recorded in the 2008 to 2011 period. Three periods contained in Table 4-16 reflect a relatively normal period (1991 to 1998); a boom period (1999 to 2006) and a recessionary period (2007 to 2012). Building permit trends in each period provide insight into future residential development trends.

North Growth Corridor market share of the Metropolitan Area building permits has averaged 17.1 percent between 1991 and 2012. During the period 1991 to 1998, market share averaged 16.9 percent. Market share average increased to 18.0 percent in the 1999 to 2006 period. This increase was influenced by one year (2005) when market share was 27.1 percent. If 2005 market share is excluded, the average of the other seven years is 16.7 percent, generally consistent with the previous period. During the last four years (2008 through 2011), building permit market share ranged from 11.6 percent in 2008 to 18.6 percent in 2011. Market share has increased each

full year since 2008. Even though building permits have declined sharply, the North Growth Corridor has maintained a relatively consistent market share.

Table 4-16  
SEVEN-COUNTY METROPOLITAN AREA, NORTH GROWTH CORRIDOR, NORTHSTAR CORRIDOR DRAW AREA,  
RAMSEY STATION DRAW AREA, AND RAMSEY  
RESIDENTIAL BUILDING PERMITS; 1991 TO 2012\*

Year	Metropolitan Area	North Growth Corridor		Northstar Corridor Draw Area		Ramsey Station Draw Area		Ramsey	
		Building Permits	Market Share	Market Share	Building Permits	Market Share	Building Permits	Market Share	Building Permits
1991	12,060	1,912	15.85 %	86.45 %	1,653	17.91 %	296	51.35 %	152
1992	15,632	2,713	17.36	84.48	2,292	20.24	464	60.13	279
1993	15,882	2,924	18.41	77.39	2,263	26.87	608	61.68	375
1994	14,205	2,140	15.07	84.67	1,812	25.00	453	54.75	248
1995	13,956	2,124	15.22	89.41	1,899	27.54	523	42.45	222
1996	14,098	2,505	17.77	86.59	2,169	25.17	546	50.55	276
1997	13,234	2,195	16.59	89.43	1,963	25.22	495	46.67	231
1998	15,817	2,944	18.61	91.98	2,708	21.38	579	53.02	307
1999	17,679	3,049	17.25	93.34	2,846	13.84	394	33.50	132
2000	17,050	2,432	14.26	93.22	2,267	17.87	405	22.47	91
2001	16,788	2,634	15.69	95.25	2,509	14.91	374	22.73	85
2002	19,782	2,751	13.91	96.58	2,657	19.53	519	42.20	219
2003	20,973	4,077	19.44	90.43	3,687	29.92	1,103	41.16	454
2004	19,832	4,119	20.77	93.59	3,855	30.17	1,163	48.50	564
2005	11,514	3,118	27.08	81.14	2,530	30.24	765	51.11	391
2006	12,109	1,904	15.72	91.23	1,737	25.96	451	39.02	176
2007	8,039	1,231	15.31	94.15	1,159	31.23	362	63.54	230
2008	4,711	543	11.53	92.08	500	20.80	104	72.12	75
2009	4,028	546	13.56	93.59	511	13.31	68	66.18	45
2010	5,014	702	14.00	96.15	675	11.70	79	75.95	60
2011	4,549	846	18.60	75.06	635	6.46	41	56.10	23
2012*	6,436	1,033	16.05	86.16	890	35.51	316	90.82	287
Total	283,388	48,442	17.09 %	89.21 %	43,217	23.39 %	10,108	48.69 %	4,922
Average	13,188	2,258			2,016		466		221

\*Through September 2012.

Average excludes 2012.

Source: U.S. Census and McComb Group, Ltd.

Building permits in the Northstar Corridor Draw Area increased from 1,653 in 1991 to 2,708 in 1998. During this eight year period, market share ranged from 77.4 percent to a peak of 92.0 percent in 1998 and averaged 86.3 percent. Market shares have increased to an average of 91.9 percent during the housing boom from 1999 to 2006. Since the housing boom ended in 2006, market share has averaged 90.2 percent over a five-year period. In the first four years of that period, the market share was 94.0 percent. While the number of building permits has been declining, the Northstar Corridor Draw Area has maintained strong market share performance.

### Ramsey Residential Growth

The Ramsey Station Draw Area includes Ramsey, Elk River, and Nowthen. Between 1991 and 1998, the draw area market share averaged 23.7 percent. During the period between 1999 and 2007, this area achieved the same average market share of 23.7 percent of Northstar Corridor Draw Area building permits. Building permit market share for the Ramsey Station Draw Area ranged from 13.8 to 31.2 percent between 1999 and 2008, with 2003 through 2005 being the most productive years for Ramsey's residential development. Since 2008, Ramsey Station Draw Area cities have experienced reduced market share as a result of declining home construction. Average market share for the 2007 to 2012 was about 20 percent.

Ramsey’s market share of the Ramsey Station Draw Area building permits averaged 52.6 percent for the period 1991 through 1998. Annual market share fluctuated between 42.5 and 61.7 percent during this period. Residential development slowed during the 1999 to 2001 time period due to a shortage of residential lots. Development accelerated in 2004. Ramsey’s residential development declined between 2008 and 2011, while market share increased. From 2008 to 2012, Ramsey’s market share of Ramsey Station Draw Area building permits has averaged 72.2 percent. Market share increased to 90.8 percent in 2012 year-to-date due to a 238-unit apartment building.

### Multi-Family Development Trends

Development potential for most of the Ramsey Station areas is likely to be some form of multi-family housing which represents a residential submarket. Multi-family housing includes for-sale and for-rent multi-family buildings, duplexes, and townhomes. The historic market share of multi-family housing in relation to total housing in the Northstar Corridor Draw Area is contained in Table 4-17.

Table 4-17

NORTHSTAR CORRIDOR DRAW AREA, NORTHSTAR CITIES, OTHER CITIES, AND RAMSEY  
MULTI-FAMILY BUILDING PERMITS; 1991 TO 2012

Year	Northstar Corridor Draw Area			Northstar Cities		Other Cities		Ramsey	
	Total	Multi-Family Number	Multi-Family Percent	Number	Percent	Number	Percent	Number	Percent
1991	1,653	171	10.3 %	165	96.5 %	6	3.5 %	-	- %
1992	2,292	392	17.1	320	81.6	72	18.4	-	-
1993	2,263	440	19.4	440	100.0	-	-	-	-
1994	1,812	288	15.9	165	57.3	123	42.7	-	-
1995	1,899	124	6.5	110	88.7	14	11.3	10	9.1
1996	2,169	74	3.4	45	60.8	29	39.2	-	-
1997	1,963	134	6.8	82	61.2	52	38.8	9	11.0
1998	2,708	250	9.2	156	62.4	94	37.6	105	67.3
1999	2,846	308	10.8	292	94.8	16	5.2	8	2.7
2000	2,267	323	14.2	286	88.5	37	11.5	12	4.2
2001	2,509	542	21.6	420	77.5	122	22.5	15	3.6
2002	2,657	399	15.0	324	81.2	75	18.8	107	33.0
2003	3,687	977	26.5	919	94.1	58	5.9	279	30.4
2004	3,855	1,154	29.9	914	79.2	240	20.8	398	43.5
2005	2,530	927	36.6	604	65.2	323	34.8	300	49.7
2006	1,737	522	30.1	344	65.9	178	34.1	109	31.7
2007	1,155	509	44.1	240	47.2	269	52.8	141	58.8
2008	500	182	36.4	40	22.0	142	78.0	18	45.0
2009	511	62	12.1	4	6.5	58	93.5	-	-
2010	675	103	15.3	59	57.3	44	42.7	-	-
2011	637	123	19.3	123	100.0	-	-	-	-
2012 *	873	NA	NA	NA	NA	NA	NA	238	NA
Average	2,015	381	19.1 %	288	70.8 %	93	29.2 %	72	18.6 %

\*Through September 2012.

Average excludes 2012.

Note: Multi-family includes townhomes and duplexes.

Source: Metropolitan Council and U.S. Census.

Northstar Corridor Draw Area multi-family building permits averaged 11.1 percent market share of total building permits from 1991 to 1998. Multi-family market share increased to an average of 23.1 percent from 1999 to 2006, and continued to increase to an average of 25.4 percent in the 2007 to 2011 period. This demonstrates that the Northstar Corridor Draw Area has become more attractive for multi-family development.

Northstar station cities attracted more multi-family development than other communities within the Northstar Corridor Draw Area. Station cities captured over 75 percent of the Northstar Corridor Draw Area new multi-family units built between 1991 and 1998. From 1999 to 2006, Northstar station cities share of new multi-family units increased to an average of 80.8 percent as multi-family development increased in Northstar station cities. Since 2007, multi-family housing has decreased as a result of the recession. Multi-family housing increased in the other draw area cities which may reflect availability of development sites.

Ramsey experienced sporadic multi-family development prior to 2002. In 1998, Ramsey added 105 multi-family units, capturing two-thirds of Northstar cities multi-family development. Between 2002 and 2007, Ramsey added over 1,300 multi-family housing units, of which 87.2 percent were in the condo/townhouse/duplex category. The average annual multi-family market share for this time period was 41.2 percent. Since 2007, multi-family development in Ramsey has decreased significantly with 18 units built in 2008 and no additional units added between 2009 and 2011. Year-to-date building permits indicate 238 multi-family units under construction in 2012.

### **Household Formation**

The dramatic decline in housing construction has many causes. It is becoming apparent that household formation has recently departed significantly from past trends. This appears to have been a major contributor to the sharp decline in residential construction following 2006 in the Metropolitan Area and nationally.

The decline in household formation is a national trend and was documented in a recent analysis published by the Cleveland Federal Reserve Bank. This report found that annual household formation in the United States fell from an average of 1.5 million households in the 1997 to 2007 period to 500,000 per year in 2010, a level that is one-third of the annual households formed in the previous 10 years. The great recession reduced the formation of households by two-thirds. The shortfall in household formation was estimated at 2.6 million households.

The decline in households was not uniform across all age cohorts. Nationally, households age 18 to 34 accounted for 25.6 million households or 21.6 percent of total households in 2011. This group, however, accounted for 1.9 million or 73 percent of the shortfall in household formation. The recession had a dramatic impact on the economic prospects for the 18 to 34 age cohort as unemployment increased and job openings evaporated as a result of the recession and the sluggish recovery that has created few jobs. The recession caused adult children to move home, singles to double-up, and homeowners to take in renters reducing the rate of household formation.

During the past 10 years, Metropolitan Area residential building permits declined from a peak of 20,973 units in 2003 to 4,028 in 2009, as shown in Table 4-16. The housing boom undoubtedly fueled the high number of building permits in the 1999 to 2004 period. Building permits fell below average in 2005 and began a sharp decline in 2007. While it was not apparent at that time, this decline coincided with a significant decline in household formation.

Between 2006 and 2009, building permits fell from 12,109 to 4,028 in 2009, a two-thirds drop similar to the drop in household formation nationally. In past recessions, declines in household formation have been less severe and have been reflected in slight drops in building permits and decreased apartment occupancy rates. During the Great Recession, those declines have been greater and lasted longer due to the slow recovery.

In the Metropolitan Area, as the economy has improved and the unemployment rate has declined, there's been an increase in the number of building permits issued, particularly for multi-family housing. This indicates that the rate of household formation is beginning to increase creating demand for new housing. It's uncertain how long it will take household formation to recover to previous levels, but the process seems to be underway. At some point, there may be an increase in household formation that makes up for some of the household formation that did not occur in 2008, 2009, 2010, and 2011. How much pent up demand exists is subject to speculation.

### **Stabilized Residential Demand**

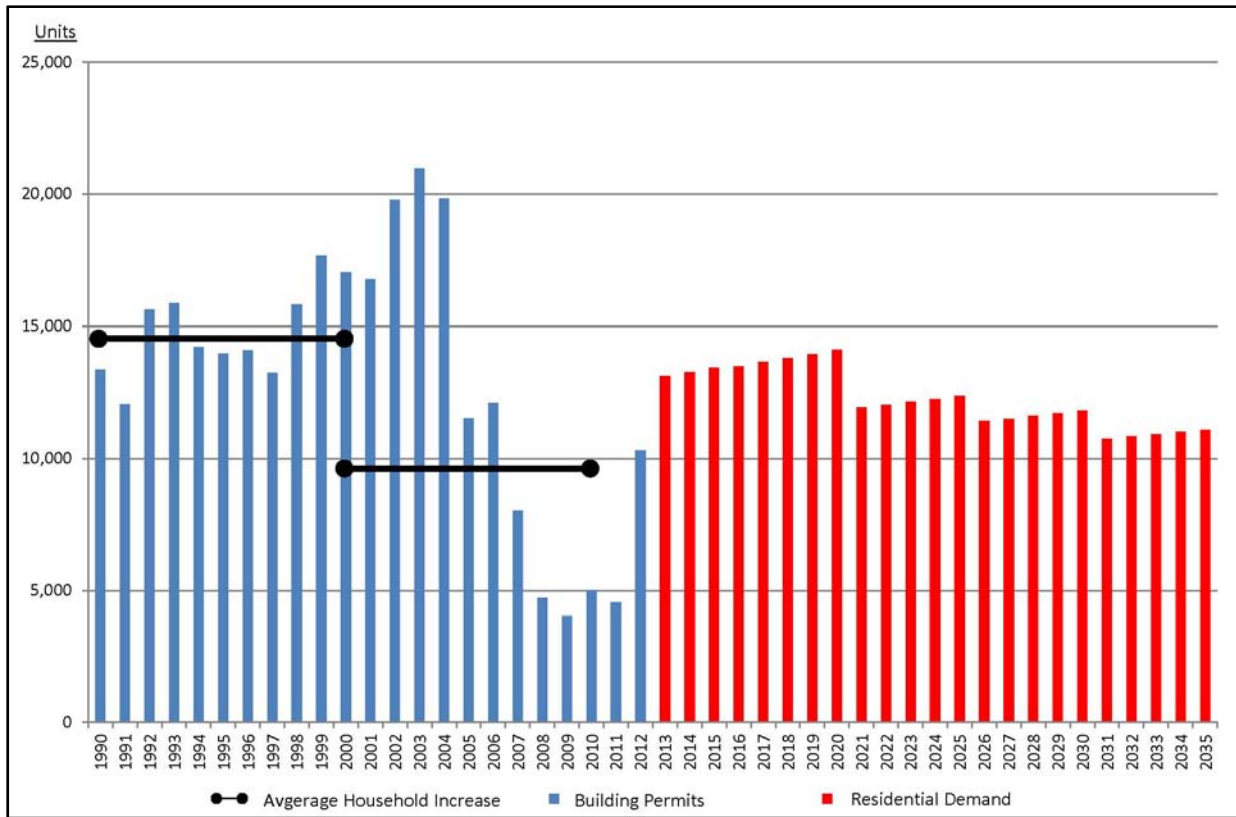
The estimates of future housing demand incorporate State Demographer estimates of future household growth for 10-year periods. These estimates represent stabilized residential demand based on long-term household growth estimates and do not reflect cyclical changes in household formations.

The relationship of stabilized residential demand to past annual building permits and household formations for the Metropolitan Area are shown on Figure 4-4. The blue bars represent annual unit building permits and the horizontal black lines represent average annual household growth for 1990 to 2000 and 2000 to 2010. The red bars represent stabilized future residential demand. Stabilized annual demand is decreasing because the State Demographer is projecting slower future growth for the Metropolitan Area.

Household growth in the Metropolitan Area has been declining since the 1970 to 1980 period when annual average household increase was 18,231. In the next decade (1980 to 1990), the average annual increase was 15,406. Between 1990 and 2000, the average annual household increase was 14,595 (shown by the black line in Figure 4-4) compared to annual average building permits of 15,141, a difference of 3.6 percent, which could be accounted for by vacancy and demolition of existing units. In the latest 10-year period (2000 to 2010), average annual household growth was 9,830 compared to average annual building permits of 12,279. The sharp decline in building permits beginning in 2007 is clearly evident. Building permits more than doubled in 2012 to 10,301, a positive sign. Future stabilized residential demand is represented by the red bars and is expected to grow slowly over the next five years. This graph demonstrates that over the long-term, residential demand is expected to moderate as household growth slows.

**Figure 4-4**

**METROPOLITAN AREA BUILDING PERMITS; 1990 TO 2012  
STABILIZED RESIDENTIAL DEMAND; 2013 TO 2035**



Source: U.S. Census, State Demographer, and McComb Group, Ltd.

**Ramsey Residential Demand**

Future stabilized household growth projections for Ramsey and the Ramsey Station Draw Area take into consideration estimated future market share in the North Growth Corridor and Northstar Corridor Draw Area. Market share relationships established in the previous section are used to estimate future stabilized residential market demand. Future Metropolitan Area households for 2013 through 2035 are shown in the first column of Table 4-18. These estimates are based on households for the Metropolitan Area plus Sherburne County counted in the 2010 Census. Future household estimates are based on the State Demographer’s 2012 population estimates adjusted to reflect average household size contained in the State Demographer’s 2008 estimate of population and households. This results in a 2013 estimated 1,194,278 households in the Metropolitan Area plus Sherburne County. Future stabilized household growth is about 20 percent lower than past projections. Metropolitan Area plus Sherburne County households are estimated to increase to 1,226,189 in 2015, followed by an increase to 1,300,152 households in 2020. The rate of household growth slows after each five-year period.

Over the past 20 years, the North Growth Corridor has captured an average of 15.4 percent of Metropolitan Area plus Sherburne County growth with a higher growth rate of 17.5 percent during the housing boom. In the future, it’s estimated that the North Growth Corridor will capture about 16.5 percent of the Metropolitan Area plus Sherburne County new households.

Assuming that the North Growth Corridor will capture 16.5 percent of the increased growth, similar to the past, the estimated household growth in 2013 would be about 2,581 households.

Table 4-18

SEVEN-COUNTY METROPOLITAN AREA PLUS SHERBURNE COUNTY, NORTH GROWTH CORRIDOR,  
NORTHSTAR CORRIDOR DRAW AREA, RAMSEY STATION DRAW AREA, AND RAMSEY  
HOUSEHOLD PROJECTIONS; 2013 TO 2035

Year	Metropolitan Area plus Sherburne County		North Growth Corridor			Ramsey Station Draw Area		Ramsey	
	Households	Increase	Market Share @ 16.5%	Northstar Corridor Draw Area Percent	HHs	Percent	HHs	Percent	HHs
2013	1,194,278	15,643	2,581	91.0 %	2,349	23.0 %	540	65.0 %	351
2014	1,210,128	15,850	2,615	91.0	2,380	23.0	547	65.0	356
2015	1,226,189	16,061	2,650	91.0	2,412	23.0	555	65.0	361
2016	1,240,637	14,448	2,384	91.0	2,169	23.0	499	65.0	324
2017	1,255,255	14,618	2,412	91.0	2,195	23.0	505	65.0	328
2018	1,270,046	14,791	2,440	91.0	2,221	23.0	511	65.0	332
2019	1,285,011	14,965	2,469	92.0	2,272	23.0	522	65.0	340
2020	1,300,152	15,141	2,498	92.0	2,298	23.0	529	65.0	344
2021	1,313,020	12,868	2,123	92.0	1,953	24.0	469	65.0	305
2022	1,326,015	12,995	2,144	92.0	1,973	24.0	473	65.0	308
2023	1,339,138	13,124	2,165	92.0	1,992	24.0	478	65.0	311
2024	1,352,392	13,253	2,187	92.0	2,012	24.0	483	65.0	314
2025	1,365,777	13,385	2,208	92.0	2,032	24.0	488	65.0	317
2026	1,378,099	12,322	2,033	92.0	1,870	25.0	468	65.0	304
2027	1,390,532	12,433	2,051	92.0	1,887	25.0	472	65.0	307
2028	1,403,077	12,545	2,070	92.0	1,904	25.0	476	65.0	309
2029	1,415,736	12,659	2,089	92.0	1,922	25.0	480	65.0	312
2030	1,428,508	12,773	2,108	92.0	1,939	25.0	485	65.0	315
2031	1,440,141	11,632	1,919	92.0	1,766	25.0	441	65.0	287
2032	1,451,868	11,727	1,935	92.0	1,780	25.0	445	65.0	289
2033	1,463,690	11,823	1,951	92.0	1,795	25.0	449	65.0	292
2034	1,475,609	11,919	1,967	92.0	1,809	25.0	452	65.0	294
2035	1,487,625	12,016	1,983	92.0	1,824	25.0	456	65.0	296
Total		308,990	50,983		46,754		11,223		7,295

Source: McComb Group, Ltd.

The Northstar Corridor Draw Area segment of the North Growth Corridor has maintained a relatively stable share of North Growth Corridor households, averaging 90.9 percent over the past 20 years. In the next six years, 2013 to 2018, Northstar Corridor Draw Area market share is estimated at 91.0 percent, increasing to 92.0 percent in 2019 and beyond. Northstar cities market share of the Northstar Corridor Draw Area has been declining due to slowing development in the older communities of Anoka, Coon Rapids, and Fridley. Each of these cities is actively seeking to encourage new housing in their respective station areas, which will create the potential for increased market share.

The Ramsey Station Draw Area market share of the Northstar Corridor Draw Area is estimated to increase from 23.0 percent of the Northstar Corridor Draw Area households in 2013 through 2020 to 24.0 percent in 2021 through 2025, and 25.0 percent for the following 10-year period.

Ramsey's stabilized market share of Ramsey Station Draw Area demand is estimated at 65 percent from 2013 to 2035. This is an estimated 351 households in 2013, increasing to 361 in 2015, and then fluctuating up and down throughout the 20 year period to 296 in 2035 as household growth slows in the Metropolitan Area. These household growth forecasts assume

historic household formation rates. Until household formation recovers, new households and new residential construction are likely to be less than forecast.

Owner-occupied homes represented 91.5 percent of all Ramsey housing units in 2010, a decrease from 97.4 percent in 2000. During the housing boom 2000 to 2006, 2,031 building permits were issued: 756 (37.2 percent) for single family homes and 1,275 (62.8 percent) for multi-family units. The multi-family category included two apartment buildings with 170 units or 12.0 percent of the multi-family total. Townhomes, condos, and duplexes accounted for 88 percent of the units. At the present time, there is less interest in townhomes due to lower prices for single family homes. Fortunately, there has been a trend toward higher demand for rental housing as interest in homeownership has moderated. It is uncertain if this is a long-term trend. Ramsey has a 230-unit apartment building under construction at the present time.

In the near term, stabilized demand for rental multi-family is likely to represent 20 to 25 percent of stabilized housing demand, mostly apartment buildings. Ownership housing, single family and townhome, is estimated at 75 to 80 percent of demand. The townhome component could be satisfied by a mix of traditional single family, detached townhomes, and townhomes when demand for that category recovers. These percentages can vary from year to year based on developer interest and assume that housing units are available, properly marketed, and competitively priced.

**Chapter V**  
**COMMERCIAL REAL ESTATE**

**Twin Cities Area Retail Market**

The northwest portion of the Twin Cities area is the largest retail market by square feet. The Northwest submarket has 17.8 million square feet of retail space, which is 29 percent of the Twin Cities total, as shown in Table 5-1. Retail space in neighborhood shopping centers is the largest portion of the Northwest submarket with 6.8 million square feet of space. The Southeast submarket has the largest amount of regional mall space, which includes the Mall of America which is 2.7 million square feet in size. The Northwest submarket has the most square feet of community and neighborhood retail centers. The area wide retail vacancy rate in the 3<sup>rd</sup> Quarter of 2011 was 6.2 percent. The vacancy rate in the Northwest submarket was 7.2 percent.

Table 5-1

TWIN CITIES AREA RETAIL INVENTORY; 3RD QUARTER 2011

Submarket	Square Feet				Percent of Total	Vacancy Rate
	Regional	Community	Neighborhood	Total		
CBD	-	-	-	2,489,918	4.1 %	6.4 %
Northeast	2,782,758	3,954,366	3,305,998	10,043,122	16.4	7.6
Northwest	5,175,213	5,801,932	6,779,576	17,756,721	28.9	7.2
Southeast	6,989,944	4,242,594	4,977,658	16,210,196	26.4	5.2
Southwest	5,951,076	4,107,340	4,796,694	14,885,110	24.2	5.2
Total	20,898,991	18,106,232	19,859,926	61,385,067	100.0 %	6.2 %

Source: Colliers and Economic & Planning Systems, Inc.

**Northstar Corridor Shopping Centers**

The Riverdale area in Coon Rapids is the largest shopping center concentration along the Northstar Corridor. Three major community centers total over 1.8 million square feet, as shown in Table 5-2. Riverdale Village, a large power center, is 975,229 square feet in size and is anchored by Costco, Sears, JC Penney, and Kohl's. Riverdale Commons shopping center is 505,945 square feet in size and is anchored by Target and Home Depot, as shown in Table 5-2. Riverdale Crossing (333,517 square feet), anchored by Walmart and Cub, is north of TH-10.

All but one of the shopping centers in the corridor was built before 2000. The only center built after 2000 is the Elk River Center in Elk River, anchored by Walmart and Home Depot. In addition to the shopping centers listed in Table 5-2, Northtown Mall, a 745,000 square foot retail mall anchored by Herbergers, Best Buy, and Home Depot, is located in southwest Blaine near Springbrook Mall. Shopping centers in Coon Rapids and Fridley are in close proximity to Northstar stations. Shopping center locations are shown on Figure 5-1.

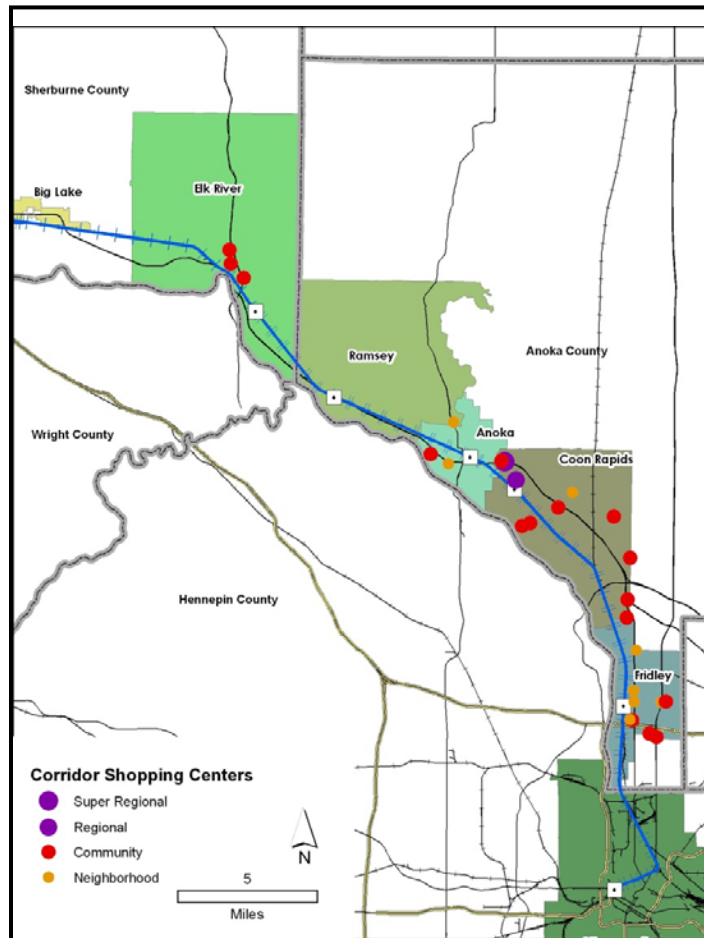
Table 5-2

**NORTHSTAR CORRIDOR MAJOR SHOPPING CENTERS**  
(Over 100,000 Square Feet)

Shopping Center	Address	Center Type	Year Opened	Stores	Square Feet
<b>Anoka</b>					
Riverview Plaza	2830 Cutters Grove Ave	Community	1990		109,499
<b>Coon Rapids</b>					
Riverdale Village	12921 Riverdale Dr	Super Regional	1999	73	975,229
Riverdale Commons	3300 124th Ave NW	Regional	1996	18	505,945
Springbrook Mall	77 85th Ave NW	Community	1980	12	237,388
Village Ten Center	2090 NW Northdale Blvd	Community	1971	15	211,472
Riverdale Crossing	129000 Riverdale Dr NW	Community	1990	27	333,517
Northtown Village Shopping Center	40 NW Coon Rapids Blvd	Community	1995		166,118
Coon Rapids Family Center Mall	2891 Coon Rapids Blvd NW	Community	1966	16	133,792
Kmart Plaza	8943 University Ave NE	Community	1971	3	118,095
Northdale Shopping Center	514 NW Northdale Blvd	Community	1955	25	100,903
Coon Rapids I	3000 111th Ave NW	Community	1980		100,490
<b>Elk River</b>					
Elk River Center	18185 Zane St NW	Community	2005		349,610
Elk Park Center	19112 NW Freeport St	Community	1995		287,985
Elk River Mall	550 Freeport Ave	Community		5	113,091
<b>Fridley</b>					
753 NE 53rd Ave	753 NE 53rd Ave	Community	1969		177,428
Fridley Market	244 57th Ave NE	Neighborhood	1967		168,054

Source: Claritas and Economic & Planning Systems, Inc.

**Figure 5-1**  
**NORTHSTAR CORRIDOR MAJOR RETAIL CENTERS**



Source: Economic and Planning Systems, Inc.

## Ramsey Shopping Centers

There are three major shopping areas in Ramsey: The COR/Northstar Marketplace, River's Bend/Ramsey Towne Square, and 167<sup>th</sup> Retail Node. The COR/Northstar Marketplace is a 96,175 square foot neighborhood center anchored by Coborn's. Other tenants include Anytime Fitness, Subway, Verizon Wireless, Caribou Coffee, Fantastic Sam's, and others. This center is located less than one-half mile from the Ramsey Station. The second Ramsey shopping area--River's Bend/Ramsey Towne Square--is located four miles east of the Ramsey Station at Bunker Lake Boulevard and TH-47. This center has over 40 retail tenants including Wendy's, SuperAmerica, Caribou Coffee, Subway, and Rum River Wine and Spirits. The third retail area in Ramsey is a retail node at 167<sup>th</sup> Avenue and TH-47, which is home to a liquor store, Domino's, a day care center, and a church.

Retail lease rates, as shown in Table 5-3, are reflective of Ramsey's distance from major population centers. Retail lease rates range from \$12.00 to \$18.00 per square foot, below the Twin Cities area average of \$18-19 per square foot.

Table 5-3

### RAMSEY RETAIL RENTAL RATES (Per Square Foot)

	Net Rent	Expenses	Taxes	Space Available
<b>Retail</b>				
Northstar Marketplace		\$ 2.41	\$ 3.19	
Rum River Retail	\$12.00-14.00			2,550
Ramsey Commons	\$16.00-18.00			8,849

Source: Loopnet, Northmarq, and McComb Group, Ltd.

## Ramsey Retail Development

Over the past 10 years, over 180,000 square feet of retail space was developed in Ramsey. Northstar Marketplace in The COR represented 53.4 percent of all retail space. The only other significant retail development was a 34,700 square foot Slumberland furniture store.

## Office Market

The office market in the Twin Cities area is showing signs of improvement. With unemployment dropping and some indication of positive employment growth, the demand for office space is increasing. Vacancy rates in the Twin Cities area are down from 17.6 percent in 2010 to 16.8 at the end of 2011. Rental rates have remained consistent since peaking in 2008 and dropping in 2009 to their current levels. The average asking full-service rent rate for Class A office space is \$23.27 per square foot for central business district properties and \$23.49 for suburban properties, as shown in Table 5-4.

The Twin Cities area absorbed over 400,000 square feet of office space in 2011, which was up from 26,000 in 2010. Despite the positive trends, the only construction activity for office space in the past two years has been for build-to-suit office buildings; no multi-tenant office buildings have been built. Current trends indicate the possibility of some construction activity but likely only in the major established office locations.

Table 5-4

## TWIN CITIES AREA OFFICE MARKET; 4TH QUARTER 2011

Submarket	Total Sq. Ft.	Vacant Sq. Ft.	Vacancy Rate	Rent Rate	
				Class A	Class B
<b>CBD</b>					
Minneapolis	28,299,243	4,074,715	16.0 %	\$ 23.33	\$ 18.06
St. Paul Midway	10,059,518	1,840,810	20.7	23.02	17.84
<b>CBD Total</b>	<b>38,358,761</b>	<b>5,915,525</b>	<b>17.2 %</b>	<b>\$ 23.27</b>	<b>\$ 17.96</b>
<b>Suburban</b>					
Northeast	2,387,967	507,669	21.3 %	\$ 22.20	\$ 20.05
Northwest	5,380,557	947,703	17.6	24.99	17.95
Southeast	4,406,797	782,744	17.8	19.33	18.97
Southwest	19,859,628	3,643,585	18.3	24.37	20.27
<b>Suburban Total</b>	<b>32,034,949</b>	<b>5,881,701</b>	<b>18.4 %</b>	<b>\$ 23.49</b>	<b>\$ 19.68</b>
<b>Total Twin Cities Area</b>	<b>70,393,710</b>	<b>11,797,226</b>	<b>16.8 %</b>	<b>\$ 23.39</b>	<b>\$ 18.79</b>

Source: Grubb &amp; Ellis.

The Northstar Corridor is in the Northwest office submarket, which makes up 16.8 percent of the suburban submarkets, and about 7.6 percent of the Twin Cities area office market. The Northwest submarket is the second largest suburban submarket in the Twin Cities area, but is a quarter the size of the Southwest submarket. The Northwest submarket has approximately 5.4 million square feet of multi-tenant office space. The vacancy rate in the Northwest submarket was 17.6 percent at the end of 2011, which is lower than the suburban average of 18.4 percent, but higher than the overall Twin Cities area average of 16.8 percent. The Twin Cities area average rental rate for Class A office space in the Northwest submarket was \$24.99 per square foot, which is the highest of all the submarkets.

Office rents are well below the Twin Cities area average of \$19 per square foot, ranging from as low as \$3.00 to \$19.00 per square foot on current listings, as shown in Table 5-5. Due to the low rental rates, the market does not support speculative office development.

Table 5-5

RAMSEY OFFICE RENTAL RATES  
(Per Square Foot)

	Net Rent	Expenses	Taxes	Space Available
7100 Sunwood Drive	\$4.25-\$8.25	\$ 1.50	\$ 1.24	
Energy Business Park	\$3.90-\$4.00	\$ 1.40	\$ 1.72	18,516
McKinley Building	\$4.00-\$8.00	\$ 1.02	\$ 1.65	4,615
Ramsey Business Park	\$4.00	\$ 1.50	\$ 1.76	4,475
Thurston Business Center	\$3.00-\$6.50	\$ 0.91	\$ 2.02	28,610
Ramsey Office Plaza	\$19.00			8,762
14391 Azurite	\$15.00			2,641
Riverview Office Suites	\$9.50			3,920

Source: Loopnet, Northmarq, and McComb Group, Ltd.

## Ramsey Office Space

Ramsey's office space increased by 179,000 square feet over the last 10 years. Two buildings--NAU Country Insurance and Ramsey Professional Center--totaled about 93,000 square feet, representing 52.0 percent of the total. In addition, three medical buildings totaling 64,000 square feet were constructed in The COR.

## Planned Development

Four new developments are planned for The COR. McDonalds (4,600 square feet) and SuperAmerica (4,300 square feet) have been approved for locations on Armstrong Boulevard. A proposed restaurant with liquor is also planned for an Armstrong Boulevard location. These three stores reinforce the Northstar Marketplace area as a growing retail area. Also under consideration is Northgate Church/Performing Arts Center with a 500-seat auditorium.

## Industrial Market

The Twin Cities area has 333.8 million square feet of industrial space. The Northstar Corridor is within the Northwest submarket, which is the largest industrial submarket in the Twin Cities area with 96.2 million square feet of space. The industrial space in the Northwest submarket is driven by the high concentration of manufacturing employment in the corridor, specifically in Anoka County.

The area wide vacancy rate for industrial space was 6.6 percent in the 3<sup>rd</sup> Quarter of 2011, as shown in Table 5-6. The average rental rate for warehouse and distribution space was \$5.16 per square foot, and \$6.32 per square foot for research and development and flex space. The vacancy rate in the Northwest submarket was 6.9 percent, which was slightly higher than the Twin Cities area average. Rental rates in the Northwest submarket were slightly higher for warehouse and distribution space, but lower for research and development and flex space than the Twin Cities area average. The industrial space market in the Twin Cities area has remained consistent over the past few years with only small drops in absorption, consistent rental and vacancy rates, and little to no new construction. Only significant growth in manufacturing or distribution employment will drive up demand for industrial space in the near future.

Table 5-6

### TWIN CITIES AREA INDUSTRIAL MARKET; 3RD QUARTER 2011

Submarket	Total Sq. Ft.	Vacant Sq. Ft.	Vacancy Rate	Rent Rate	
				WH/Dist.	R&D/Flex
Minneapolis	43,968,445	1,754,797	4.0 %	\$ 3.57	\$ 5.66
Northeast	31,171,300	1,834,493	5.9	5.57	6.57
Northwest	96,166,932	6,650,020	6.9	5.48	6.02
Southeast	47,480,858	3,689,464	7.8	4.94	6.36
Southwest	73,088,539	5,993,878	8.2	5.16	6.57
St. Paul Midway	41,943,603	2,265,052	5.4	5.31	5.72
Total Twin Cities Area	333,819,677	22,187,704	6.6 %	\$ 5.16	\$ 6.32

Source: Grubb & Ellis.

## **Ramsey Industrial Development**

Ramsey has a strong industrial market as evidence by construction of over 852,000 square feet of space almost equally divided between office/warehouse (450,000 square feet) and office/manufacturing (403,000 square feet). These buildings are located outside of The COR. In addition, these two categories are not recommended for The COR.

## Chapter VI

### RAMSEY STATION DRAW AREA DEMOGRAPHICS

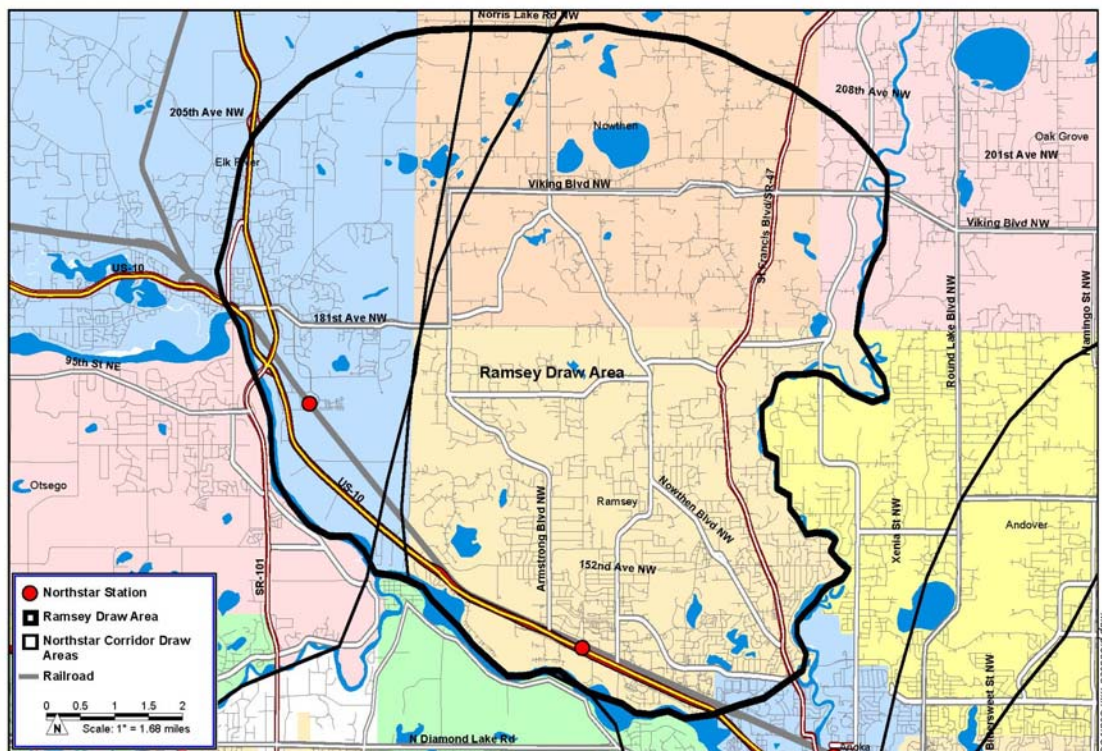
Draw areas for each of the Northstar station cities were delineated based on rider surveys conducted by the Metropolitan Council for each station community: Fridley, Coon Rapids, Anoka, Elk River, and Big Lake. The Ramsey Station Draw Area is based on a survey conducted in 2012 by Metro Transit.

#### RAMSEY STATION DRAW AREA

The Ramsey Station Draw Area serves residents living in Ramsey, eastern Elk River, southern Nowthen, and the southwest portion of Oak Grove, as shown on Map 6-1. The Ramsey Station Draw Area extends west to the Mississippi River and TH-169 in Elk River, north to Norris Lake Road in Nowthen, east to the Rum River, and south to the Mississippi river. This draw area covers approximately 75 square miles.

Map 6-1

#### RAMSEY STATION DRAW AREA



#### Population and Households

Ramsey Station Draw Area population and household growth was higher than the population and household growth of the Northstar Corridor Draw Area and the Metropolitan Area between 2000 and 2011, as shown on Table 6-1. Ramsey Station Draw Area had a population of 28,288 in 2000 and increased to 38,973 by 2011, an annual growth rate of 2.96 percent. From 2011 through 2016, population growth in the Ramsey Station Draw Area is estimated to decrease to less 0.75 percent, which is similar to the 2016 estimates for both the Northstar Corridor Draw

Area and Metropolitan Area. Ramsey Station Draw Area 2016 population is estimated at 40,452.

Ramsey Station Draw Area households increased from 9,271 in 2000 to 13,522 in 2011, an annual growth rate of 3.49. This household growth rate is estimated to drop significantly to 0.98 percent by 2016, when households are estimated to total 14,197.

Table 6-1  
 RAMSEY STATION AND NORTHSTAR CORRIDOR DRAW AREAS  
 AND SEVEN-COUNTY METROPOLITAN AREA  
 POPULATION AND HOUSEHOLD GROWTH TRENDS  
 2000 CENSUS; 2011 AND 2016 ESTIMATED

Year	Ramsey Station Draw Area	Northstar Corridor Draw Area	Metropolitan Area
<b>Population</b>			
2000	28,288	290,439	2,642,056
2011E	38,973	346,506	2,875,666
2016E	40,452	363,015	2,979,795
<b>Annual Growth Rate</b>			
2000-11	2.96 %	1.62 %	0.77 %
2011-16	0.75	0.94	0.71
<b>Households</b>			
2000	9,271	102,464	1,021,454
2011E	13,522	125,352	1,128,357
2016E	14,197	131,616	1,170,688
<b>Annual Growth Rate</b>			
2000-11	3.49 %	1.85 %	0.91 %
2011-16	0.98	0.98	0.74

E: Estimated.  
 Source: Scan/US and McComb Group, Ltd.

Northstar Corridor Draw Area annual population growth was 1.62 percent from 2000 to 2011, increasing population from 290,439 in 2000 to 346,506 in 2011. The Northstar Corridor Draw Area population is estimated to continue to increase at a rate of 0.94 percent through 2016, when population is estimated to reach 363,015. Northstar Corridor Draw Area household growth was 1.85 percent from 2000 to 2011, increasing households from 102,464 in 2000 to 125,352 in 2011. Northstar Corridor Draw Area households are estimated to increase at an annual rate of 0.98 percent through 2016, increasing households to 131,616 by 2016.

Metropolitan Area population and households are increasing at slower rates than both the Ramsey Station Draw Area and the Northstar Corridor Draw Area. Population growth for the Metropolitan Area was 0.77 percent annually from 2000 to 2011 and is estimated at 0.71 percent annually through 2016. Metropolitan Area households have been increasing at an annual rate of 0.91 percent between 2000 and 2011. Estimates show this household growth rate decreasing to 0.74 percent annually through 2016.

### Household Income

Average household income for the Ramsey Station Draw Area, shown in Table 6-2, is estimated at \$80,465 in 2011, 10.3 percent above the Northstar Corridor Draw Area average household income of \$72,977 and 0.6 percent above the Metropolitan Area average household income of

\$79,958. Average household income for Ramsey Station Draw Area is expected to increase to \$89,787 by 2016, above that of the Northstar Corridor Draw Area (\$81,330) and Metropolitan Area (\$87,063).

Table 6-2  
 RAMSEY STATION AND NORTHSTAR CORRIDOR DRAW AREAS,  
 AND SEVEN-COUNTY METROPOLITAN AREA  
 AVERAGE AND MEDIAN HOUSEHOLD INCOME: 2000 CENSUS; 2011 AND 2016 ESTIMATED

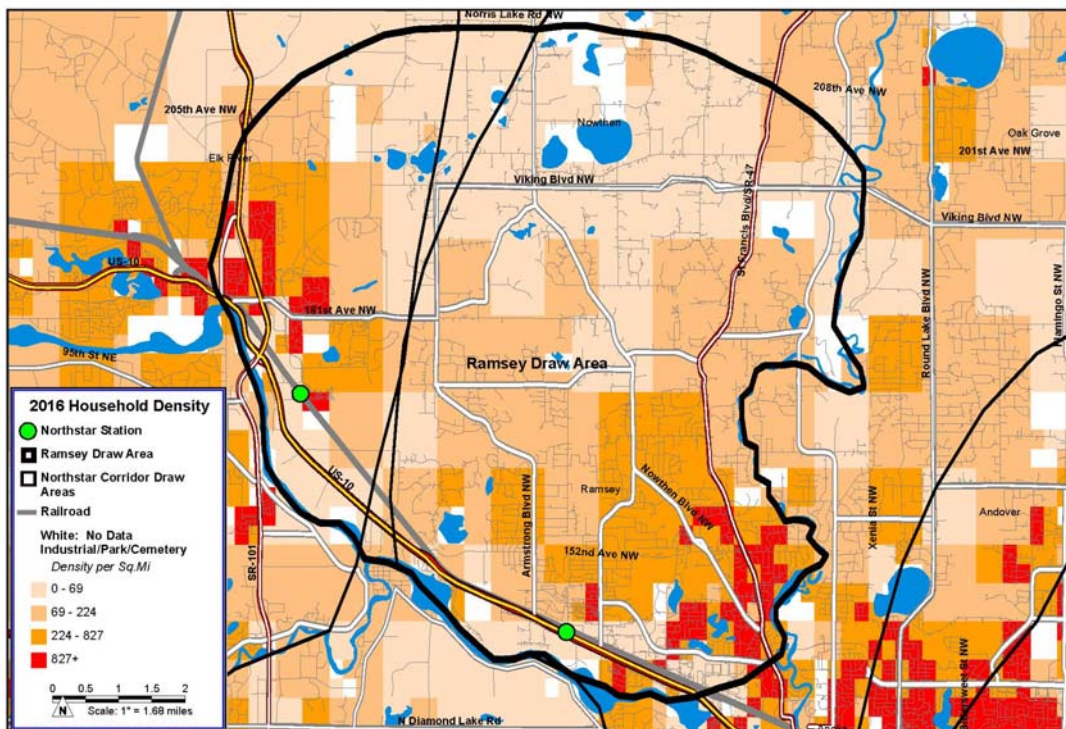
	Ramsey Station Draw Area	Northstar Corridor Draw Area	Metropolitan Area
<b>Average Household Income</b>			
2000	\$ 77,246	\$ 67,047	\$ 68,484
2011E	80,465	72,977	79,958
2016E	89,787	81,330	87,063
<b>Median Household Income</b>			
2000	\$ 65,189	\$ 58,141	\$ 54,667
2011E	73,745	66,487	62,465
2016E	79,548	71,581	66,464

E: Estimated.  
 Source: McComb Group, Ltd.

### Household Density Distribution

Estimated future household density for 2016 for the Ramsey Station Draw Area is shown on Map 6-2. Household density is highest in the southeast corner of Ramsey and the eastern portion of Elk River.

Map 6-2  
 RAMSEY STATION DRAW AREA  
 ESTIMATED 2016 HOUSEHOLD DENSITY



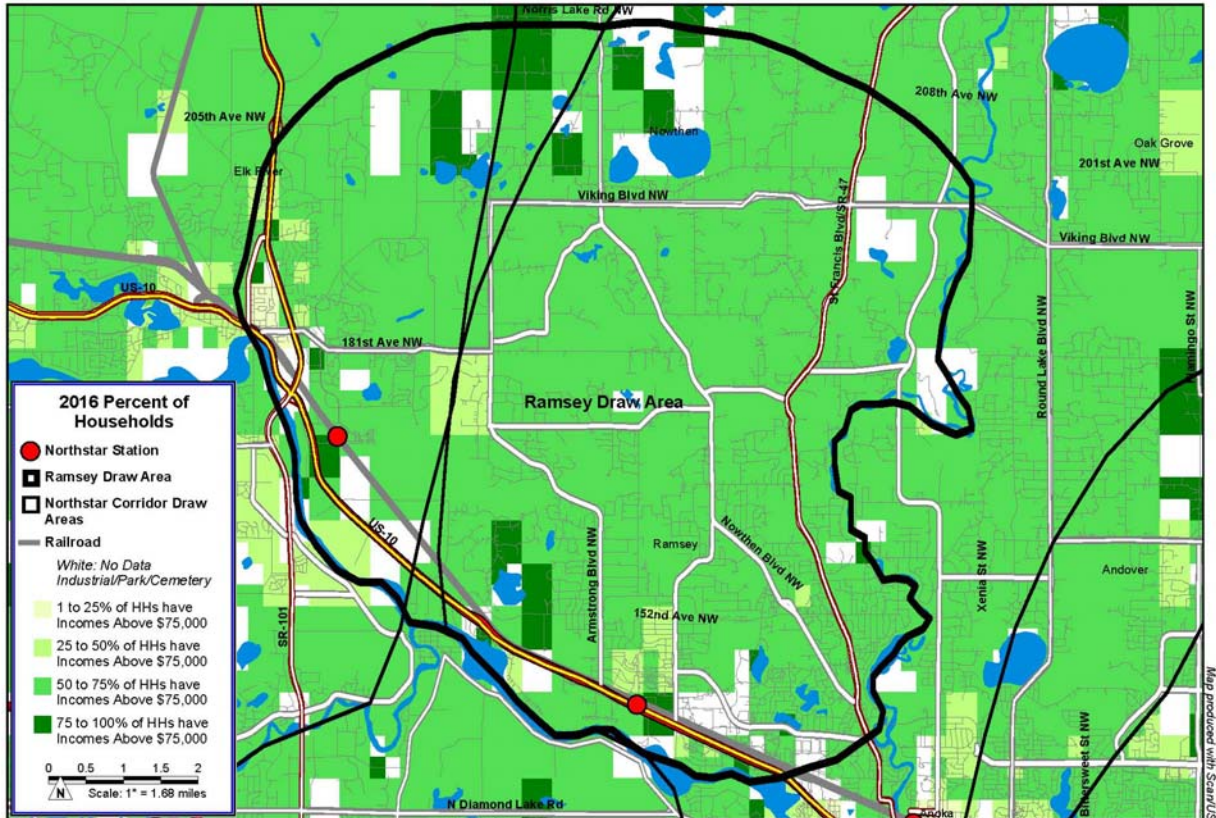
© Copyright 2013 McComb Group, Ltd.

02/27/13

## Household Income Distribution

The estimated distribution of households with incomes above \$75,000 in 2016, shown on Map 6-3, demonstrates that more affluent households are located in Nowthen (northern portion of the draw area) and in Ramsey, near the golf course.

**Map 6-3**  
**RAMSEY STATION DRAW AREA**  
**ESTIMATED 2016 HOUSEHOLD INCOME: PERCENT ABOVE \$75,000**



© Copyright 2013 McComb Group, Ltd.

02/27/13

The proportion of households in the Ramsey Station Draw Area, Northstar Corridor Draw Area, and Metropolitan Area with incomes above \$75,000, \$100,000, and \$150,000 are shown in Table 6-3. In 2011, households with incomes above \$75,000 were highest in the Ramsey Station Draw Area with 49.6 percent, followed by Northstar Corridor Draw Area with 41.6 percent, and Metropolitan Area with 40.7 percent. Households with incomes above \$100,000 in 2011 were over 20.0 percent in all three areas with Ramsey Station Draw Area being the highest with 28.9 percent.

Table 6-3

**RAMSEY STATION AND NORTHSTAR CORRIDOR DRAW AREAS  
AND SEVEN-COUNTY METROPOLITAN AREA  
HOUSEHOLD INCOME DISTRIBUTION: 2000 CENSUS; 2011 AND 2016 ESTIMATED**

	Ramsey Station Draw Area		Northstar Corridor Draw Area		Metropolitan Area	
	Number	Percent	Number	Percent	Number	Percent
<b>Households above \$75,000</b>						
2000	3,551	38.3 %	31,465	30.7 %	326,285	31.9 %
2011E	6,702	49.6	52,170	41.6	459,718	40.7
2016E	7,877	55.5	61,727	46.9	517,863	44.2
<b>Households above \$100,000</b>						
2000	1,561	16.9 %	13,580	13.3 %	178,170	17.4 %
2011E	3,905	28.9	28,997	23.1	292,814	26.0
2016E	4,906	34.6	36,587	27.8	344,691	29.4
<b>Households above \$150,000</b>						
2000	453	4.9 %	3,160	3.1 %	63,482	6.2 %
2011E	965	7.1	7,811	6.2	118,549	10.5
2016E	1,262	8.9	10,114	7.7	142,421	12.2

E: Estimated.

Source: McComb Group, Ltd.

## Population Age

Ramsey Station Draw Area population is becoming older, as shown in Table 6-4. Population aged 25 to 34 is expected to decline from 5,190 in 2011 to 4,869 in 2016; while population age 35 to 44 is expected to decline from 6,029 in 2011 to 5,488 in 2016, an increase of 731; while the age cohort 75 to 84 is expected to increase from 964 to 1,186, an increase of 222. The over 85 age cohort is also expected to increase modestly. These increases in the over 65 population indicates a future demand for senior housing and services.

Table 6-4

**RAMSEY STATION DRAW AREA  
POPULATION BY AGE; 2011 AND 2016**

Age Cohort	2011 Estimated		2016 Estimated	
	Number	Percent	Number	Percent
< 19	11,761	30.2 %	11,839	29.3 %
20 - 24	2,577	6.6	2,881	7.1
25 - 34	5,190	13.3	4,869	12.0
35 - 44	6,029	15.5	5,488	13.6
45 - 54	5,699	14.6	5,790	14.3
55 - 64	4,088	10.5	4,980	12.3
65 - 74	2,282	5.9	3,013	7.4
75 - 84	964	2.5	1,186	2.9
85 +	382	1.0	407	1.0

Source: U.S. Census, Scan/US, Inc., and McComb Group, Ltd.

## **Demographic Characteristics**

Demographic characteristics for the Ramsey Station Draw Area, Northstar Corridor Draw Area, and Metropolitan Area are summarized in the demographic snapshots contained in Tables 6-5, 6-6, and 6-7 on the following pages. These snapshots contain census data for 2000, as well as estimates for 2011 and 2016. These estimates were provided by Scan/US, Inc., a source of Census comparable demographic information. Significant characteristics of Ramsey Station Draw Area include the following:

- ◆ Ramsey Station Draw Area estimated median age is 36 in 2016, which is lower than both the Northstar Corridor Draw Area and the Metropolitan Area with median ages in both areas at 37 in 2016.
- ◆ Ramsey Station Draw Area population is estimated to increase at 0.75 percent annually between 2011 and 2016, which is similar both the Northstar Corridor Draw Area and the Metropolitan Area annual population growth rates of 0.94 and 0.71 percent, respectively.
- ◆ In 2011, approximately 30.2 percent of the population in the Ramsey Station Draw Area was under the age of 19. By 2016, the Ramsey Station Draw Area is expected to have approximately 29.3 percent of the population under the age of 19, which is higher than both the Northstar Corridor Draw Area and Metropolitan Area percentages of 28.8 and 26.9 percent, respectively.
- ◆ In 2011, approximately 9.4 percent of the population in the Ramsey Station Draw Area was over the age of 65, which is expected to increase to about 11.3 percent by 2016. The Northstar Corridor Draw Area had 9.1 percent over age 65 in 2011 and an estimated 10.9 percent for 2016; while the Metropolitan Area had 10.7 percent of the population over the age of 65 in 2011, with expectations of an increase to 12.3 percent by 2016.
- ◆ By 2016, over 50 percent of the households within the Ramsey Station Draw Area will have incomes above \$75,000.
- ◆ Over 90 percent of the population within the Ramsey Station Draw Area is Caucasian, which is expected to remain constant through 2016.

Additional demographic characteristics for the Ramsey Station Draw Area are contained in Appendix A.

## **STATION AREA SALES POTENTIAL**

Retail sales potential represented by Northstar riders at the Ramsey station is based on estimated purchasing power of the average 129 weekday rides. These riders represent about 1.0 percent of the 13,522 Ramsey Station Draw Area households in 2011. Draw area households are estimated to increase to 14,197 in 2016, an increase of 0.98 percent.

Estimated retail and service sales potential of Northstar riders is a two-step process. Estimated sales potential of Northstar riders for each retail or service category is estimated by McComb Group proprietary sales potential model, which contains over 120 retail and service categories. Next, store size is determined based on sales productivity and typical store size for each category. This methodology is illustrated for 2016 in Table 6-8 using convenience goods stores as an example to illustrate the amount of retail and service space that can be supported by Northstar riders.

Table 6-5



## DEMOGRAPHIC AND INCOME SNAPSHOT

Ramsey Station Draw Area

3/11/2013

SNAPSHOT	2000 Census		2011 Estimated		2016 Projected	
Population	28,288		38,973		40,452	
Households	9,271		13,522		14,197	
Families	7,689		10,626		11,053	
Per Capita Income	\$	25,556	\$	28,021	\$	31,625
Median Household Income	\$	65,189	\$	73,745	\$	79,548
Average Household Income	\$	77,246	\$	80,465	\$	89,787
Average Household Size	3.04		2.87		2.84	
Median Age	34		35		36	

TRENDS	Annual Percent Change		
	1990 - 2000	2000 - 2011	2011 - 2016
Population	3.74 %	2.96 %	0.75 %
Households	4.38	3.49	0.98
Families	4.03	2.98	0.79
Median Household Income	4.37	1.13	1.53
Average Household Income	4.79	0.37	2.22

HOUSEHOLDS BY INCOME	2000 Census		2011 Estimated		2016 Projected	
	Number	Percent	Number	Percent	Number	Percent
Less than \$15,000	480	5.2 %	410	3.0 %	406	2.9 %
\$15,000 - \$24,999	381	4.1	579	4.3	570	4.0
\$25,000 - \$34,999	597	6.4	825	6.1	746	5.3
\$35,000 - \$49,999	1,274	13.8	1,664	12.3	1,497	10.5
\$50,000 - \$74,999	2,980	32.2	3,337	24.7	3,097	21.8
\$75,000 - \$99,999	1,990	21.5	2,797	20.7	2,972	20.9
\$100,000 - \$149,999	1,109	12.0	2,940	21.7	3,644	25.7
\$150,000 +	453	4.9	965	7.1	1,262	8.9

POPULATION BY AGE	2000 Census		2011 Estimated		2016 Projected	
	Number	Percent	Number	Percent	Number	Percent
<19	9,777	34.6 %	11,761	30.2 %	11,839	29.3 %
20-24	1,288	4.6	2,577	6.6	2,881	7.1
25-34	4,290	15.2	5,190	13.3	4,869	12.0
35-44	5,532	19.6	6,029	15.5	5,488	13.6
45-54	4,004	14.2	5,699	14.6	5,790	14.3
55-64	2,031	7.2	4,088	10.5	4,980	12.3
65-74	710	2.5	2,282	5.9	3,013	7.4
75-84	451	1.6	964	2.5	1,186	2.9
85+	196	0.7	382	1.0	407	1.0

RACE AND ETHNICITY	2000 Census		2011 Estimated		2016 Projected	
	Number	Percent	Number	Percent	Number	Percent
White	27,453	97.0 %	36,055	92.5 %	37,397	92.4 %
Black	98	0.3	910	2.3	972	2.4
Native American	113	0.4	167	0.4	172	0.4
Asian/Pacific Islander	236	0.8	867	2.2	896	2.2
Other Races	389	1.4	973	2.5	1,016	2.5
Hispanic (Any Race)	308	1.1	983	2.5	1,366	3.4

Source: U.S. Census, Scan/US, Inc. and McComb Group, Ltd.

Table 6-6



## DEMOGRAPHIC AND INCOME SNAPSHOT

Northstar Corridor Draw Area

3/11/2013

SNAPSHOT	2000 Census		2011 Estimated		2016 Projected	
Population	290,439		346,506		363,015	
Households	102,464		125,352		131,616	
Families	77,618		92,167		96,124	
Per Capita Income	\$	23,876	\$	26,538	\$	29,636
Median Household Income	\$	58,141	\$	66,487	\$	71,581
Average Household Income	\$	67,047	\$	72,977	\$	81,330
Average Household Size	2.81		2.75		2.74	
Median Age	33		35		37	

TRENDS	Annual Percent Change		
	1990 - 2000	2000 - 2011	2011 - 2016
Population	1.47 %	1.62 %	0.94 %
Households	2.19	1.85	0.98
Families	1.51	1.57	0.84
Median Household Income	3.65	1.23	1.49
Average Household Income	4.61	0.77	2.19

HOUSEHOLDS BY INCOME	2000 Census		2011 Estimated		2016 Projected	
	Number	Percent	Number	Percent	Number	Percent
Less than \$15,000	6,162	6.0 %	7,355	5.9 %	7,439	5.7 %
\$15,000 - \$24,999	7,150	7.0	8,091	6.5	7,930	6.0
\$25,000 - \$34,999	9,965	9.7	9,960	7.9	9,441	7.2
\$35,000 - \$49,999	17,537	17.1	16,738	13.4	15,569	11.8
\$50,000 - \$74,999	30,146	29.4	31,016	24.7	29,493	22.4
\$75,000 - \$99,999	17,885	17.5	23,173	18.5	25,140	19.1
\$100,000 - \$149,999	10,420	10.2	21,186	16.9	26,473	20.1
\$150,000 +	3,160	3.1	7,811	6.2	10,114	7.7

POPULATION BY AGE	Number	Percent	Number	Percent	Number	Percent
<19	94,967	32.7 %	102,340	29.5 %	104,620	28.8 %
20-24	16,851	5.8	21,968	6.3	24,643	6.8
25-34	45,255	15.6	47,311	13.7	44,811	12.3
35-44	54,203	18.7	52,867	15.3	48,640	13.4
45-54	38,636	13.3	53,508	15.4	55,285	15.2
55-64	22,028	7.6	36,911	10.7	45,231	12.5
65-74	11,144	3.8	19,054	5.5	25,160	6.9
75-84	5,667	2.0	9,016	2.6	10,859	3.0
85+	1,654	0.6	3,513	1.0	3,751	1.0

RACE AND ETHNICITY	Number	Percent	Number	Percent	Number	Percent
White	275,452	94.8 %	311,714	90.0 %	326,795	90.0 %
Black	3,576	1.2	11,536	3.3	12,022	3.3
Native American	1,582	0.5	1,922	0.6	2,014	0.6
Asian/Pacific Islander	3,898	1.3	9,301	2.7	9,610	2.6
Other Races	5,931	2.0	12,033	3.5	12,574	3.5
Hispanic (Any Race)	4,327	1.5	11,743	3.4	16,340	4.5

Source: U.S. Census, Scan/US, Inc. and McComb Group, Ltd.

Table 6-7



## DEMOGRAPHIC AND INCOME SNAPSHOT

Seven-County Metropolitan Area

3/11/2013

SNAPSHOT	2000 Census		2011 Estimated		2016 Projected	
Population	2,642,056		2,875,666		2,979,795	
Households	1,021,454		1,128,357		1,170,688	
Families	658,159		711,347		730,364	
Per Capita Income	\$	27,227	\$	31,731	\$	34,596
Median Household Income	\$	54,667	\$	62,465	\$	66,464
Average Household Income	\$	68,484	\$	79,958	\$	87,063
Average Household Size	2.53		2.50		2.50	
Median Age	34		36		37	

TRENDS	Annual Percent Change		
	1990 - 2000	2000 - 2011	2011 - 2016
Population	1.45 %	0.77 %	0.71 %
Households	1.56	0.91	0.74
Families	1.21	0.71	0.53
Median Household Income	3.69	1.22	1.25
Average Household Income	4.46	1.42	1.72

HOUSEHOLDS BY INCOME	2000 Census		2011 Estimated		2016 Projected	
	Number	Percent	Number	Percent	Number	Percent
Less than \$15,000	94,987	9.3 %	100,226	8.9 %	104,550	8.9 %
\$15,000 - \$24,999	94,307	9.2	88,724	7.9	86,306	7.4
\$25,000 - \$34,999	112,850	11.0	100,920	8.9	94,851	8.1
\$35,000 - \$49,999	159,411	15.6	152,005	13.5	147,462	12.6
\$50,000 - \$74,999	233,614	22.9	226,764	20.1	219,656	18.8
\$75,000 - \$99,999	148,115	14.5	166,904	14.8	173,172	14.8
\$100,000 - \$149,999	114,688	11.2	174,265	15.4	202,270	17.3
\$150,000 +	63,482	6.2	118,549	10.5	142,421	12.2

POPULATION BY AGE	2000 Census		2011 Estimated		2016 Projected	
	Number	Percent	Number	Percent	Number	Percent
<19	768,028	29.1 %	783,409	27.2 %	801,940	26.9 %
20-24	173,732	6.6	189,862	6.6	192,262	6.5
25-34	411,155	15.6	417,260	14.5	396,052	13.3
35-44	469,324	17.8	416,462	14.5	407,567	13.7
45-54	363,592	13.8	440,983	15.3	433,762	14.6
55-64	200,980	7.6	317,979	11.1	381,648	12.8
65-74	130,615	4.9	164,660	5.7	216,477	7.3
75-84	90,292	3.4	97,689	3.4	101,987	3.4
85+	34,338	1.3	47,362	1.6	48,100	1.6

RACE AND ETHNICITY	2000 Census		2011 Estimated		2016 Projected	
	Number	Percent	Number	Percent	Number	Percent
White	2,238,117	84.7 %	2,267,068	78.8 %	2,349,676	78.9 %
Black	156,620	5.9	240,876	8.4	249,475	8.4
Native American	20,417	0.8	21,073	0.7	21,737	0.7
Asian/Pacific Islander	122,239	4.6	186,359	6.5	193,059	6.5
Other Races	104,663	4.0	160,290	5.6	165,848	5.6
Hispanic (Any Race)	95,902	3.6	179,857	6.3	228,964	7.7

Source: U.S. Census, Scan/US, Inc. and McComb Group, Ltd.

Using supermarkets as an example, Ramsey Station rider sales potential in 2016 is estimated at \$456,000, as shown in Table 6-8. Supportable gross leasable area (GLA) for a supermarket is estimated by dividing sales potential by \$460 per square foot, sales productivity appropriate for a supermarket. This results in supportable GLA of 991 square feet of supermarket space, which is considerably smaller than the range of supermarket store size. Store GLA in other retail categories supportable by Northstar riders is also shown in Table 6-8. Supportable space for drug stores and liquor stores is 441 and 213 square feet of GLA, respectively. These estimates of sales potential represent rider spending potential for each category. Spending potential for an individual store will be less as consumers usually patronize several stores in each category.

Table 6-8

**RAMSEY NORTHSTAR STATION RIDER  
RETAIL SALES POTENTIAL AND SUPPORTABLE SPACE BY MERCHANDISE CATEGORY; 2016**

Category	Sales Potential	Sales/ Sq. Ft.	Supportable Sq. Ft.	Store Size		
				Low	Median	High
<b>Convenience Goods</b>						
Supermarkets	\$ 456,000	\$ 460	991	31,245	52,419	69,462
Convenience Food	9,000	300	30	1,349	2,085	5,323
Drug & Proprietary Stores	203,000	460	441	8,280	11,700	23,714
Hardware	31,000	185	168	5,638	13,831	27,743
Liquor	80,000	375	213	1,305	2,856	7,210
Florist	12,000	190	63	766	1,600	5,396

Source: McComb Group, Ltd.

Ramsey's retail businesses are consistent with those of a neighborhood shopping area that offers convenience goods, food services, and services that are typically purchased close to home. Consumers typically drive further distances to patronize shopping goods and destination type retailers.

Retail stores consistent with a neighborhood shopping area and supportable GLA in the Ramsey Station area are contained in Table 6-9. Northstar riders do not represent sales potential sufficient to support the types of stores consistent with a neighborhood shopping area in Ramsey. The list of businesses is not all inclusive of store types, but the supportable GLA result would be similar. Northstar riders represent additional retail potential for business establishments that serve the larger Ramsey community. Ramsey Station's location adjacent to a growing commercial area will be a benefit to business establishments located in the area. child daycare is a potential use that is consistent with the station area for commuters with children, as well as other parents living and/or working in Ramsey.

This analysis points out that Northstar riders do not have sufficient spending potential to support stores or services in the station area. They do, however, have spending potential that can be important additional sales to existing and future Ramsey businesses. Many of these riders may already shop in Ramsey; however, others may not. The Northstar brings these riders to Ramsey on a regular basis and increases the convenience of shopping in Ramsey on a regular basis. Complete tables showing supportable square footage by retail and service category for each target year are contained in Appendix B.

Table 6-9

**RAMSEY NORTHSTAR RIDER**  
**SUPPORTABLE SPACE BY MERCHANDISE CATEGORY; 2016 AND 2020**  
 (Gross Leasable Area)

Merchandise Category	2016	2020	Store Size		
			Low	Median	High
<b>Convenience Goods</b>					
Supermarkets	991	1,065	31,245	52,419	69,462
Convenience Food	30	33	1,349	2,085	5,323
Drug & Proprietary Stores	441	474	8,280	11,700	23,714
Hardware	168	178	5,638	13,831	27,743
Liquor	213	229	1,305	2,856	7,210
Florist	63	68	766	1,600	5,396
Food/Health Supplement Stores	20	20	1,200	1,234	1,968
<b>Food Service</b>					
Full-Service Restaurants	617	664	2,000	4,500	9,775
Limited Service Restaurants	423	455	1,335	3,000	3,400
Snack & Beverage Places	127	133	850	1,500	2,495
Ice Cream & Soft Serve	15	15	902	1,148	1,570
Doughnut Shops	32	32	744	1,200	2,153
Coffee Shops	40	43	881	1,500	2,000
<b>Services</b>					
Beauty Salons	258	284	455	788	1,422
Laundries & Dry Cleaners	73	80	1,222	2,024	3,734
Child Day Care Services	470	520	3,059	5,050	7,495
<b>Health Care</b>					
Offices of Physicians	1,188	1,303	969	1,652	4,008
Offices of Dentists	548	603	1,090	1,700	3,970
Offices of Chiropractors	78	87	1,090	1,600	3,970

Source: McComb Group, Ltd.

The last column in Table 6-9 contains low, median, and high store size for each store type from *Dollars & Cents of Shopping Centers*, published by the Urban Land Institute. Median store size indicates a typical size for a store in each retail category. To the extent that supportable square footage is above the low store size, sales potential exists to support that store type. Many retailers will desire stores that are closer to the median store size.

Retail GLA supported by estimated sales potential for each retail store category is based on estimated sales per square foot (in 2012 dollars) by store type. Sales per square foot estimates are derived from median store sales per square foot for each tenant type contained in *Dollar & Cents of Shopping Centers*. Supportable GLA is calculated by dividing sales potential by sales per square foot. This analysis was used to provide an estimate of the supportable square footage in each retail category. The detailed tables resulting from these calculations are contained in Appendix B.

## Chapter VII

### RAMSEY STATION AREA DEVELOPMENT POTENTIAL

Northstar station area potential for residential, retail, and commercial development is dependent on many factors including location, convenience, and the geographic area served by the station. The amount and type of retail and commercial development that can be supported at each station area will depend on its ability to capitalize on the economic vitality of the geographic area served by the station. An important consideration in retail or commercial development is the station area's convenience for potential customers that are not Northstar riders.

#### RAMSEY STATION

Ramsey Station opened November 14, 2012, in The COR development between the intersections of Armstrong Boulevard and Ramsey Boulevard with TH-10, as shown on Map 7-1. Ramsey Station benefits from being located in a planned community that could incorporate the station in a TOD environment. As a result, the City of Ramsey has been successful at attracting higher density mixed-use and transit supportive development in The COR at Ramsey development, which was planned to incorporate the Ramsey Station. This was accomplished, in part, by establishing a development plan and consolidating property ownership in order to control the form and sequencing of development. Ramsey has set the stage for expanded TOD in The COR.

Map 7-1

#### RAMSEY STATION LOCATION



The station is adjacent to an 800-stall municipal parking ramp with 350 dedicated commuter parking spaces. This structure is flanked by City Hall on the east and The Residence at the COR, a 230-unit apartment. Retail stores will be developed between the parking ramp and Sunwood

Drive. Municipal Plaza is just across Sunwood Drive from the retail spaces. The Ramsey Station enjoys a central location in The COR at Ramsey. Unlike other Northstar stations, Ramsey Station is visible from a major highway.

### Commuter Service

The Ramsey Station attracts riders from the area served by TH-10. The station has 350 dedicated parking spaces. Prior to service by the Northstar train, the station was served by the Regional Express Bus Route 856, which offered direct service to downtown Minneapolis. The service operated only on weekdays with four southbound morning trips to Minneapolis and four northbound trips to Ramsey during the afternoon commute. Bus ridership averaged about 110 daily weekday trips. Since Northstar service began there have been approximately 129 inbound and outbound riders per day, as shown in Table 7-1. Inbound and outbound weekend service attracted about 19 inbound and 17 outbound riders per day.

Table 7-1

NORTHSTAR COMMUTER RAIL RIDERSHIP BY STATION; 2012

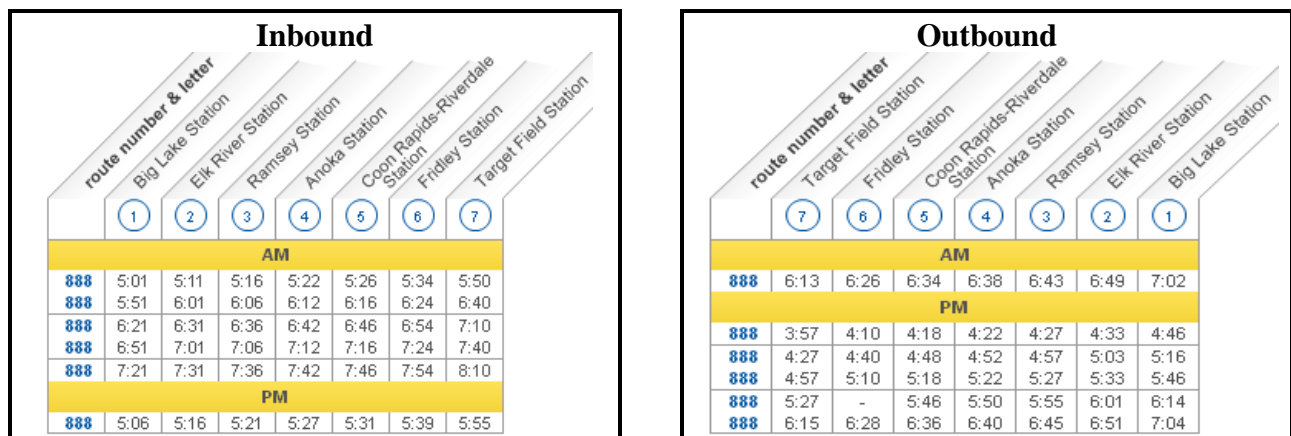
Station	Weekday		Weekend	
	Inbound	Outbound	Inbound	Outbound
Big Lake	360	290	200	200
Elk River	370	340	130	125
Ramsey	129	129	19	17
Anoka	250	250	90	85
Coon Rapids	250	230	120	115
Fridley	100	90	80	75

Source: NCSA and Metro Transit.

Ramsey Station is served by five daily inbound trains during the morning commute period, and one inbound evening train, as shown in Figure 7-1. There is one morning outbound train to Ramsey, and five evening outbound trains for a total of 12 trains per day. Inbound scheduled travel times are 34 minutes. Outbound travel times are 30 minutes, except the train that does not stop in Fridley, which takes 28 minutes.

Figure 7-1

NORTHSTAR SCHEDULE – RAMSEY STATION



## Traffic Counts

Traffic counts on the primary streets are one of the important site criteria for retail and commercial development. TH-10 had 2010 average daily traffic counts of 40,000 east of Ramsey Boulevard, 37,500 between Ramsey and Armstrong Boulevards, and 34,000 to the west indicating that a high volume of trips enter The COR at Ramsey area. Traffic counts on Ramsey Boulevard north of TH-10 were 7,000 trips compared to 6,400 trips on Armstrong Boulevard north of TH-10. Sunwood Drive carried 2,400 trips west of Ramsey Boulevard, a relatively low traffic count for commercial developments.

Table 7-2

**RAMSEY STATION AREA  
AVERAGE DAILY TRAFFIC COUNTS; 2010**

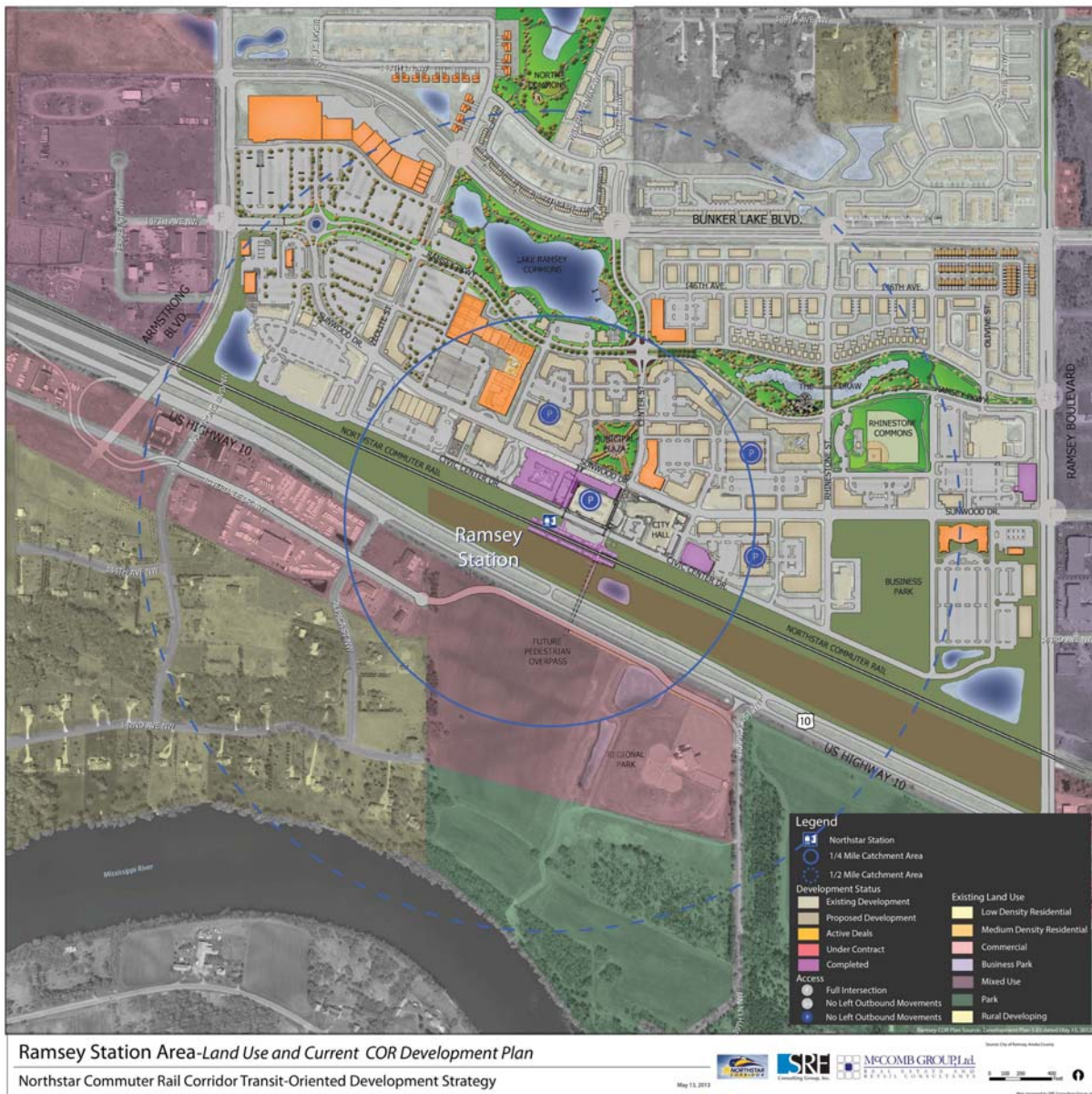
Location	Traffic Count
<b>TH-10</b>	
East of Ramsey Blvd	40,000
Between Ramsey and Armstrong Blvds	37,500
West of Armstrong Blvd	34,000
<b>Ramsey Boulevard</b>	
North of TH-10	7,000
<b>Armstrong Boulevard</b>	
North of TH-10	6,400
<b>Sunwood Drive</b>	
West of Ramsey Blvd	2,400

Source: Mn/DOT.

## Surrounding Land Use and Development

Land use around the Ramsey Station is influenced by the TH-10/rail line corridor, as shown in Figure 7-2. Land use south of the rail line is generally highway oriented commercial development including RV and boat dealerships, a gardening/nursery business, home furnishings stores, and automotive services. Mississippi West Regional Park is south of TH-10 on Traprock Street, and will be connected to the station and COR project with a pedestrian and bicycle overpass. West of Ramsey Boulevard between TH-10 and the rail line, there are several highway oriented businesses including fast food, pet care, and RV and trailer service. North of the rail line and east of Armstrong Boulevard is occupied by a business park with several light industrial, warehouse, and one to two story office buildings. Land use transitions to low density residential north of 149<sup>th</sup> Avenue NW, which is the approximate boundary of The COR development. Land west of Armstrong Boulevard is mostly vacant and available for future development.

**Figure 7-2**  
**RAMSEY STATION EXISTING CONDITIONS**



**THE COR AT RAMSEY**

The COR at Ramsey was planned as a TOD mixed-use development prior to the funding and opening of Ramsey Station. The COR at Ramsey is a 410-acre development implemented by the City of Ramsey as master developer. The City bought 150 acres of land in the project area after the original developer went into bankruptcy. Developments to date are summarized in Table 7-3 and include 189,000 square feet of commercial, 64,000 square feet of medical, 72,000 square feet of school space, and 370 housing units.

Table 7-3

THE COR AT RAMSEY DEVELOPMENT

Use	Units
Retail	96,000 square feet
Office	93,000 square feet
Medical	64,000 square feet
School	72,000 square feet
City Hall	68,000 square feet
Residential	370 units
Parking Ramp	900 spaces

Source: City of Ramsey.

The COR has been successful in attracting development as illustrated by the key projects completed to date, which are summarized below.

**Civic Amenities**

- **Ramsey Municipal Center** – A 68,000 square foot City administration building and police headquarters.



- **The Draw Park and Amphitheatre** – A four-acre park and outdoor amphitheater with 350 seats for summer concert series, outdoor movie nights, and other year-round programming.



- **Parking Ramp** – An 800-stall public parking ramp that provides 350 spaces for the commuter rail station. It was expanded by an additional 300 spaces for The Residence at the COR apartments.

## Commercial Projects

- **Northstar Marketplace** – A 98,000 square foot shopping center anchored by Coborn’s supermarket. Other tenants include Caribou Coffee, Acapulco Mexican Restaurant, Subway, Verizon, and Anytime Fitness.
- **Ramsey Office Plaza** – A 52,000 square foot three-story office building with ground level retail space including a full service restaurant, The Falls. Also includes a 12,000 square foot outdoor banquet facility, The Fountains of Ramsey, and a coffee shop/café. Office tenants include two law firms and a title company.
- **NAU Country Insurance** – A 41,548 square foot build-to-suit building for an agricultural insurance company. An expansion is planned for a second building.



## Medical

- **VA Outpatient Clinic** – A 20,000 square foot outpatient clinic located adjacent to Ramsey Station. The clinic provides primary care, mental health, and services such as physical therapy.
- **Allina Clinic** – A 25,682 square foot medical clinic with diabetes, pre-natal, and physical therapy services.



- **Midwest Medical Examiners** – An 18,353 square foot office building with world class medical diagnostic and scanning services. Also provides coroner services for law enforcement.



## Education

- **PACT Charter School** – A K-12 charter school with 600 students.



## Residential Projects

- **The Residence at the COR** – A 230-unit market rate apartment project that is planned to open in spring of 2013. It is being developed by Flaherty and Collins of Indianapolis, Indiana. The City has pledged TIF revenue as well as some additional equity for gap financing. This project will be connected to the parking ramp at the station platform and be an important placemaking project, catalyst, and anchor for the station area.
- **Seasons of Ramsey** – A 50-unit rental townhome development is planned north of the Ramsey Station at 147<sup>th</sup> Lane and Rhinestone Street. Completion planned for 2013.
- **Other Residential** – Over 350 units of townhomes and small lot single family homes have been constructed by K Hovananian Homes and DR Horton.



## DEVELOPMENT SUMMARY

Commercial development (retail, office, and medical) in The COR totaled 320,000 square feet over the last 10 years, as shown in Table 7-4. This represented 75 percent of Ramsey’s total development in these categories. The COR captured 53 percent of the retail, 89 percent of the office, and 100 percent of the medical office. Office/warehouse and office/manufacturing space in other parts of Ramsey totaled 852,779 square feet. All told, Ramsey developed over 1.2 million square feet of space along with over 580 residential units.

Table 7-4

**RAMSEY DEVELOPMENT BY TYPE; 2002 TO 2011**  
(Square Feet)

Year	Retail	Office	Medical Office	Office/ Warehouse	Office/ Manufacturing
2002	10,086	-	-	63,336	-
2003	-	-	-	28,000	56,314
2004	1,960	71,470	-	202,480	60,828
2005	138,768	36,528	-	130,655	89,366
2006	-	51,829	-	-	30,000
2007	12,580	-	-	-	120,000
2008	7,600	19,000	18,353	25,600	26,200
2009	7,800	-	-	-	-
2010	1,500	-	25,682	-	20,000
2011	-	-	20,000	-	-
<b>Total</b>	<b>180,294</b>	<b>178,827</b>	<b>64,035</b>	<b>450,071</b>	<b>402,708</b>
<b>In The COR</b>	<b>96,175</b>	<b>159,827</b>	<b>64,035</b>		
<b>Percent</b>	<b>53.3 %</b>	<b>89.4 %</b>	<b>100.0 %</b>		

Source: City of Ramsey and McComb Group, Ltd.

### Planned Developments

Several planned developments include: McDonalds, SuperAmerica, and Northgate Performing Arts Center.

### LAND USE PLANS AND POLICIES

The area around Ramsey Station was designated as a mixed use district in the City's 2030 Comprehensive Plan. It seeks to develop a town center or downtown for Ramsey, which The COR will provide. The mixed-use district promotes:

- Higher residential densities than are common in Ramsey, where residents can take advantage of transit opportunities;
- Civic places where people can gather and events can be held;
- Commercial/retail to meet the needs of the community, with residential units above;
- Professional offices and other places of employment.

The COR is specifically identified in several sections of the 2030 Comprehensive Plan as a vital component to Ramsey's future housing needs. The town center area will provide a diverse housing stock meant to attract residents of all ages and incomes by offering amenities, access to transportation, and recreation and entertainment opportunities. The Comprehensive Plan specifically highlights the importance of senior and affordable housing to the town center district. It also notes the potential for the district to attract and retain young residents through its amenities and access to transportation.

### INFRASTRUCTURE PLANS AND NEEDS

The COR project has all necessary wet and dry utilities in place, and most major roadways. A key improvement is the planned Armstrong Boulevard interchange with TH-10. This is judged

to be needed in order to attract a major retail anchor that would assist in completing the retail portion of the project in the northwestern quarter of the project. Bunker Lake Boulevard reconstruction and expansion is planned. A pedestrian bridge across the Northstar tracks and TH-10 to the Mississippi West Regional Park is also planned.

**DEVELOPMENT OPPORTUNITIES**

There are approximately 186 developable acres remaining for commercial, business park, and residential, plus 45 acres of parks and amenities, as shown in Figure 7-3. Retail, business park, and commercial total 115 acres; while residential totals 43 acres and mixed-use is 28 acres and could include commercial and residential. The residential component of The COR is planned at 2,200 units. The COR at Ramsey is a significant development opportunity.

The City established a 25-year, \$65 million tax increment financing (TIF) district for the project area to fund infrastructure and public amenities, and to provide targeted private development incentives.

Table 7-5

THE COR DEVELOPABLE ACRES

Use	Total
Retail	70
Mixed-Use	28
Business Park	15
Residential	16
Other Commercial	30
Other Residential	27
Total	186

Source: City of Ramsey.

The Northstar station location in Ramsey is unique among the Northstar Corridor cities. It's located on the edge of the planned downtown area served by a large parking structure, which is flanked by City Hall on the east and an apartment building to the west. To the north is Municipal Plaza, which is surrounded by office, residential, or mixed-use development. This creates the opportunity for both daytime and resident population, which can support ground level retail and commercial commensurate with market demand. Business park uses located to the east will offer employment opportunities to Ramsey residents. Planning for the area northwest of the station area is primarily retail. Building configurations in the retail area are illustrative of a power center, which requires a high volume of customer traffic to support its stores. The retail area should be accessible to pedestrians, but most of the customers, even those living in The COR, are likely to drive to the retail area for shopping to facilitate transporting their purchases home.

Figure 7-3

## THE COR AT RAMSEY DEVELOPMENT PLAN



Source: City of Ramsey.

### Residential Development

The COR at Ramsey Development Plan provides for a wide variety of housing including single family homes on small lots, townhouses/rowhouses, apartments and/or condominiums, and mixed-use residential buildings. This provides Ramsey with the opportunity to develop housing that appeals to a wide range of markets ranging from singles, young marrieds, move up housing, as well as a variety of senior living options. This ability to tap the full range of housing submarkets will stimulate additional residential development. The COR Development Plan envisions 2,200 housing units in The COR. Previous construction has added 350 housing units and an additional 230 are currently under construction indicating future capacity for over 1,600 units. Analysis contained in Chapter IV indicates that Ramsey has the potential to add about 7,300 new housing units by 2035. In the near future, Ramsey residential demand is estimated at about 350 units per year. Not all of these units will be located in The COR. Development in other parts of Ramsey is likely to be predominately single family. The COR Development Plan is heavily oriented toward multi-family units, which may inhibit absorption in periods when single family housing demand is high.

Stabilized housing demand in The COR is estimated at 70 to 75 percent of Ramsey demand or 245 to 260 units per year. Multi-family units (townhomes, duplexes, and apartments) are estimated to range from 85 to 90 percent annually. This indicates multi-family demand of 210 to 230 units. During the period 2002 through 2007 when housing production was the highest, multi-family units in Ramsey totaled 1,971, of which 170 or 8.6 percent were apartment buildings indicating that about 90 percent of the multi-family units were townhomes. While

townhomes have been less popular in recent years, increasing single family home prices are expected to increase townhome popularity in the future. The City of Ramsey should strive to achieve apartment/condominium development at 50 percent of the multi-tenant units in The COR to encourage density near the station.

The City of Ramsey has the opportunity to accommodate a wide variety of housing project types consistent with market preferences, particularly in areas in The COR within reasonable walking distance of the station. The COR offers a unique residential setting and lifestyle within the Northstar Corridor.

### **Retail Development**

The COR at Ramsey offers two different types of retail development opportunities. As indicated earlier, the development northwest of the central core is illustrative of a power center anchored by a discount or supercenter type of store. This is a distinct possibility for The COR; however, development is likely to be delayed until the Armstrong Boulevard interchange with TH-10 is constructed. In the meantime, this retail area is likely to continue to fill in with smaller retail stores, restaurants, and services consistent with a neighborhood shopping area anchored by a supermarket. The current proposals for McDonalds and SuperAmerica are consistent with this trend.

The area around Municipal Plaza will be suitable for a wide range of retail, food service, and personal and business services that can be supported by residential or office development in that area and the larger retail trade area. Northstar riders will constitute a portion of the customers for these retail and service establishments. The COR Development Plan contains a building footprint that appears to be a multi-plex movie theater or community center. Ramsey's location could be a logical location for a movie theater given the distance from existing cinemas. Dining and entertainment is a synergistic use with a movie theater and would provide the opportunity for a destination dining and entertainment development adjacent to the downtown area with a plaza in front of the movie theater with a cluster of food service establishments.

### **Office Development**

The Northwest Twin Cities office submarket, which includes the Northstar Corridor, has about 1.5 million square feet of multi-tenant office space, according to Cassidy Turley, an amount that has remained unchanged since 2005. During this period, the vacancy rate has increased from 26.4 percent to 30.3 percent in 2011. Anoka County has about 600,000 square feet of multi-tenant office space during the same period of time. During this period, the vacancy rate was 15.7 percent in 2005, fluctuated between 13.0 and 18.7 percent, and fell to 15.4 percent in 2011. During this period, net office absorption was 35,700 square feet or about 6,000 square feet annually. The multi-tenant office market is relatively weak at the present time.

The COR at Ramsey appears to have one multi-tenant office building (Ramsey Office Plaza) and one single tenant building (NAU Country Insurance). Three medical developments total over 64,000 square feet, indicating that Ramsey has absorbed about 157,500 square feet or almost 20,000 square feet over the past eight years. Ramsey's experience indicates it should focus on single tenant build-to-suit office users. Given its available land and location, Ramsey is an excellent location for additional office users seeking a unique location in the northwest suburban area.

# **Appendices**

## **RAMSEY STATION**

### **TOD ANALYSIS**

# APPENDIX A

## DEMOGRAPHIC CHARACTERISTICS

**Table A-1 Ramsey Station and Northstar Corridor Draw Areas and Seven-County Metropolitan Area; Population and Households: 2000 Census; 2011 and 2016 Estimated**

**Table A-2 Ramsey Station and Northstar Corridor Draw Areas and Seven-County Metropolitan Area; Average and Median Household Incomes: 2000 Census; 2011 and 2016 Estimated**

**Table A-3 Ramsey Station and Northstar Corridor Draw Areas and Seven-County Metropolitan Area; Household Income: 2000 Census; 2011 and 2016 Estimated**

**Table A-4 Ramsey Station and Northstar Corridor Draw Areas and Seven-County Metropolitan Area; Households, Families and Household Size: 2000 Census; 2011 and 2016 Estimated**

**Table A-5 Ramsey Station and Northstar Corridor Draw Areas and Seven-County Metropolitan Area; Educational Attainment: 2000 Census; 2011 and 2016 Estimated**

**Table A-6 Ramsey Station and Northstar Corridor Draw Areas and Seven-County Metropolitan Area; Gender and Marital Status: 2000 Census; 2011 and 2016 Estimated**

**Table A-7 Ramsey Station and Northstar Corridor Draw Areas and Seven-County Metropolitan Area; Age Distribution: 2000 Census; 2011 and 2016 Estimated**

**Table A-8 Ramsey Station and Northstar Corridor Draw Areas and Seven-County Metropolitan Area; Ethnicity: 2000 Census; 2011 and 2016 Estimated**

Table A-1

**RAMSEY STATION AND NORTHSTAR CORRIDOR DRAW AREAS,  
AND SEVEN-COUNTY METROPOLITAN AREA  
POPULATION AND HOUSEHOLDS: 2000 CENSUS; 2011 AND 2016 ESTIMATED**

<u>Trade Area / Year</u>	<u>Population</u>		<u>Households</u>	
	<u>Number</u>	<u>Rate of Change</u>	<u>Number</u>	<u>Rate of Change</u>
<b>RAMSEY STATION DRAW AREA</b>				
2000	28,288	NA	9,271	NA
2011 E	38,973	2.96 %	13,522	3.49 %
2016 E	40,452	0.75	14,197	0.98
<b>NORTHSTAR CORRIDOR DRAW AREA</b>				
2000	290,439	NA	102,464	NA
2011 E	346,506	1.62 %	125,352	1.85 %
2016 E	363,015	0.94	131,616	0.98
<b>SEVEN-COUNTY METRO AREA</b>				
2000	2,642,056	NA	1,021,454	NA
2011 E	2,875,666	0.77 %	1,128,357	0.91 %
2016 E	2,979,795	0.71	1,170,688	0.74

N/A: Not Available.

E: Estimated.

Source: U.S. Census, Scan/US and McComb Group, Ltd.

Table A-2

RAMSEY STATION AND NORTHSTAR CORRIDOR DRAW AREAS,  
AND SEVEN-COUNTY METROPOLITAN AREA  
AVERAGE AND MEDIAN HOUSEHOLD INCOMES  
2000 CENSUS; 2011 AND 2016 ESTIMATED

<u>Income Type / Year</u>	<u>Ramsey Station Draw Area</u>	<u>Northstar Corridor Draw Area</u>	<u>Seven- County Metro Area</u>
Average Household Income			
2000	\$ 77,246	\$ 67,047	\$ 68,484
2011 E	80,465	72,977	79,958
2016 E	89,787	81,330	87,063
Median Household Income			
2000	\$ 65,189	\$ 58,141	\$ 54,667
2011 E	73,745	66,487	62,465
2016 E	79,548	71,581	66,464

E: Estimated.

Source: U.S. Census, Scan/US and McComb Group, Ltd.

Table A-3

RAMSEY STATION AND NORTHSTAR CORRIDOR DRAW AREAS,  
AND SEVEN-COUNTY METROPOLITAN AREA  
HOUSEHOLD INCOME: 2000 CENSUS; 2011 AND 2016 ESTIMATED

	2000		2011 E		2016 E	
	Number	Percent	Number	Percent	Number	Percent
<b>RAMSEY STATION DRAW AREA</b>						
Households	9,271	N/A	13,522	N/A	14,197	N/A
Average Size	3.04	N/A	2.87	N/A	2.84	N/A
Household Income						
Median	\$ 65,189	N/A	\$ 73,745	N/A	\$ 79,548	N/A
Average	\$ 77,246	N/A	\$ 80,465	N/A	\$ 89,787	N/A
Households Above \$50,000	6,531	70.5 %	10,039	74.3 %	10,974	77.3 %
Households Above \$75,000	3,551	38.3	6,702	49.6	7,877	55.5
Income Distribution						
Less than \$15,000	480	5.2 %	410	3.0 %	406	2.9 %
\$15,000 - \$24,999	381	4.1	579	4.3	570	4.0
\$25,000 - \$34,999	597	6.4	825	6.1	746	5.3
\$35,000 - \$49,999	1,274	13.8	1,664	12.3	1,497	10.5
\$50,000 - \$74,999	2,980	32.2	3,337	24.7	3,097	21.8
\$75,000 - \$99,999	1,990	21.5	2,797	20.7	2,972	20.9
\$100,000 - \$149,999	1,109	12.0	2,940	21.7	3,644	25.7
\$150,000 +	453	4.9	965	7.1	1,262	8.9
<b>NORTHSTAR CORRIDOR DRAW AREA</b>						
Households	102,464	N/A	125,352	N/A	131,616	N/A
Average Size	2.81	N/A	2.75	N/A	2.74	N/A
Household Income						
Median	\$ 58,141	N/A	\$ 66,487	N/A	\$ 71,581	N/A
Average	\$ 67,047	N/A	\$ 72,977	N/A	\$ 81,330	N/A
Households Above \$50,000	61,611	60.2 %	83,186	66.4 %	91,220	69.3 %
Households Above \$75,000	31,465	30.7	52,170	41.6	61,727	46.9
Income Distribution						
Less than \$15,000	6,162	6.0 %	7,355	5.9 %	7,439	5.7 %
\$15,000 - \$24,999	7,150	7.0	8,091	6.5	7,930	6.0
\$25,000 - \$34,999	9,965	9.7	9,960	7.9	9,441	7.2
\$35,000 - \$49,999	17,537	17.1	16,738	13.4	15,569	11.8
\$50,000 - \$74,999	30,146	29.4	31,016	24.7	29,493	22.4
\$75,000 - \$99,999	17,885	17.5	23,173	18.5	25,140	19.1
\$100,000 - \$149,999	10,420	10.2	21,186	16.9	26,473	20.1
\$150,000 +	3,160	3.1	7,811	6.2	10,114	7.7
<b>SEVEN-COUNTY METRO AREA</b>						
Households	1,021,454	N/A	1,128,357	N/A	1,170,688	N/A
Average Size	2.53	N/A	2.50	N/A	2.50	N/A
Household Income						
Median	\$ 54,667	N/A	\$ 62,465	N/A	\$ 66,464	N/A
Average	\$ 68,484	N/A	\$ 79,958	N/A	\$ 87,063	N/A
Households Above \$50,000	559,899	54.8 %	686,482	60.8 %	737,519	63.0 %
Households Above \$75,000	326,285	31.9	459,718	40.7	517,863	44.2
Income Distribution						
Less than \$15,000	94,987	9.3 %	100,226	8.9 %	104,550	8.9 %
\$15,000 - \$24,999	94,307	9.2	88,724	7.9	86,306	7.4
\$25,000 - \$34,999	112,850	11.0	100,920	8.9	94,851	8.1
\$35,000 - \$49,999	159,411	15.6	152,005	13.5	147,462	12.6
\$50,000 - \$74,999	233,614	22.9	226,764	20.1	219,656	18.8
\$75,000 - \$99,999	148,115	14.5	166,904	14.8	173,172	14.8
\$100,000 - \$149,999	114,688	11.2	174,265	15.4	202,270	17.3
\$150,000 +	63,482	6.2	118,549	10.5	142,421	12.2

N/A: Not Available or Not Applicable.

E: Estimated.

Source: U.S. Census, Scan/US and McComb Group, Ltd.

Table A-4

**RAMSEY STATION AND NORTHSTAR CORRIDOR DRAW AREAS,  
AND SEVEN-COUNTY METROPOLITAN AREA  
HOUSEHOLDS, FAMILIES AND HOUSEHOLD SIZE; 2000 CENSUS; 2011 AND 2016 ESTIMATED**

	2000		2011 E		2016 E	
	Number	Percent	Number	Percent	Number	Percent
<b>RAMSEY STATION DRAW AREA</b>						
Households	9,271		13,522		14,197	
Families	7,689		10,626		11,053	
As Percent of Households		82.9 %		78.6 %		77.9 %
<b>Household Size</b>						
1 Person	1,144	12.3 %	2,234	16.5 %	2,495	17.6 %
2 Persons	2,871	31.0	4,137	30.6	4,329	30.5
3-4 Persons	3,880	41.9	5,551	41.1	5,753	40.5
5+ Persons	1,371	14.8	1,597	11.8	1,617	11.4
Average Household Size	3.04		2.87		2.84	
<b>NORTHSTAR CORRIDOR DRAW AREA</b>						
Households	102,464		125,352		131,616	
Families	77,618		92,167		96,124	
As Percent of Households		75.8 %		73.5 %		73.0 %
<b>Household Size</b>						
1 Person	18,582	18.1 %	26,032	20.8 %	28,435	21.6 %
2 Persons	32,918	32.1	39,149	31.2	40,193	30.5
3-4 Persons	38,483	37.6	45,207	36.1	47,130	35.8
5 + Persons	12,451	12.2	14,951	11.9	15,846	12.0
Average Household Size	2.81		2.75		2.74	
<b>SEVEN-COUNTY METRO AREA</b>						
Households	1,021,454		1,128,357		1,170,688	
Families	658,159		711,347		730,364	
As Percent of Households		64.4 %		63.0 %		62.4 %
<b>Household Size</b>						
1 Person	281,086	27.5 %	338,115	30.0 %	363,873	31.1 %
2 Persons	332,671	32.6	347,289	30.8	346,851	29.6
3-4 Persons	308,027	30.2	332,510	29.5	342,801	29.3
5 + Persons	99,670	9.8	110,443	9.8	117,163	10.0
Average Household Size	2.53		2.50		2.50	

N/A: Not Available or Not Applicable.

E: Estimated.

Source: U.S. Census, Scan/US and McComb Group, Ltd.

Table A-5

RAMSEY STATION AND NORTHSTAR CORRIDOR DRAW AREAS,  
AND SEVEN-COUNTY METROPOLITAN AREA  
EDUCATIONAL ATTAINMENT: 2000 CENSUS; 2011 AND 2016 ESTIMATED

Attainment	2000		2011 E		2016 E	
	Number	Percent	Number	Percent	Number	Percent
<b>RAMSEY STATION DRAW AREA</b>						
No College	4,943	31.0 %	7,293	31.0 %	7,334	29.7 %
Some College/2 yr. Degree	7,312	45.9	9,212	39.2	9,453	38.3
College Graduate	2,654	16.7	5,284	22.5	5,939	24.1
Graduate School	1,023	6.4	1,701	7.2	1,947	7.9
<b>NORTHSTAR CORRIDOR DRAW AREA</b>						
No College	57,694	35.5 %	68,639	33.1 %	69,515	31.5 %
Some College/2 yr. Degree	68,149	41.9	82,778	39.9	86,251	39.1
College Graduate	27,690	17.0	41,687	20.1	47,927	21.7
Graduate School	9,038	5.6	14,421	6.9	16,764	7.6
<b>SEVEN-COUNTY METRO AREA</b>						
No College	412,047	26.7 %	431,698	24.4 %	435,747	23.7 %
Some College/2 yr. Degree	538,291	34.9	565,605	31.9	574,131	31.2
College Graduate	411,245	26.7	517,528	29.2	535,262	29.1
Graduate School	181,479	11.8	256,881	14.5	292,476	15.9

N/A: Not Available or Not Applicable.

E: Estimated.

Source: U.S. Census, Scan/US and McComb Group, Ltd.

Table A-6

RAMSEY STATION AND NORTHSTAR CORRIDOR DRAW AREAS,  
AND SEVEN-COUNTY METROPOLITAN AREA  
GENDER AND MARITAL STATUS: 2000 CENSUS; 2011 AND 2016 ESTIMATED

Ethnicity	2000		2011 E		2016 E	
	Number	Percent	Number	Percent	Number	Percent
<b>RAMSEY STATION DRAW AREA</b>						
<b>Gender</b>						
Male	14,441	51.0 %	20,117	51.6 %	20,886	51.6 %
Female	13,848	49.0	18,856	48.4	19,566	48.4
<b>Marital Status</b>						
Single	284	3.7 %	350	3.3 %	388	3.5 %
Single With Children	687	8.9	1,190	11.2	1,263	11.4
Married	6,717	87.4	9,086	85.5	9,402	85.1
<b>NORTHSTAR CORRIDOR DRAW AREA</b>						
<b>Gender</b>						
Male	145,436	50.1 %	174,278	50.3 %	182,654	50.3 %
Female	145,004	49.9	172,226	49.7	180,359	49.7
<b>Marital Status</b>						
Single	4,145	5.3 %	4,470	4.9 %	4,642	4.8 %
Single With Children	9,834	12.7	12,148	13.2	12,986	13.5
Married	63,631	82.0	75,540	82.0	78,486	81.7
<b>SEVEN-COUNTY METRO AREA</b>						
<b>Gender</b>						
Male	1,301,693	49.3 %	1,423,025	49.5 %	1,474,574	49.5 %
Female	1,340,363	50.7	1,452,641	50.5	1,505,221	50.5
<b>Marital Status</b>						
Single	45,380	6.9 %	51,280	7.2 %	53,428	7.3 %
Single With Children	92,498	14.1	105,638	14.9	111,106	15.2
Married	520,281	79.1	554,429	77.9	565,830	77.5

N/A: Not Available or Not Applicable.

E: Estimated.

Source: U.S. Census, Scan/US and McComb Group, Ltd.

Table A-7

RAMSEY STATION AND NORTHSTAR CORRIDOR DRAW AREAS,  
AND SEVEN-COUNTY METROPOLITAN AREA  
AGE DISTRIBUTION: 2000 CENSUS; 2011 AND 2016 ESTIMATED

Age Distribution	2000		2011 E		2016 E	
	Number	Percent	Number	Percent	Number	Percent
<b>RAMSEY STATION DRAW AREA</b>						
Under 5	2,316	8.2 %	2,914	7.5 %	3,040	7.5 %
5 - 9	2,637	9.3	2,944	7.6	2,941	7.3
10 - 14	2,674	9.5	2,937	7.5	2,826	7.0
15 - 19	2,150	7.6	2,967	7.6	3,032	7.5
20 - 24	1,288	4.6	2,577	6.6	2,881	7.1
25 - 34	4,290	15.2	5,190	13.3	4,869	12.0
35 - 44	5,532	19.6	6,029	15.5	5,488	13.6
45 - 54	4,004	14.2	5,699	14.6	5,790	14.3
55 - 64	2,031	7.2	4,088	10.5	4,980	12.3
65 - 74	710	2.5	2,282	5.9	3,013	7.4
75 +	647	2.3	1,346	3.5	1,592	3.9
25 - 64	15,857	56.1 %	21,006	53.9 %	21,126	52.2 %
65 and Over	1,357	4.8	3,628	9.3	4,605	11.4
<b>NORTHSTAR CORRIDOR DRAW AREA</b>						
Under 5	23,534	8.1 %	26,094	7.5 %	27,380	7.5 %
5 - 9	24,897	8.6	25,591	7.4	26,223	7.2
10 - 14	24,832	8.6	25,701	7.4	25,291	7.0
15 - 19	21,704	7.5	24,954	7.2	25,726	7.1
20 - 24	16,851	5.8	21,968	6.3	24,643	6.8
25 - 34	45,255	15.6	47,311	13.7	44,811	12.3
35 - 44	54,203	18.7	52,867	15.3	48,640	13.4
45 - 54	38,636	13.3	53,508	15.4	55,285	15.2
55 - 64	22,028	7.6	36,911	10.7	45,231	12.5
65 - 74	11,144	3.8	19,054	5.5	25,160	6.9
75 +	7,321	2.5	12,529	3.6	14,610	4.0
25 - 64	160,122	55.1 %	190,597	55.0 %	193,967	53.4 %
65 and Over	18,465	6.4	31,583	9.1	39,770	11.0
<b>SEVEN-COUNTY METRO AREA</b>						
Under 5	188,236	7.1 %	207,282	7.2 %	214,447	7.2 %
5 - 9	198,690	7.5	192,307	6.7	205,438	6.9
10 - 14	197,611	7.5	190,384	6.6	191,984	6.4
15 - 19	183,491	6.9	193,436	6.7	190,071	6.4
20 - 24	173,732	6.6	189,862	6.6	192,262	6.5
25 - 34	411,155	15.6	417,260	14.5	396,052	13.3
35 - 44	469,324	17.8	416,462	14.5	407,567	13.7
45 - 54	363,592	13.8	440,983	15.3	433,762	14.6
55 - 64	200,980	7.6	317,979	11.1	381,648	12.8
65 - 74	130,615	4.9	164,660	5.7	216,477	7.3
75 +	124,630	4.7	145,051	5.0	150,087	5.0
25 - 64	1,445,051	54.7 %	1,592,684	55.4 %	1,619,029	54.3 %
65 and Over	255,245	9.7	309,711	10.8	366,564	12.3

E: Estimated.

Source: U.S. Census, Scan/US and McComb Group, Ltd.

Table A-8

RAMSEY STATION AND NORTHSTAR CORRIDOR DRAW AREAS,  
AND SEVEN-COUNTY METROPOLITAN AREA  
ETHNICITY: 2000 CENSUS; 2011 AND 2016 ESTIMATED

Ethnicity	2000		2011 E		2016 E	
	Number	Percent	Number	Percent	Number	Percent
<b>RAMSEY STATION DRAW AREA</b>						
Caucasian	27,453	97.0 %	36,055	92.5 %	37,397	92.4 %
African-American	98	0.3	910	2.3	972	2.4
Native American	113	0.4	167	0.4	172	0.4
Asian/Pacific Islander	236	0.8	867	2.2	896	2.2
Other	389	1.4	973	2.5	1,016	2.5
Hispanic (any race)	308	1.1 %	983	2.5 %	1,366	3.4 %
<b>NORTHSTAR CORRIDOR DRAW AREA</b>						
Caucasian	275,452	94.8 %	311,714	90.0 %	326,795	90.0 %
African-American	3,576	1.2	11,536	3.3	12,022	3.3
Native American	1,582	0.5	1,922	0.6	2,014	0.6
Asian/Pacific Islander	3,898	1.3	9,301	2.7	9,610	2.6
Other	5,931	2.0	12,033	3.5	12,574	3.5
Hispanic (any race)	4,327	1.5 %	11,743	3.4 %	16,340	4.5 %
<b>SEVEN-COUNTY METRO AREA</b>						
Caucasian	2,238,117	84.7 %	2,267,068	78.8 %	2,349,676	78.9 %
African-American	156,620	5.9	240,876	8.4	249,475	8.4
Native American	20,417	0.8	21,073	0.7	21,737	0.7
Asian/Pacific Islander	122,239	4.6	186,359	6.5	193,059	6.5
Other	104,663	4.0	160,290	5.6	165,848	5.6
Hispanic (any race)	95,902	3.6 %	179,857	6.3 %	228,964	7.7 %

E: Estimated.

Source: U.S. Census, Scan/US and McComb Group, Ltd.

## **Appendix B**

# **RETAIL AND SERVICES SALES POTENTIAL AND SUPPORTABLE SPACE**

<b>Ramsey Northstar Rider Retail Supportable Space</b>	<b>B-1</b>
<b>Ramsey Northstar Rider Services and Health Care Supportable Space</b>	<b>B-2</b>
<b>Ramsey Northstar Rider Retail Sales Potential and Supportable Space</b>	<b>B-3</b>
<b>Ramsey Northstar Rider Services and Health Care Sales Potential and Supportable Space</b>	<b>B-4</b>

Table B-1  
RAMSEY NORTHSTAR RIDER  
RETAIL SUPPORTABLE SPACE; 2016 AND 2020  
BY MERCHANDISE CATEGORY  
(Gross Leasable Area)

Merchandise Category	2016	2020	Store Size		
			Low	Median	High
<b>CONVENIENCE GOODS</b>					
<b>Food Stores</b>					
Grocery Stores	1,011	1,087	31,676	52,500	65,888
Supermarkets	991	1,065	31,245	52,419	69,462
Convenience Food	30	33	1,349	2,085	5,323
Specialty Food Stores	80	90	1,188	2,400	6,000
Meat Markets	27	31	1,130	2,215	18,080
Fish & Seafood Markets	8	8	1,188	2,398	6,000
Fruit & Vegetable Markets	15	20	1,036	1,400	2,516
Other Specialty Food Stores	22	27	1,112	2,291	9,888
Baked Goods	4	8	1,191	1,834	3,285
Confectionery and Nut Stores	3	6	702	1,240	2,047
All Other Specialty Food Stores	10	15	1,069	2,200	8,007
<b>Other Convenience Goods</b>					
Drug & Proprietary Stores	441	474	8,280	11,700	23,714
Hardware	168	178	5,638	13,831	27,743
Liquor	213	229	1,305	2,856	7,210
Florist	63	68	766	1,600	5,396
Food/Health Supplement Stores	20	20	1,200	1,234	1,968
<b>Food Service</b>					
Full-Service Restaurants	617	664	2,000	4,500	9,775
Limited Service Restaurants	423	455	1,335	3,000	3,400
Cafeterias	30	34	517	1,073	10,049
Snack & Beverage Places	127	133	850	1,500	2,495
Ice Cream & Soft Serve	15	15	902	1,148	1,570
Frozen Yogurt	-	5	1,031	1,282	1,700
Doughnut Shops	32	32	744	1,200	2,153
Bagel Shops	7	7	2,000	2,388	3,400
Coffee Shops	40	43	881	1,500	2,000
Cookie Shops	-	3	220	602	797
Other Snack Shops	22	22	850	1,578	2,495
Specialized Food Places	188	200		N/A	
<b>Drinking Places</b>	108	116		2,243	
<b>Gasoline Svs Stations/Conv.</b>					
Gas/Convenience Food Stores	380	409	1,500	2,933	6,121
<b>OTHER RETAIL STORES</b>					
<b>Building Materials &amp; Garden Supplies</b>					
Building Materials & Supplies Stores					
Home Centers	369	394	8,981	95,173	135,833
Paint, Glass & Wallpaper	76	84	2,348	3,533	5,028
Other Building Materials Dealers	1,302	1,400	N/A	N/A	N/A
Lawn & Garden Equipment					
Outdoor Power Equipment	100	110	N/A	N/A	N/A
Retail Nurseries, Lawn & Garden	440	480	N/A	15,000	N/A
<b>Motor Vehicles &amp; Parts Dealers</b>					
Auto Parts & Accessories Stores	200	215	2,232	6,500	13,000
Tire Dealers	155	165	3,514	6,944	12,014

Source: McComb Group, Ltd.

Table B-1 (continued)  
RAMSEY NORTHSTAR RIDER  
RETAIL SUPPORTABLE SPACE; 2016 AND 2020  
BY MERCHANDISE CATEGORY  
(Gross Leasable Area)

Merchandise Category	2016	2020	Store Size		
			Low	Median	High
<b>SHOPPING GOODS</b>					
<b>General Merchandise</b>					
<b>Department Stores (Incl. leased depts.)</b>					
Discount Stores	104	111	57,720	94,788	141,986
Department Stores	38	40	89,641	148,796	243,167
<b>Other General Merchandise Stores</b>					
Warehouse Clubs and Supercenters	65	70	90,134	151,980	217,447
Dollar Stores	6	6	2,726	8,000	13,788
Miscellaneous General Merchandise	11	12	3,200	8,400	11,212
<b>Apparel &amp; Accessories</b>					
<b>Clothing Stores</b>					
Mens and Boys	4	4	2,002	4,000	5,635
Womens Clothing	19	20	2,074	4,200	8,740
Children's & Infant	7	8	1,490	3,912	6,000
Family Clothing	34	36	2,374	8,000	28,228
Clothing Accessories Stores	2	2	918	1,400	2,001
Other Clothing Stores	5	6	1,060	2,300	8,234
<b>Shoe Stores</b>					
Men's	-	-	903	1,640	2,186
Women's	1	1	1,309	2,384	3,158
Children's & Infant	-	-	1,490	3,912	6,000
Family Shoe Stores	11	12	2,021	3,388	10,234
Athletic Footwear	5	5	1,535	3,284	11,314
<b>Furniture &amp; Home Furnishings</b>					
Furniture	29	31	3,108	7,927	36,712
Floor Coverings	13	13	1,229	3,593	7,819
Window Treatment Stores	1	1	1,489	4,905	9,934
All Other Home Furnishings Stores	19	20	2,868	3,570	6,500
<b>Electronics &amp; Appliances Stores</b>					
Household Appliance Stores	8	9	2,349	4,000	7,563
Radio, TV & Electronics Stores	32	34	1,208	3,406	10,451
Computers, Software, Music, & Other Electronics	5	5	997	3,388	25,600
<b>Other Shopping Goods</b>					
Sporting Goods	31	33	2,238	7,500	44,116
General Line Sporting Goods	13	14	3,765	5,850	28,128
Specialty Line Sporting Goods	16	18	1,097	2,449	4,356
Book Stores & Newsdealers	11	12	2,428	4,542	29,974
Stationery Stores and Office Supply	6	7	585	1,033	2,247
Musical Instrument & Supplies	4	5	2,432	7,324	26,094
Jewelry Stores	11	12	790	1,450	3,410
Hobby, Toy & Game	10	10	1,604	4,050	25,861
Camera & Photographic Supply	3	3	816	2,200	5,965
Gift, Novelty & Souvenirs	13	14	2,369	4,422	7,015
Luggage & Leather Goods	1	1	1,193	2,300	3,102
Sewing, Needlework & Piece Goods	9	10	2,678	12,202	19,299
Pet Stores	8	9	1,847	3,200	12,398
Art Dealers	1	1	675	1,434	2,401
Optical Goods Stores	5	5	885	1,561	4,068
Pre-Recorded Tapes, Compact Discs	1	1	1,308	3,426	12,753
Cosmetics, Beauty Supplies & Perfume	4	4	1,102	1,953	6,235
All Other Health & Personal Care	7	8	697	1,786	3,084

Table B-2  
 BIG LAKE NORTHSTAR RIDER  
 SERVICES AND HEALTH CARE SUPPORTABLE SPACE; 2016 AND 2020  
 BY SERVICES CATEGORY

Category	2016	2020	Store Size		
			Low	Median	High
<b>Personal Care Services</b>					
Barber Shops	-	-	455	788	1,422
Beauty Shops	258	284	900	1,400	3,480
Nail Salons	36	36	773	1,200	1,807
Diet & Weight Reducing Services	20	20	1,223	1,856	3,130
Other Personal Care Services	40	46	703	1,488	4,128
<b>Drycleaning &amp; Laundry Services</b>					
Coin-Operated Laundries & Drycleaners	50	67	1,222	2,024	3,734
Drycleaning & Laundry Services (except coin-op.)	73	80	1,038	1,608	2,731
<b>Other Personal Services</b>					
Child Day Care Services	470	520	3,059	5,050	7,495
Photographic Services	364	400	990	1,866	2,550
Photographic Studios	36	36	990	1,866	2,550
Veteranarian Services	160	173	1,346	2,122	2,701
Pet Care	53	53		1,200	
<b>Rental and Leasing</b>					
Formalwear and Costume Rental	5	5	763	1,046	1,773
Video Tape and Disc Rental	60	65	3,740	5,836	7,341
Home Health Equipment Rental	16	20	1,200	1,600	3,480
<b>Household Goods Repair</b>					
Home & Garden Equipment & Appliance Repair & Maint.	23	23			
Reupholstery & Furniture Repair	13	13		600	
Footwear and Leather Goods Repair	-	-	405	648	742
Watch, Clock and Jewelry Repair	6	6		900	
Garment Repair and Alteration Services	8	8	680	1,185	1,488
Computer & Office Machine Repair	93	107		1,200	
<b>Automotive Repair and Maintenance</b>					
General Automotive Repair	355	390	2,400	6,200	10,624
<b>Health Care</b>					
Offices of Physicians					
Offices of Physicians (except mental health specialists)	1,188	1,303	969	1,652	4,008
Offices of Physicians, Mental Health Specialists	11	11	969	1,800	4,008
Offices of Dentists	548	603	1,090	1,700	3,970
Offices of Other Health Practitioners					
Offices of Chiropractors	78	87	1,090	1,600	3,970
Offices of Optometrists	29	34	1,074	1,620	4,347
Offices of Mental Health Practitioners (except physicians)	41	43	1,090	1,800	3,970
Offices of Physical, Occup, & Speech Therapists & Audiologists					
Speech Therapist & Audiologists	3	6	1,090	1,600	3,970
Physical & Occupational Therapists	70	75	1,090	1,600	3,970
Offices of All Other Health Practitioners					
Offices of Podiatrists	6	8	1,090	1,800	3,970
Offices of All Other Misc. Health Practitioners	29	32	1,090	1,800	3,970

Source: McComb Group, Ltd.

Table B-3

RAMSEY NORTHSTAR RIDER  
RETAIL SALES POTENTIAL AND SUPPORTABLE SPACE; 2016  
BY MERCHANDISE CATEGORY

Category	Estimated Sales Potential	Sales Per Sq. Ft.	Supportable Square Feet	Store Size		
				Low	Median	High
<b>CONVENIENCE GOODS</b>						
<b>Food Stores</b>						
Grocery stores	\$ 465,000	\$ 460	1,011	31,676	52,500	65,888
Supermarkets	456,000	460	991	31,245	52,419	69,462
Convenience food	9,000	300	30	1,349	2,085	5,323
Specialty food stores	16,000	200	80	1,188	2,400	6,000
Meat Markets	6,000	225	27	1,130	2,215	18,080
Fish & Seafood Markets	2,000	250	8	1,188	2,398	6,000
Fruit & Vegetable Markets	3,000	200	15	1,036	1,400	2,516
Other Specialty Food Stores	5,000	225	22	1,112	2,291	9,888
Baked Goods	1,000	250	4	1,191	1,834	3,285
Confectionery and Nut Stores	1,000	320	3	702	1,240	2,047
All Other Specialty Food Stores	2,000	200	10	1,069	2,200	8,007
<b>Other Convenience Goods</b>						
Drug & proprietary stores	\$ 203,000	\$ 460	441	8,280	11,700	23,714
Hardware	31,000	185	168	5,638	13,831	27,743
Liquor	80,000	375	213	1,305	2,856	7,210
Florist	12,000	190	63	766	1,600	5,396
<b>Food Service &amp; Drinking Places</b>						
<b>Food Service</b>						
Full-service restaurants	\$ 222,000	\$ 360	617	2,000	4,500	9,775
Limited service restaurants	169,000	400	423	1,335	3,000	3,400
Cafeterias	7,000	235	30	517	1,073	10,049
Snack & beverage places	38,000	300	127	850	1,500	2,495
Ice Cream & Soft Serve	5,000	325	15	902	1,148	1,570
Frozen Yogurt	-	200	-	1,031	1,282	1,700
Doughnut Shops	7,000	220	32	744	1,200	2,153
Bagel Shops	2,000	275	7	2,000	2,388	3,400
Coffee Shops	16,000	400	40	881	1,500	2,000
Cookie Shops	-	400	-	220	602	797
Other Snack Shops	8,000	360	22	850	1,578	2,495
Specialized food places	75,000	400	188		N/A	
<b>Drinking Places</b>	\$ 27,000	\$ 250	108		2,243	
<b>Gasoline Svs Stations/Conv.</b>						
Gas/Convenience food stores	\$ 532,000	\$ 1,400	380	1,500	2,933	6,121
<b>OTHER RETAIL STORES</b>						
<b>Building Materials &amp; Garden Supplies</b>						
Building materials & supplies stores						
Home centers	\$ 129,000	\$ 350	369	8,981	95,173	135,833
Paint, glass & wallpaper	17,000	225	76	2,348	3,533	5,028
Other building materials dealers	293,000	225	1,302	N/A	N/A	N/A
Lawn & garden equipment						
Outdoor power equipment	10,000	100	100	N/A	N/A	N/A
Retail nurseries, lawn & garden	44,000	100	440	N/A	15,000	N/A
<b>Motor Vehicles &amp; Parts Dealers</b>						
Auto parts, accessories & tires						
Auto parts & accessories stores	\$ 40,000	\$ 200	200	2,232	6,500	13,000
Tire dealers	31,000	200	155	3,514	6,944	12,014

Source: McComb Group, Ltd.

Table B-3 (continued)

RAMSEY NORTHSTAR RIDER  
RETAIL SALES POTENTIAL AND SUPPORTABLE SPACE; 2016  
BY MERCHANDISE CATEGORY

Category	Estimated Sales Potential	Sales Per Sq. Ft.	Supportable Square Feet	Store Size		
				Low	Median	High
<b>SHOPPING GOODS</b>						
<b>General Merchandise</b>						
<b>Department stores</b>						
Discount stores	\$ 25,904	\$ 250	104	57,720	94,788	141,986
Department Stores	8,462	225	38	89,641	148,796	243,167
<b>Other general merchandise stores</b>						
Warehouse Clubs and Supercenters	\$ 29,100	\$ 450	65	90,134	151,980	217,447
Dollar Stores	1,222	220	6	2,726	8,000	13,788
Miscellaneous general mdse.	2,821	250	11	3,200	8,400	11,212
<b>Apparel &amp; Accessories</b>						
<b>Clothing Stores</b>						
Mens and boys	\$ 846	\$ 220	4	2,002	4,000	5,635
Womens clothing	3,761	200	19	2,074	4,200	8,740
Children's & infant	1,739	240	7	1,490	3,912	6,000
Family clothing	8,744	260	34	2,374	8,000	28,228
Clothing accessories stores	517	290	2	918	1,400	2,001
Other clothing stores	1,410	265	5	1,060	2,300	8,234
<b>Shoe Stores</b>						
Men's	\$ 102	\$ 290	-	903	1,640	2,186
Women's	181	270	1	1,309	2,384	3,158
Children's & infant	47	290	-	1,490	3,912	6,000
Family shoe stores	1,880	175	11	2,021	3,388	10,234
Athletic footwear	799	175	5	1,535	3,284	11,314
<b>Furniture &amp; Home Furnishings</b>						
Furniture	\$ 7,428	\$ 260	29	3,108	7,927	36,712
Floor coverings	2,821	225	13	1,229	3,593	7,819
Window treatment stores	282	210	1	1,489	4,905	9,934
All other home furnishings stores	3,291	175	19	2,868	3,570	6,500
<b>Electronics &amp; Appliances Stores</b>						
Household appliance stores	\$ 2,304	\$ 275	8	2,349	4,000	7,563
Radio, tv & electronics stores	9,496	300	32	1,208	3,406	10,451
Computers, Software, Music, & other electronics	2,821	580	5	997	3,388	25,600
<b>Other Shopping Goods</b>						
Sporting goods	\$ 6,206	\$ 200	31	2,238	7,500	44,116
General Line Sporting Gds.	2,539	200	13	3,765	5,850	28,128
Specialty Line Sporting Gds.	3,667	225	16	1,097	2,449	4,356
Book stores & newsdealers	1,739	160	11	2,428	4,542	29,974
Stationery Stores and Office Supply	2,304	375	6	585	1,033	2,247
Musical Instrument & Supplies	1,034	240	4	2,432	7,324	26,094
Jewelry stores	3,526	325	11	790	1,450	3,410
Hobby, toy & game	1,692	175	10	1,604	4,050	25,861
Camera & photographic supply	705	275	3	816	2,200	5,965
Gift, novelty & souvenirs	1,927	150	13	2,369	4,422	7,015
Luggage & leather goods	235	200	1	1,193	2,300	3,102
Sewing, needlework & piece goods	893	100	9	2,678	12,202	19,299
Pet stores	1,692	200	8	1,847	3,200	12,398
Art dealers	282	225	1	675	1,434	2,401
Optical goods stores	1,410	290	5	885	1,561	4,068
Pre-Recorded Tapes, Compact Discs	268	230	1	1,308	3,426	12,753
Cosmetics, beauty supplies & perfume	1,153	320	4	1,102	1,953	6,235
All other health & personal care	1,974	275	7	697	1,786	3,084

Table B-3 (continued)

RAMSEY NORTHSTAR RIDER  
RETAIL SALES POTENTIAL AND SUPPORTABLE SPACE; 2020  
BY MERCHANDISE CATEGORY

Category	Estimated Sales Potential	Sales Per Sq. Ft.	Supportable Square Feet	Store Size		
				Low	Median	High
<b>CONVENIENCE GOODS</b>						
<b>Food Stores</b>						
Grocery stores	\$ 500,000	\$ 460	1,087	31,676	52,500	65,888
Supermarkets	490,000	460	1,065	31,245	52,419	69,462
Convenience food	10,000	300	33	1,349	2,085	5,323
Specialty food stores	18,000	200	90	1,188	2,400	6,000
Meat Markets	7,000	225	31	1,130	2,215	18,080
Fish & Seafood Markets	2,000	250	8	1,188	2,398	6,000
Fruit & Vegetable Markets	4,000	200	20	1,036	1,400	2,516
Other Specialty Food Stores	6,000	225	27	1,112	2,291	9,888
Baked Goods	2,000	250	8	1,191	1,834	3,285
Confectionery and Nut Stores	2,000	320	6	702	1,240	2,047
All Other Specialty Food Stores	3,000	200	15	1,069	2,200	8,007
<b>Other Convenience Goods</b>						
Drug & proprietary stores	\$ 218,000	\$ 460	474	8,280	11,700	23,714
Hardware	33,000	185	178	5,638	13,831	27,743
Liquor	86,000	375	229	1,305	2,856	7,210
Florist	13,000	190	68	766	1,600	5,396
<b>Food Service &amp; Drinking Places</b>						
<b>Food Service</b>						
Full-service restaurants	\$ 239,000	\$ 360	664	2,000	4,500	9,775
Limited service restaurants	182,000	400	455	1,335	3,000	3,400
Cafeterias	8,000	235	34	517	1,073	10,049
Snack & beverage places	40,000	300	133	850	1,500	2,495
Ice Cream & Soft Serve	5,000	325	15	902	1,148	1,570
Frozen Yogurt	1,000	200	5	1,031	1,282	1,700
Doughnut Shops	7,000	220	32	744	1,200	2,153
Bagel Shops	2,000	275	7	2,000	2,388	3,400
Coffee Shops	17,000	400	43	881	1,500	2,000
Cookie Shops	1,000	400	3	220	602	797
Other Snack Shops	8,000	360	22	850	1,578	2,495
Specialized food places	80,000	400	200		N/A	
<b>Drinking Places</b>	\$ 29,000	\$ 250	116		2,243	
<b>Gasoline Svs Stations/Conv.</b>						
Gas/Convenience food stores	\$ 572,000	\$ 1,400	409	1,500	2,933	6,121
<b>OTHER RETAIL STORES</b>						
<b>Building Materials &amp; Garden Supplies</b>						
Building materials & supplies stores						
Home centers	\$ 138,000	\$ 350	394	8,981	95,173	135,833
Paint, glass & wallpaper	19,000	225	84	2,348	3,533	5,028
Other building materials dealers	315,000	225	1,400	N/A	N/A	N/A
Lawn & garden equipment						
Outdoor power equipment	11,000	100	110	N/A	N/A	N/A
Retail nurseries, lawn & garden	48,000	100	480	N/A	15,000	N/A
<b>Motor Vehicles &amp; Parts Dealers</b>						
Auto parts, accessories & tires						
Auto parts & accessories stores	\$ 43,000	\$ 200	215	2,232	6,500	13,000
Tire dealers	33,000	200	165	3,514	6,944	12,014

Source: McComb Group, Ltd.

Table B-3 (continued)

RAMSEY NORTHSTAR RIDER  
RETAIL SALES POTENTIAL AND SUPPORTABLE SPACE; 2020  
BY MERCHANDISE CATEGORY

Category	Estimated Sales Potential	Sales Per Sq. Ft.	Supportable Square Feet	Store Size		
				Low	Median	High
<b>SHOPPING GOODS</b>						
<b>General Merchandise</b>						
<b>Department stores</b>						
Discount stores	\$ 27,845	\$ 250	111	57,720	94,788	141,986
Department Stores	9,096	225	40	89,641	148,796	243,167
<b>Other general merchandise stores</b>						
Warehouse Clubs and Supercenters	\$ 31,282	\$ 450	70	90,134	151,980	217,447
Dollar Stores	1,314	220	6	2,726	8,000	13,788
Miscellaneous general mdse.	3,032	250	12	3,200	8,400	11,212
<b>Apparel &amp; Accessories</b>						
<b>Clothing Stores</b>						
Mens and boys	\$ 910	\$ 220	4	2,002	4,000	5,635
Womens clothing	4,043	200	20	2,074	4,200	8,740
Children's & infant	1,870	240	8	1,490	3,912	6,000
Family clothing	9,400	260	36	2,374	8,000	28,228
Clothing accessories stores	556	290	2	918	1,400	2,001
Other clothing stores	1,516	265	6	1,060	2,300	8,234
<b>Shoe Stores</b>						
Men's	\$ 110	\$ 290	-	903	1,640	2,186
Women's	195	270	1	1,309	2,384	3,158
Children's & infant	51	290	-	1,490	3,912	6,000
Family shoe stores	2,021	175	12	2,021	3,388	10,234
Athletic footwear	859	175	5	1,535	3,284	11,314
<b>Furniture &amp; Home Furnishings</b>						
Furniture	\$ 7,985	\$ 260	31	3,108	7,927	36,712
Floor coverings	3,032	225	13	1,229	3,593	7,819
Window treatment stores	303	210	1	1,489	4,905	9,934
All other home furnishings stores	3,538	175	20	2,868	3,570	6,500
<b>Electronics &amp; Appliances Stores</b>						
Household appliance stores	\$ 2,476	\$ 275	9	2,349	4,000	7,563
Radio, tv & electronics stores	10,208	300	34	1,208	3,406	10,451
Computers, Software, Music, & other electronics	3,032	580	5	997	3,388	25,600
<b>Other Shopping Goods</b>						
Sporting goods	\$ 6,671	\$ 200	33	2,238	7,500	44,116
General Line Sporting Gds.	2,729	200	14	3,765	5,850	28,128
Specialty Line Sporting Gds.	3,942	225	18	1,097	2,449	4,356
Book stores & newsdealers	1,870	160	12	2,428	4,542	29,974
Stationery Stores and Office Supply	2,476	375	7	585	1,033	2,247
Musical Instrument & Supplies	1,112	240	5	2,432	7,324	26,094
Jewelry stores	3,790	325	12	790	1,450	3,410
Hobby, toy & game	1,819	175	10	1,604	4,050	25,861
Camera & photographic supply	758	275	3	816	2,200	5,965
Gift, novelty & souvenirs	2,072	150	14	2,369	4,422	7,015
Luggage & leather goods	253	200	1	1,193	2,300	3,102
Sewing, needlework & piece goods	960	100	10	2,678	12,202	19,299
Pet stores	1,819	200	9	1,847	3,200	12,398
Art dealers	303	225	1	675	1,434	2,401
Optical goods stores	1,516	290	5	885	1,561	4,068
Pre-Recorded Tapes, Compact Discs	289	230	1	1,308	3,426	12,753
Cosmetics, beauty supplies & perfume	1,239	320	4	1,102	1,953	6,235
All other health & personal care	2,122	275	8	697	1,786	3,084

Table B-4  
RAMSEY NORTHSTAR RIDER  
SERVICES AND HEALTH CARE SALES POTENTIAL AND SUPPORTABLE SPACE; 2016  
BY SERVICES CATEGORY

Category	Estimated Sales Potential	Sales Per Sq. Ft.	Supportable Square Feet	Store Size		
				Low	Median	High
<b>Personal Care Services</b>						
Barber Shops	\$ -	\$ 200	-	455	788	1,422
Beauty Shops	49,000	190	258	900	1,400	3,480
Nail Salons	4,000	110	36	773	1,200	1,807
Diet & Weight Reducing Services	3,000	150	20	1,223	1,856	3,130
Other Personal Care Services	7,000	175	40	703	1,488	4,128
<b>Drycleaning &amp; Laundry Services</b>						
Coin-Operated Laundries & Drycleaners	\$ 3,000	\$ 60	50	1,222	2,024	3,734
Drycleaning & Laundry Services (except coin-op.)	11,000	150	73	1,038	1,608	2,731
<b>Other Personal Services</b>						
Child Day Care Services	\$ 47,000	\$ 100	470	3,059	5,050	7,495
Photographic Services	100,000	275	364	990	1,866	2,550
Photographic Studios	10,000	275	36	990	1,866	2,550
Veteranarian Services	36,000	225	160	1,346	2,122	2,701
Pet Care	4,000	75	53		1,200	
<b>Rental and Leasing</b>						
Formalwear and Costume Rental	\$ 2,000	\$ 365	5	763	1,046	1,773
Video Tape and Disc Rental	12,000	200	60	3,740	5,836	7,341
Home Health Equipment Rental	4,000	250	16	1,200	1,600	3,480
<b>Household Goods Repair</b>						
Home & Garden Equipment & Appliance Repair & Maint.	\$ 4,000	\$ 175	23			
Reupholstery & Furniture Repair	2,000	155	13		600	
Footwear and Leather Goods Repair	-	155	-	405	648	742
Watch, Clock and Jewelry Repair	1,000	155	6		900	
Garment Repair and Alteration Services	1,000	125	8	680	1,185	1,488
Computer & Office Machine Repair	14,000	150	93		1,200	
<b>Automotive Repair and Maintenance</b>						
General Automotive Repair	\$ 71,000	\$ 200	355	2,400	6,200	10,624
<b>Health Care</b>						
Offices of Physicians						
Offices of Physicians (except mental health specialists)	\$ 424,000	\$ 357	1,188	969	1,652	4,008
Offices of Physicians, Mental Health Specialists	4,000	357	11	969	1,800	4,008
Offices of Dentists	189,000	345	548	1,090	1,700	3,970
Offices of Other Health Practitioners						
Offices of Chiropractors	27,000	345	78	1,090	1,600	3,970
Offices of Optometrists	12,000	415	29	1,074	1,620	4,347
Offices of Mental Health Practitioners (except physicians)	14,000	345	41	1,090	1,800	3,970
Offices of Physical, Occup, & Speech Therapists & Audiologists						
Speech Therapist & Audiologists	1,000	345	3	1,090	1,600	3,970
Physical & Occupational Therapists	24,000	345	70	1,090	1,600	3,970
Offices of All Other Health Practitioners						
Offices of Podiatrists	2,000	357	6	1,090	1,800	3,970
Offices of All Other Misc. Health Practitioners	10,000	345	29	1,090	1,800	3,970

Source: McComb Group, Ltd.

Table B-4 (continued)

RAMSEY NORTHSTAR RIDER  
SERVICES AND HEALTH CARE SALES POTENTIAL AND SUPPORTABLE SPACE; 2020  
BY SERVICES CATEGORY

Category	Estimated Sales Potential	Sales Per Sq. Ft.	Supportable Square Feet	Store Size		
				Low	Median	High
<b>Personal Care Services</b>						
Barber Shops	\$ -	\$ 200	-	455	788	1,422
Beauty Shops	54,000	190	284	900	1,400	3,480
Nail Salons	4,000	110	36	773	1,200	1,807
Diet & Weight Reducing Services	3,000	150	20	1,223	1,856	3,130
Other Personal Care Services	8,000	175	46	703	1,488	4,128
<b>Drycleaning &amp; Laundry Services</b>						
Coin-Operated Laundries & Drycleaners	\$ 4,000	\$ 60	67	1,222	2,024	3,734
Drycleaning & Laundry Services (except coin-op.)	12,000	150	80	1,038	1,608	2,731
<b>Other Personal Services</b>						
Child Day Care Services	\$ 52,000	\$ 100	520	3,059	5,050	7,495
Photographic Services	110,000	275	400	990	1,866	2,550
Photographic Studios	10,000	275	36	990	1,866	2,550
Veteranarian Services	39,000	225	173	1,346	2,122	2,701
Pet Care	4,000	75	53		1,200	
<b>Rental and Leasing</b>						
Formalwear and Costume Rental	\$ 2,000	\$ 365	5	763	1,046	1,773
Video Tape and Disc Rental	13,000	200	65	3,740	5,836	7,341
Home Health Equipment Rental	5,000	250	20	1,200	1,600	3,480
<b>Household Goods Repair</b>						
Home & Garden Equipment & Appliance Repair & Maint.	\$ 4,000	\$ 175	23			
Reupholstery & Furniture Repair	2,000	155	13		600	
Footwear and Leather Goods Repair	-	155	-	405	648	742
Watch, Clock and Jewelry Repair	1,000	155	6		900	
Garment Repair and Alteration Services	1,000	125	8	680	1,185	1,488
Computer & Office Machine Repair	16,000	150	107		1,200	
<b>Automotive Repair and Maintenance</b>						
General Automotive Repair	\$ 78,000	\$ 200	390	2,400	6,200	10,624
<b>Health Care</b>						
Offices of Physicians						
Offices of Physicians (except mental health specialists)	\$ 465,000	\$ 357	1,303	969	1,652	4,008
Offices of Physicians, Mental Health Specialists	4,000	357	11	969	1,800	4,008
Offices of Dentists	208,000	345	603	1,090	1,700	3,970
Offices of Other Health Practitioners						
Offices of Chiropractors	30,000	345	87	1,090	1,600	3,970
Offices of Optometrists	14,000	415	34	1,074	1,620	4,347
Offices of Mental Health Practitioners (except physicians)	15,000	345	43	1,090	1,800	3,970
Offices of Physical, Occup, & Speech Therapists & Audiologists						
Speech Therapist & Audiologists	2,000	345	6	1,090	1,600	3,970
Physical & Occupational Therapists	26,000	345	75	1,090	1,600	3,970
Offices of All Other Health Practitioners						
Offices of Podiatrists	3,000	357	8	1,090	1,800	3,970
Offices of All Other Misc. Health Practitioners	11,000	345	32	1,090	1,800	3,970

Source: McComb Group, Ltd.

# Surviving the Retail Apocalypse: Charting the Future of Retail in Ramsey



## Prepared by

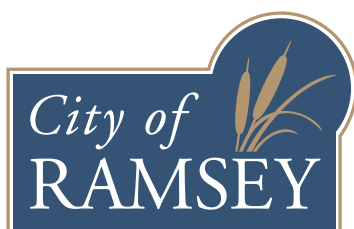
Olivia Boerschinger, Joshua Pansch and Mathew Lupini

Students in PA 5253 Land Use Development  
Instructor: Dr. Fernando Burga  
Hubert H. Humphrey School of Public Affairs

---

## Prepared in Collaboration with

Tim Gladhill  
Community Development Director  
City of Ramsey



The project on which this report is based was completed in collaboration with the City of Ramsey as part of the 2017–2018 Resilient Communities Project (RCP) partnership. RCP is a program at the University of Minnesota’s Center for Urban and Regional Affairs (CURA) that connects University faculty and students with Minnesota communities to address strategic projects that advance local resilience and sustainability.

The contents of this report represent the views of the authors, and do not necessarily reflect those of RCP, CURA, the Regents of the University of Minnesota, or the City of Ramsey.



This work is licensed under a Creative Commons Attribution-NonCommercial 3.0 Unported License. To view a copy of this license, visit [www.creativecommons.org/licenses/by-nc/3.0/](http://www.creativecommons.org/licenses/by-nc/3.0/) or send a letter to Creative Commons, 444 Castro Street, Suite 900, Mountain View, California, 94041, USA. Any reproduction, distribution, or derivative use of this work under this license must be accompanied by the following attribution: “Produced by the Resilient Communities Project ([www.rcp.umn.edu](http://www.rcp.umn.edu)) at the University of Minnesota. Reproduced under a Creative Commons Attribution-NonCommercial 3.0 Unported License.”

This publication may be available in alternate formats upon request.

**Resilient Communities Project**

University of Minnesota  
330 HHHSPA  
301—19th Avenue South  
Minneapolis, Minnesota 55455  
Phone: (612) 625-7501  
E-mail: [rcp@umn.edu](mailto:rcp@umn.edu)  
Web site: <http://www.rcp.umn.edu>



*The University of Minnesota is committed to the policy that all persons shall have equal access to its programs, facilities, and employment without regard to race, color, creed, religion, national origin, sex, age, marital status, disability, public assistance status, veteran status, or sexual orientation.*

# Surviving the Retail Apocalypse

## Charting the Future of Retail in Ramsey



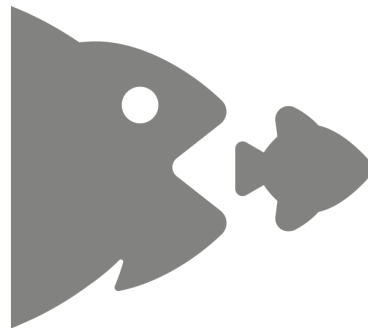
The **retail opportunity in Ramsey is high** given the city's growing population, disposable income, and space for new shops and restaurants. **Global retail is changing rapidly** with new technology and ways for people to shop and enjoy their time. Ramsey can become a **premier destination** by taking advantage of its resources, creating a place for the talent of the community members to grow, and becoming a **model for the future of retail**.

### The Story of Retail Today



#### Retail is Changing

Globally big box retailers have been **downsizing and closing stores** for decades. Large shopping malls are no longer being built across suburban cities, and many more people are **shopping online**.



#### Competition is High

Ramsey is surrounded by large retail nodes **hunting for eager shoppers**. Cities like Maple Grove, Coon Rapids, Otsego, and Anoka all have established markets easily accessible in less than a 23 minute drive.



#### Ramsey Inventory and Assets

Vacant space **is designated for commercial development**. There are more than 50 shops and restaurants that are located across the city but only a few located in the center of Ramsey.

### Survival Strategies



#### Branding a Unique Identity

**Creating a Reason to Shop in Ramsey:** Shoppers need a reason to spend hard earned money. Ramsey has unique assets to develop an identity lacking in nearby cities. Coordinate residents and developers to create a **cohesive vision** of retail going forward that all development will build

#### Strategies:

- Identify unique assets
- Coordinate residents and developers around retail vision
- Ensure cohesive retail story built around Ramsey identity



#### Utilizing Existing Assets

**Retooling the Retail Economy:** It is important for Ramsey to utilize not only the physical space but also the intellectual resources of the community. The city can **foster the talents** of the community through innovative strategies to spur the retail development that the community desires.

#### Strategies:

- Simplify new business start-up process
- Incentivize redevelopment, encourage reinvestment
- Create low-risk opportunities for entrepreneurs



#### Experience the Character of Ramsey

**Leveraging Recreation:** Ramsey has an **advantage over its neighbors** from its nearby rivers, established and upcoming bike trails and vacant space for new retail formats. Retail in Ramsey should create a fun and novel experience for the community to spend their time.

#### Strategies:

- Create retail identity through outdoor expos and events
- Encourage development of destinations for outdoor enthusiasts
- Turn vacant space into places for neighbors to stay a while



The upcoming posters show the challenges Ramsey faces in attracting retail today and opportunities it has to attract future business. The city is in a position to create a retail identity, attractive to new retailers and leap ahead of its neighbors.

# Surviving the Retail Apocalypse

## Charting the Future of Retail in Ramsey



### What is Happening to Retail?

The retail market has taken a catastrophic hit across the nation. The Great Recession impacted sales nine years ago, but it doesn't explain why more and more stores are closing, and large retail names are filing bankruptcy. Americans have seen great wage growth, GDP has been growing for years, and gas prices and unemployment are low. **So how did we get here?**



**People are buying more things online than before.**

Online shopping has evolved over the years, offering deals such as **free shipping and returns**, making online purchases seemingly **risk-free** for consumers.

More types of retail have become **successful online** - beds, clothing, glasses, shoes - forcing brick-and-mortar stores to offer **comparable prices and conveniences**. Consumers can now compare prices and similar items **from their home** rather than making multiple trips to stores.



**America has too much retail space.**

Between 1970 and 2015, the number of malls increased twice as fast as the population in the U.S. This development has left the U.S. with **40% more shopping space per capita** than Canada and **5 times more space** than the U.K.

The Great Recession brought decreased wages, higher health-care costs, and less spending on luxuries. This led to the number of mall visits by consumers **dropping 50% from 2010 to 2013** and have continued to decrease since.

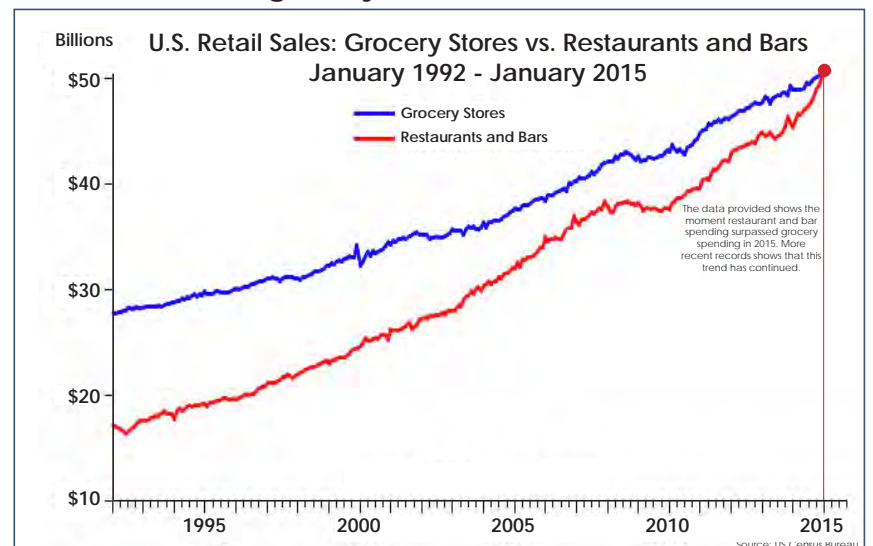
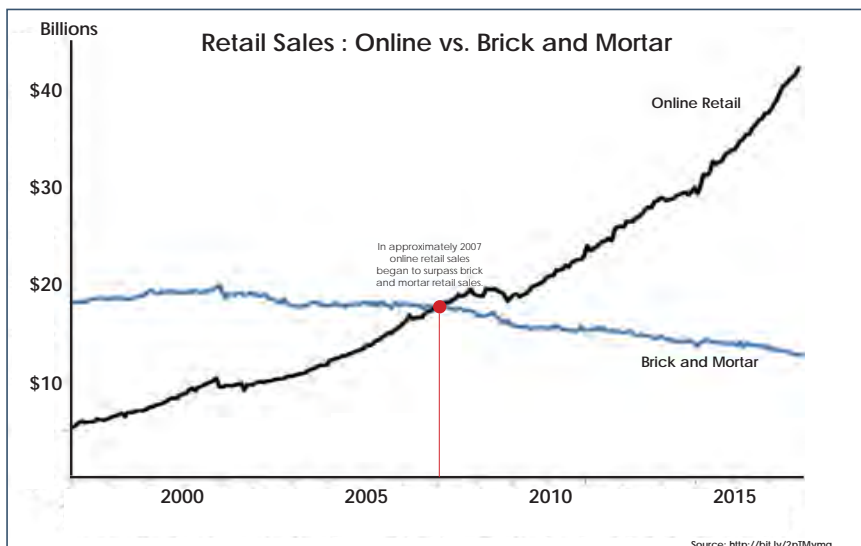


**Spending is shifting from material items to experiences.**

Retail was on the rise until the Great Recession, and **people were buying a lot of 'stuff'**. Since 2008, spending has shifted from apparel and luxury items, **to traveling and dining**.

Spending habits are being **driven by the social element** of 'going out' and want to **share experiences** with others, not shop for items.

Sales in the "Food services and drinking places" category of retail have grown **twice as fast** as all other retail spending since 2005. And, in 2016, Americans spent **more money in restaurants and bars than grocery stores**.



**Is this the end of brick-and-mortar? Probably not.** New technology advances will continue to impact the retail market. Economic development can still be successful, as long as cities **plan alongside the changes**, shaping strategies to try to keep up with whatever comes next. Ramsey can stay on the **cutting edge of market change** though implementing strategies shaped by these trends, and understanding their competition, as highlighted on the next poster.

# Surviving the Retail Apocalypse

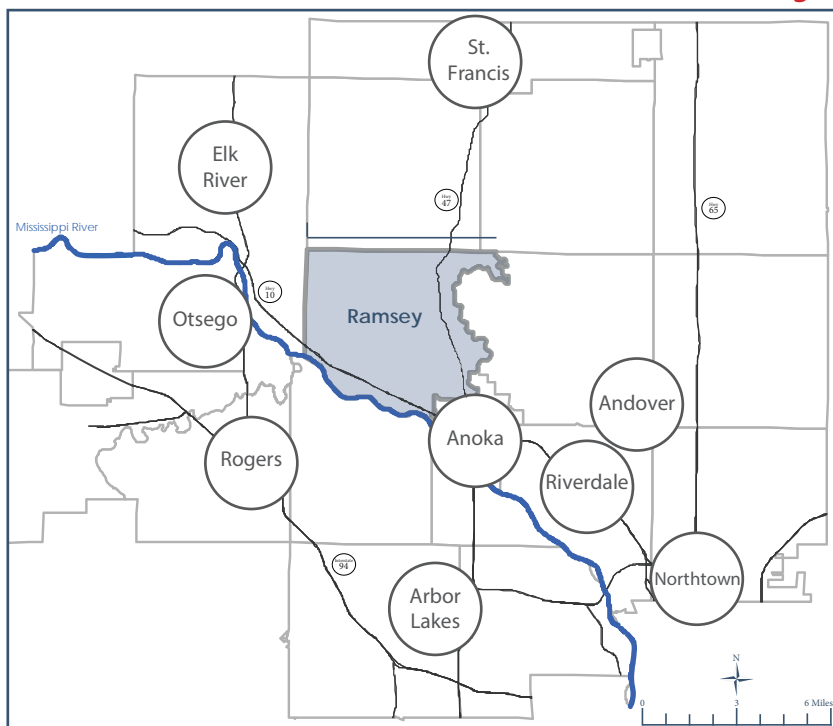
## Charting the Future of Retail in Ramsey



### Competition & Accessibility

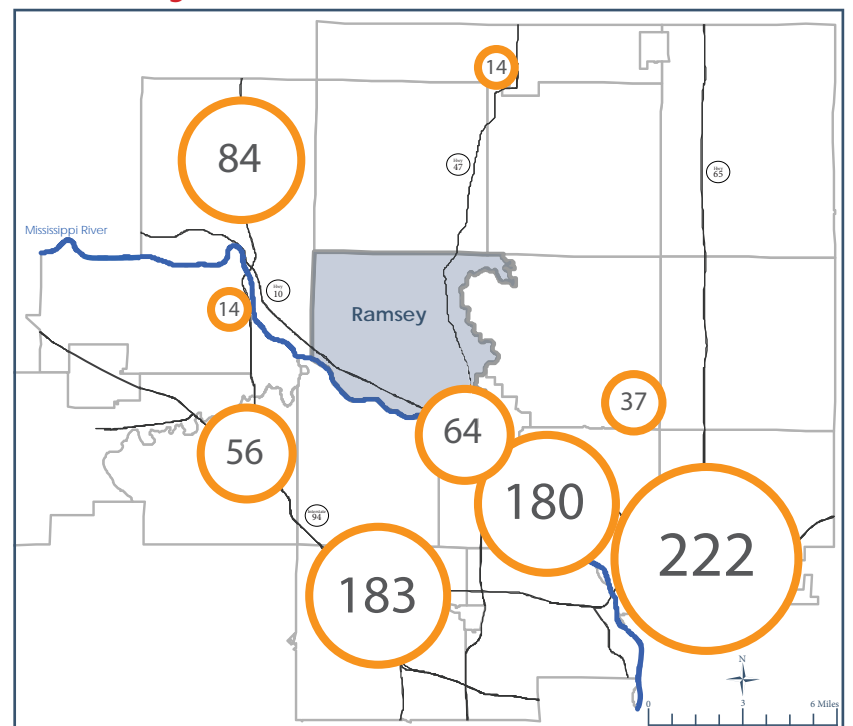
Ramsey sits between many retail nodes including big box stores and clusters of shops and popular restaurants. The map below represents regional competition near the City of Ramsey. All retail nodes highlighted are **within 12 miles of the city**. Each map describes these nodes and how they might impact retail in Ramsey.

#### Location of Retail Nodes Near Ramsey



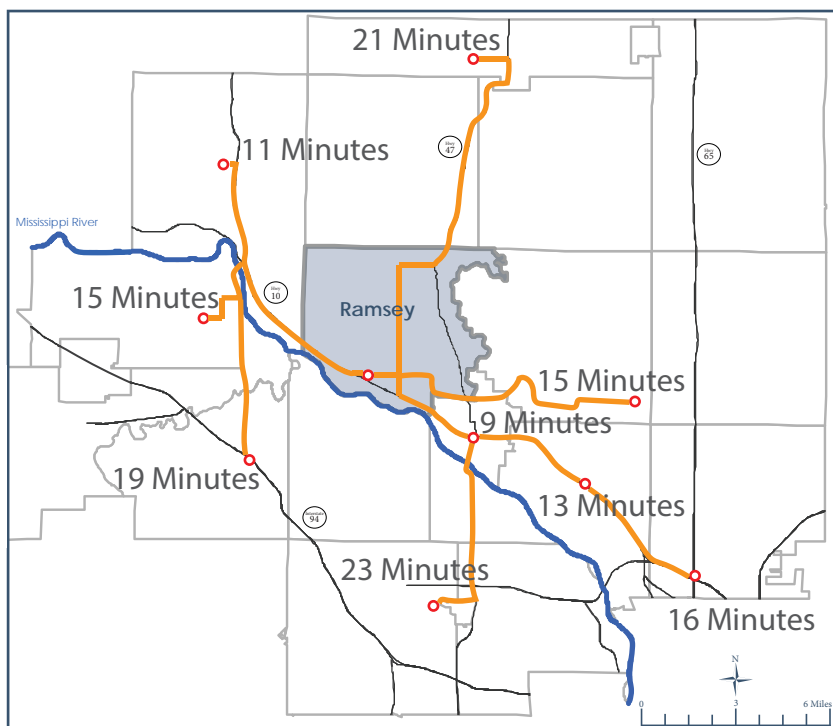
Ramsey sits between 9 competitive retail nodes

#### Quantity of Retail and Restaurants



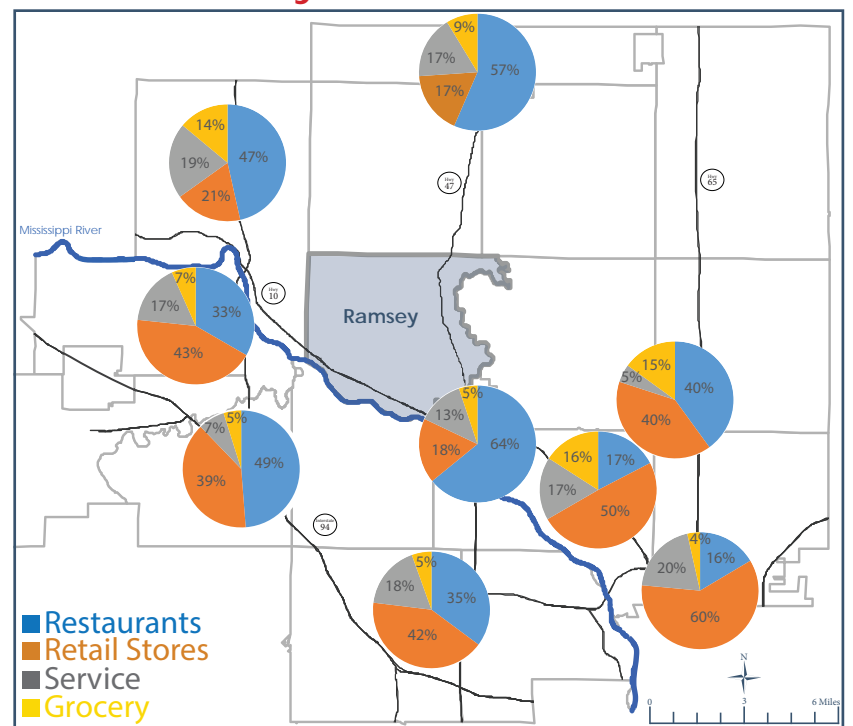
These 9 nodes have 854 retail locations combined

#### Drive Time



Residents can access each in less than 23 minutes

#### Retail Diversity



Various types of retail are available in each node

Regional **competition is fierce** with attractions for residents, commuters and cabin goers surrounding Ramsey. Major highways passing through the region give **shoppers access to retail nodes** in several nearby cities. Ramsey has the land area and vacant space to **expand its retail base** within the city.

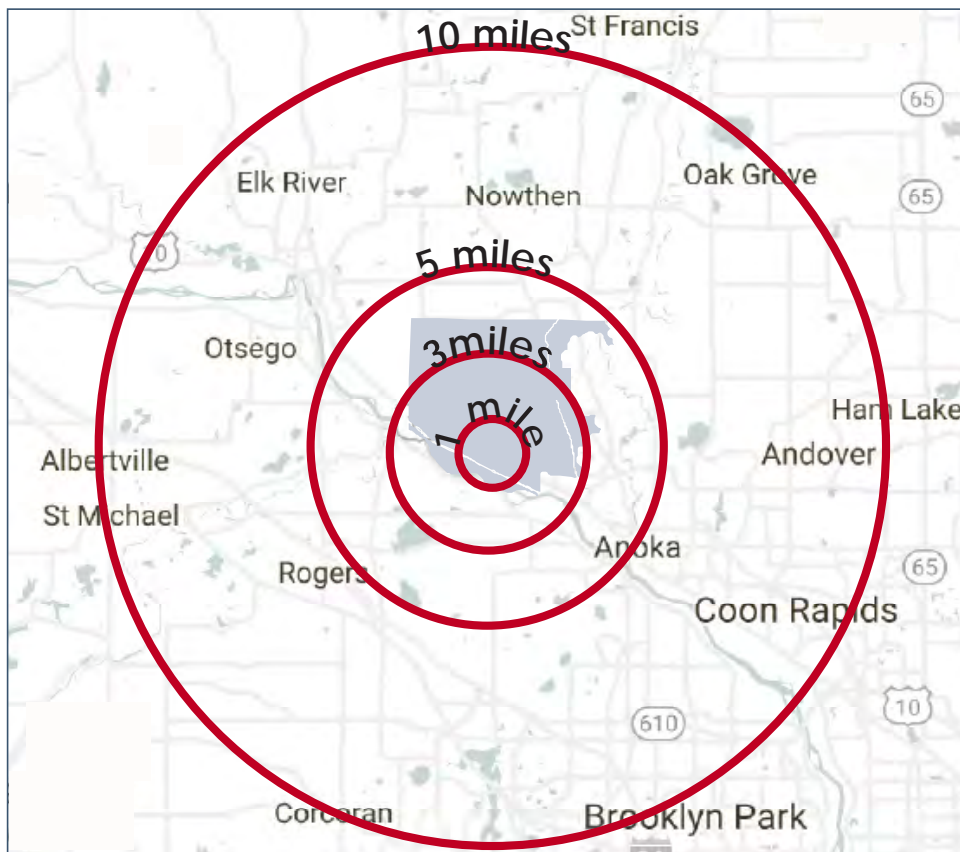
# Surviving the Retail Apocalypse

## Charting the Future of Retail in Ramsey



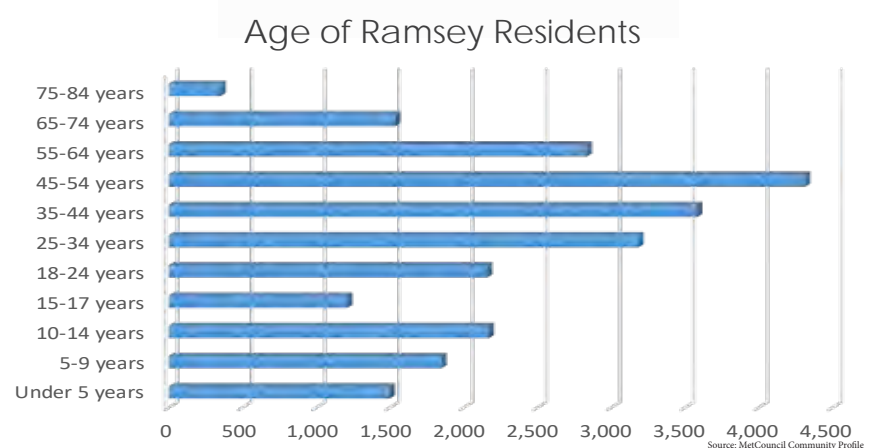
### Who is Ramsey's target retail market?

To analyze Ramsey's opportunities, demographic data should be examined to answer questions about residents, the surrounding area, and consumer habits. **Current and projected demographic data**, which shapes consumer spending information provides crucial insights about Ramsey's potential to **successfully attract and retain retailers**.

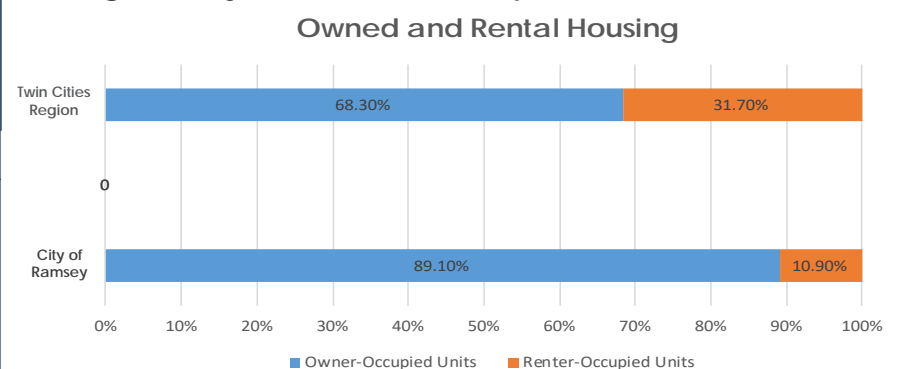


### Ramsey's Retail Demographics

**Age**- The majority of Ramsey's population is between the age of 25-65. This highlights the **stability** of the city's population for potential retailers. However, the largest concentration of population is between **40-55 years old**, emphasizing the aging population and **anticipated shift in spending habits**. Spending momentum starts to **decrease dramatically after age 50**. Prior to that individuals and households peak in spending when buying homes, cars, and having children.



**Housing Units & Households** - Ramsey's population and household projected growth shows a **steadily growing consumer market**. A notably high percentage of home-ownership indicates **stability and consistency in consumer spending**. As Ramsey continues to construct more housing, the **number of households within the market area will increase, making Ramsey more attractive to potential retailers**.



**Income** - **40% of Ramsey residents** have a household income over \$100,000 and average household income nearly \$20,000 greater than the average for the Twin Cities Metro. When evaluating a market, retailers seek a minimum number of households within a certain income range before establishing a business. Ramsey's high median income means lower risk for incoming retailers.



Retail markets are often analyzed by **milage or drive time from a specific commerical node**. Ramsey has had multiple market analyses completed previously, and has not found these measurements to be effective for **understanding the market** in regards to retail recruitment. Recently, emphasis has been placed on **average daily traffic counts**, something Ramsey is **striving to increase**. Measuring or analyzing traffic counts was not within the scope of this project, however could impact the ability to attract retail, alongside Ramsey's **increasing population, housing density and maintaining an above average median income**.

DISTANCE FROM COR	1 mile	3 miles	5 miles	10 miles
<b>2016 Population</b>	2,493	23,953	50,866	252,652
<b>2021 Projected Population</b>	2,697	25,575	53,433	265,483
<b>% Change: 2016 to 2021</b>	7.50%	6.80%	5.10%	5.10%
<b>2016 Households</b>	891	8,094	18,110	90,502
<b>2021 Households</b>	969	8,687	19,114	95,240
<b>% Change: 2016 to 2021</b>	8.80%	7.30%	5.50%	5.20%
<b>2016 Median Household Income</b>	\$78,781.00	\$83,624.00	\$79,169.00	\$78,267.00
<b>2016 Per Capita Income</b>	\$31,224.00	\$32,251.00	\$32,494.00	\$33,079.00
<b>2016 Housing Units</b>	915	8,341	18,757	94,083
<b>2016 Percent Owner Occupied Units</b>	92%	89%	83%	81%



Understanding resident demographics and **correlating spending habits** can provide direction as the City of Ramsey moves forward with **strategies to attract types of retail** that will be **most successful** in the community.

# Surviving the Retail Apocalypse

## Charting the Future of Retail in Ramsey



Strategy #1

### Branding a Unique Retail Identity

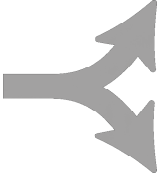
Ramsey faces numerous challenges in bringing successful retail to the city. This factor can be seen through the city's **lack of a retail identity**. The creation of a retail identity for Ramsey will give **character to existing retail** in the city, and create a more specific **framework for future development**.



Branding can transform a city into a place where people want to live, work and play. A **strong retail identity is especially vital when vying with other markets** for attention in of attracting new businesses. The brand should be based on **what assets a city already possesses**, rather than what the city wants to become.



An example of successful city branding can be seen in **Dubuque, Iowa** - a city of approximately 60,000 along the Mississippi River lying on the border of Wisconsin, Illinois and Iowa. Dubuque was **long a center of manufacturing and industry** - a fact reflected in the character of its downtown architecture.

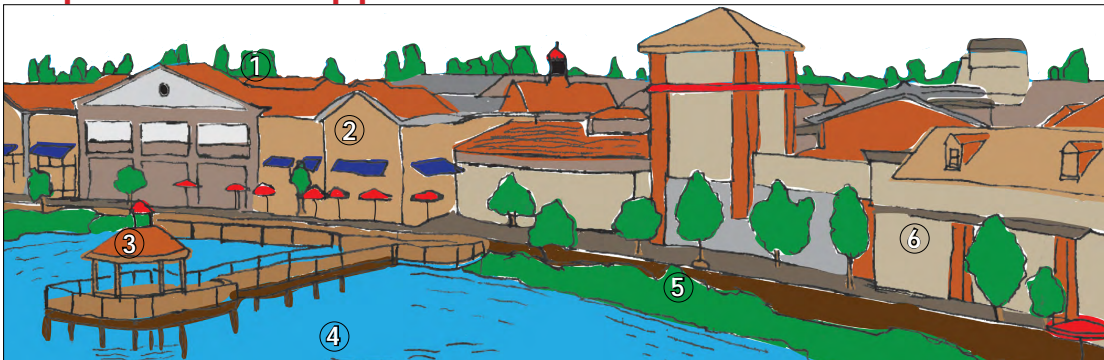


Due in part to the **diversification of Dubuque's economy**, the city had realized an expanding business climate - increasing its tax base and allowing city officials to focus on downtown redevelopment. This district was **transformed from older and vacant buildings into revitalized retail, restaurant and living spaces that embraced the historic manufacturing identity** of the city.

Downtown Dubuque



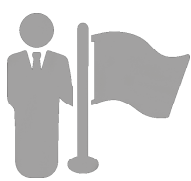
### Proposal: Mississippi Riverfront Retail Node



- 1. Green space connected to retail node
- 2. Restaurant with outdoor riverfront seating
- 3. Gazebo connected to dock
- 4. Mississippi River
- 5. Shoreline path
- 6. Retail space with riverfront view

This rendering illustrates one potential use for the commercial zoning in Ramsey in accordance to the **proposed outdoor recreation, retail identity** for the city (see poster 8).

The natural character of Ramsey lends itself to retail themed around nature and in close proximity to it. Doing so **merges shopping and nature** in a way that provides an experience.



#### A Ramsey Brand Involves Residents

Branding a city does not come solely from the design of a logo or in the creation of a slogan, rather it involves the residents of the city. The Ramsey city government should effectively tap into the ideas and talents of its populace to serve as **ambassadors for and contribute to the development of the "Ramsey Brand"**.



#### A Ramsey Brand Involves Outdoor Activities

The branding of a community involves coordinated activity on the part of community members and the local government to attract potential "customers". Refocusing retail in Ramsey towards locally owned, **outdoor activity-themed shopping will not only empower residents of the city** who strongly identify with Ramsey's more rural character, but also **attract passerby** on U.S. Highway 10 who share those interests.



#### A Ramsey Brand Includes Cultivating Assets

Ramsey has three key assets distinguishing it from other communities in the Twin Cities metro: its **proximity to U.S. Highway 10** - a highway serving as the gateway to hunting and fishing grounds in Central and Northern Minnesota; its **location along the Mississippi River** and access to the resources the river offers; and an **abundance of greenways, parks and undeveloped land**.



#### A Ramsey Brand Involves Linking Land Use to Brands

Ramsey should use land currently zoned commercial to foster their new identity. The city's abundance of land will serve as a parallel to Dubuque's manufacturing district: this **open land will be key to creating an outdoor-oriented identity** for Ramsey.



The creation of the "COR" brand in Ramsey is a step in the right direction, but we believe the city should **take this brand to the next level and expand Ramsey's identity** to access its green space and abundance of available land that make it a unique area in the Twin Cities. Next, we discuss a retail development strategy focused on developing Ramsey's identity through a brick-and-mortar space.

# Surviving the Retail Apocalypse

## Charting the Future of Retail in Ramsey



### Using Existing Assets - Simplify the Process

To **spur economic growth** and encourage retail development Ramsey needs to identify and build on its existing assets, **entrepreneurial potential** and **availability of space**. By identifying the assets that offer the best opportunities for growth, it will be easier to develop and implement strategies to support them.

### How can Ramsey help future development?

#### Create a Collective Vision

To successfully develop the retail economy, **Ramsey must engage residents, business owners, and other stakeholders to collectively develop a vision for the future**. Stakeholder engagement helps ensure that plans reflect the community's **desires, needs, and goals** and **generates public support** that can maintain momentum for sustainably implementing changes and remain resilient for the future. Community-designed goals with supported plans **encourage local action** and help **build in accountability** in the process of accomplishing projects that align with long-term plans.



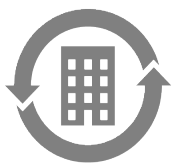
#### Simplify the Process

Make it easier for interested businesses and developers to **invest in the community** in ways that support the community's **long-term priorities**. Tactics to facilitate private-sector investment include streamlining the development process, providing technical assistance, and creating informational guides. Ramsey can **create a COR/commercial development resource program** that provides developers with an **inventory of all the buildings in the retail nodes** with information that helps encourage investment, **including physical characteristics of buildings, rental rates, ownership, and design requirements**.



#### Facilitate Adaptive Reuse of Vacant Land and Buildings

The City of Ramsey has an opportunity to **redefine retail** for the community. By developing land or **repurposing vacant space** themselves, the City of Ramsey can create **lower-risk, and lower-cost opportunities** for entrepreneurs to **utilize physical and social assets unique to Ramsey** while promoting **retail growth in the community**. A successful model of this is the Midtown Global Market in Minneapolis. A variety of vendors are all present in a centralized location, **promoting a family-friendly and walkable opportunity** for residents to shop for many needs at once, creating a retail destination.



#### Use Small Business Development Centers

Minnesota is home to nine Small Business Development Centers (SBDC), with Ramsey located **between centers in St. Cloud and downtown Minneapolis**. A SBDC can help new businesses at every step of the way, particularly those looking to **turn a concept into a reality**. Ramsey needs to encourage entrepreneurs to use existing centers for **strategic planning, access to capital, and professional guidance and resources** they can offer. The City of Ramsey could also invest in a staff position of **Small Business Navigator** to provide site specific resources and consultations with those looking to start a business.



Successful cities complement retail recruitment by **emphasizing their existing assets and distinctive resources**. This provides retail options for the community and **builds a stronger sense of identity** by embracing what Ramsey has to offer. In the next poster, we provide examples of ways Ramsey can **redesign retail to embrace recreation and natural resources**.

# Surviving the Retail Apocalypse

## Charting the Future of Retail in Ramsey



Strategy #3

### Experience the Character of Ramsey

The traditional retail format is changing. The way people experience stores and restaurants is tied to **recreation and experiences that are important to shoppers**. Ramsey has a landscape **full of natural resources** to explore. A retail market can be shaped around these resources through the creation of expos, recreational destinations and places to spend time with neighbors. Make Ramsey a **place to remember**.



Sunfish Canoe Rental

Create retail identity through outdoor expos and events



- Canoe and boat expos
- Bike or ski fest
- Marathon or fundraising activities



Outdoor Adventure Expo

#### Bring Outdoor Enthusiasts to Ramsey

Ramsey is setup to be the **premier destination for outdoor recreation** activities. A nearby major river, hunting land, and highway for cabin goers makes this location prime for **people who love the outdoors** in the Land of 10,000 lakes. This retail industry can thrive in this environment.



Mississippi River Bicycle Trail

Encourage development of destinations for outdoor enthusiasts



- Themed restaurants
- Accessible and near trails
- Amenities and benches around city



Bike Friendly Lanesboro, MN

#### Enhance the Journey

Utilize the Mississippi River Bike Trail that goes right through the City of Ramsey. Lanesboro has captured tourism traffic for retail and is a **destination for bicycle enthusiasts**. Improvements in the MRT and bike trails through Ramsey will bring additional bicyclists and retailers will follow. Land use plans must be ready to take advantage of this opportunity.



Vacant Retail Space

Turn vacant space into welcoming places for neighbors to stay a while



- Coffee and sandwich shops
- Centrally located
- Transit, available parking and walkable



Inviting Coffee Shop

#### Create Places to Relax

Independent and unique restaurants and coffee shops don't need to be kept only in the city. Ramsey can be in a position to capture the **thriving restaurant and coffee business** that has many eager and young start-ups waiting for their opportunity. With the right resources and property, a new and hip set of restaurants can create the **identity Ramsey desires**.



Proposals to attract retail must **leverage the unique character of Ramsey**. Centering the retail theme on the recreational activities around Ramsey can give people a reason to **visit and stay for a while**.

# Surviving the Retail Apocalypse

## Charting the Future of Retail in Ramsey



### Existing Inventory & Assets

Ramsey, with an abundance of land coupled with a lack of accessibility for shoppers, has had difficulty attracting “big-box” retailers. However, the City does possess a **significant inventory of commercially designated land**. To analyze this asset we propose the following questions:

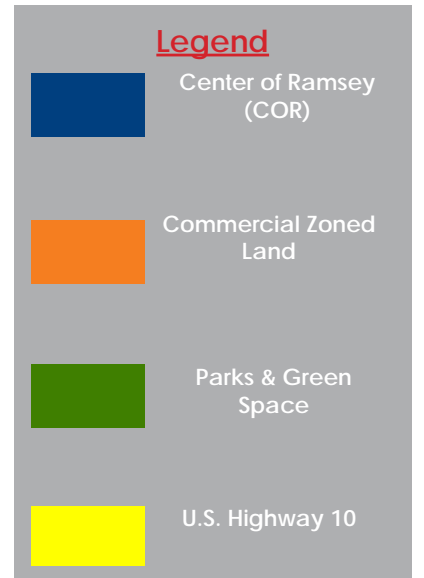
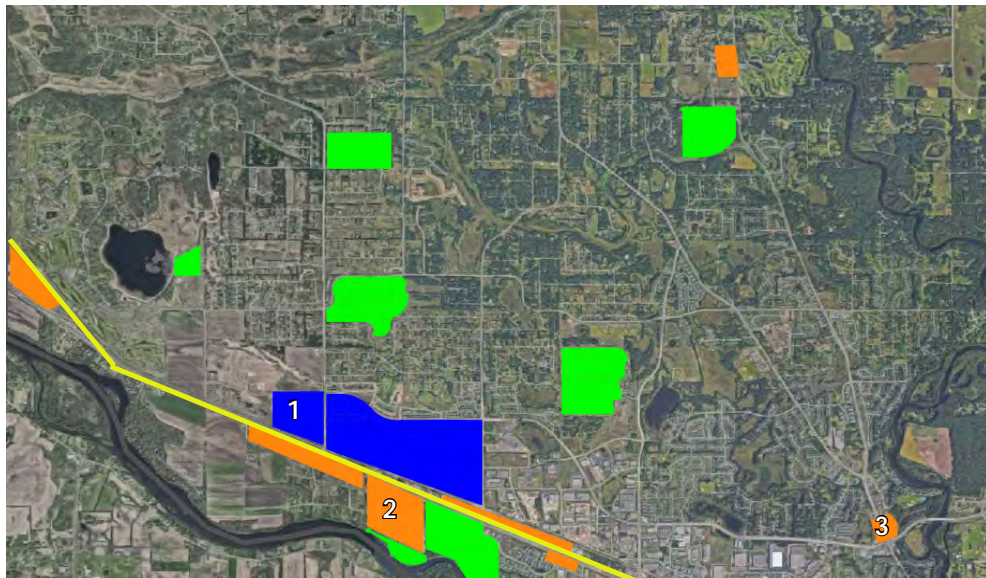


1. Does the current inventory of retail and restaurants **preclude future development**?
2. **What is the character** of the retail inventory in Ramsey?
3. **What can Ramsey offer** to retailers that other communities in Anoka County and beyond cannot?

The sites we have chosen for analysis below include **two open parcels** and **one fully developed site**.



Green shading on the map indicates parks and green spaces - we believe Ramsey should work to **emphasize its natural character** in future retail development.

The open sites (numbered 1 and 2) were chosen due to their **proximity to the COR and to the Mississippi River**, and the developed site (3) was chosen primarily because of its relative distance from the COR, as well as its location at a major intersection in Ramsey.





#### 1. Armstrong Boulevard



 BENEFITS	<b>COR Proximity:</b> this site is located directly west of the COR and its numerous benefits, including a <b>large proportion of Ramsey's population</b> and the <b>North Star rail stop</b>
	<b>Natural Character:</b> the <b>openness</b> of this site, as well as its <b>relative proximity to the Mississippi River</b> , offers an opening for the development of a new retail character
 DRAWBACKS	<b>Barriers to Access:</b> The River does not allow for easy access to this site, as there is no bridge, and the closest crossing from the south is no less than 10 minutes away by car
	<b>Lacking Character:</b> the retail currently in the COR is <b>significant and established</b> , which runs the risk of <b>redundancy</b> in this site in terms of potential new retail



#### 2. South of Highway 10



 BENEFITS	<b>COR Proximity:</b> this site lies just across U.S. Highway 10 from the COR, and thus can be <b>developed in sync</b> with the rest of this area
	<b>Natural Character:</b> the site is bordered on the south by <b>green space and the Mississippi</b> , which provide <b>significant landmarks</b> around which retail may be developed
 DRAWBACKS	<b>Barriers to Access:</b> while the River characterizes this site, it presents a barrier in that the <b>site cannot be accessed easily</b> without the construction of a land bridge from the COR or a bridge over the River
	<b>Lacking Character:</b> despite this site's potential, other retail along U.S. Highway 10 in Ramsey has <b>struggled to develop consistent character</b> in terms of its overall commercial offerings

#### 3. St. Francis - Bunker Lake Boulevard



 BENEFITS	<b>COR Proximity:</b> this node is relatively distant from the COR, but its <b>variety of retail</b> and level of activity shows that <b>retail can thrive in Ramsey outside of the COR</b>
	<b>Natural Character:</b> while this site is not as close to a river as others in Ramsey, it is proximate enough to both the Mississippi and Rum Rivers such that <b>green space may serve as an asset</b> for this node as well
 DRAWBACKS	<b>Barriers to Access:</b> while it is located at one of Ramsey's major intersections, vehicular traffic here is relatively low compared to most successful retail nodes - an issue the city must work to address throughout all of retail sites
	<b>Lacking Character:</b> there is no common theme that flows throughout this node as a whole, and there is some redundancy in the sort of retail that exists here

Ramsey's main asset for future development is an **abundance of land**, but that benefit in its current state also **represents the greatest obstacle**. In the next poster, we will conclude by revisiting the retail trends we addressed, as well as connect the implications from our proposals to other features of Ramsey.

# Surviving the Retail Apocalypse

## Charting the Future of Retail in Ramsey



### Conclusion and Connections

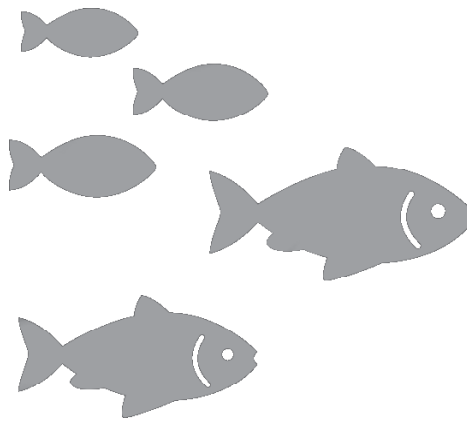
Ramsey faces a unique set of challenges in their **creation of a retail destination for the future**. However, many of the problems in Ramsey can be similarly seen at a regional or national scale. Our proposed solutions attempt to address each general problem directly, **in the context of Ramsey's current assets**. In doing so, we believe, Ramsey will effectively become more **competitive in attracting and retaining retailers**.

#### Changing Global Retail



Globally, **big-box retailers have been downsizing and closing** stores for decades. Large shopping malls are no longer being built across suburban cities, and **many more people are choosing to shop online**. To confront this shifting direction in retail on a national scale, we propose:

#### High Regional Competition



Ramsey lies in an area that is **surrounded by large retail nodes** - Coon Rapids, Otsego and Anoka each have established markets that directly compete with Ramsey. To combat this uncannily **large amount of local competition** for Ramsey, we propose:

#### Experiential Shopping



Large open areas in Ramsey have been designated for commercial development. There are **more than 50 shops and restaurants** currently located across the city, but only a few are located in the COR area of Ramsey. To address this **locational disparity**, we propose:

#### Branding a Unique Identity for Ramsey



Highway 10 represents a perfect opportunity to **establish an identity** for Ramsey that is evident immediately upon one's entrance into the city. Similar to our proposal, the "**Gateway to Greater Minnesota**" project calls for Ramsey to create an outdoor and natural resource themed identity; we believe this brand will **effectively guide Ramsey's development in retail and beyond**.

#### Utilizing Existing Assets in Ramsey



Successful small city retail development lies in the **cultivation of existing assets and inventory**, rather than attempting to attract larger national retailers (i.e. big-box retail). The "**Talent & Tenacity**" project calls for the **establishment of a series of business incubators** in Ramsey aimed at spurring development, a proposal we believe echoes our suggestion of entrepreneurial expansion.

#### Experiencing the Character of Ramsey



Economic and land use tools may be used to **incentivize retail** that characterizes Ramsey in a new light. Through the centering of the theme of retail on **outdoor and recreational activities**, residents of Ramsey will see their interests manifested in the new character of retail, while passerby will have reason to stop and stay in the city itself.



Ramsey initially reacted to market pressures by branding their downtown as the "COR". However, this represents only a small segment of available land in the city. Addressing the identified issues through our three proposed strategies will allow Ramsey to **positively stand out from its competitors and attract retailers for the future**.

# Business Incubators and the City of Ramsey: Preliminary Insights



**Prepared by**

Gretchen Buechler, Tanner Hofer, Maureen Hoffman,  
and Eric Van Oss

Students in PA 5511 Community Economic Development

Instructor: Bob Streetar

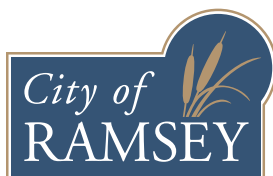
Hubert H. Humphrey School of Public Affairs

---

**Prepared in Collaboration with**

Patrick Brama

Assistant City Administrator and Economic Development Manager  
City of Ramsey



Resilient Communities Project

UNIVERSITY OF MINNESOTA

Building community-university partnerships for sustainability

The project on which this report is based was completed in collaboration with the City of Ramsey as part of the 2017–2018 Resilient Communities Project (RCP) partnership. RCP is a program at the University of Minnesota’s Center for Urban and Regional Affairs (CURA) that connects University faculty and students with Minnesota communities to address strategic projects that advance local resilience and sustainability.

The contents of this report represent the views of the authors, and do not necessarily reflect those of RCP, CURA, the Regents of the University of Minnesota, or the City of Ramsey.



This work is licensed under a Creative Commons Attribution-NonCommercial 3.0 Unported License. To view a copy of this license, visit [www.creativecommons.org/licenses/by-nc/3.0/](http://www.creativecommons.org/licenses/by-nc/3.0/) or send a letter to Creative Commons, 444 Castro Street,

Suite 900, Mountain View, California, 94041, USA. Any reproduction, distribution, or derivative use of this work under this license must be accompanied by the following attribution: “Produced by the Resilient Communities Project ([www.rcp.umn.edu](http://www.rcp.umn.edu)) at the University of Minnesota. Reproduced under a Creative Commons Attribution-NonCommercial 3.0 Unported License.”

This publication may be available in alternate formats upon request.

**Resilient Communities Project**

University of Minnesota  
330 HHHSPA  
301—19th Avenue South  
Minneapolis, Minnesota 55455  
Phone: (612) 625-7501  
E-mail: [rcp@umn.edu](mailto:rcp@umn.edu)  
Web site: <http://www.rcp.umn.edu>



*The University of Minnesota is committed to the policy that all persons shall have equal access to its programs, facilities, and employment without regard to race, color, creed, religion, national origin, sex, age, marital status, disability, public assistance status, veteran status, or sexual orientation.*

# Business Incubators and the City of Ramsey

*Preliminary Insights*

**Prepared by** Gretchen Buechler, Tanner Hofer,  
Maureen Hoffman, and Eric Van Oss  
*PA 5511 Community Economic Development  
Humphrey School of Public Affairs*

**Prepared for** the City of Ramsey

**Prepared in Partnership with** the Resilient  
Communities Project

# Table of Contents

Introduction.....	3
Background Information.....	4
On Ramsey.....	4
On Business Services.....	4
On Business Incubators.....	5
On Business Climate.....	5
Case Studies.....	6
Government-Owned Incubators.....	7
STEM-Based Incubators.....	11
Nonprofit Managed Incubators.....	14
Coworking Space.....	17
Alternatives to Business Incubators.....	22
Workforce Pipeline.....	23
Craft District.....	23
Artist Work Space.....	24
Public Markets.....	24
Recommendations.....	25
Appendix.....	27
Appendix A.....	29
Appendix B.....	31
Works Cited.....	33

# Introduction

Business incubation is an innovative form of business development and growth. This approach can be interesting to city officials due to its novelty and visibility. However, business incubation programs and organizations are complex, and the pursuit of a business incubator requires a thorough study of real estate, industry and employment, existing services, business models, ROI analyses, and more. A business incubator is a potential complement to the City of Ramsey's existing business retention and expansion programs focused on small business development and growth, but pursuing a business incubator model without robust research and planning may lead to an expensive mistake.

This report represents one of the preliminary steps for the City of Ramsey to explore the potential for business incubation services in the city. This report includes a review of existing business resources in the city, other business incubators in the state, successful business incubators across the country, and more. An audit of existing resources and services available to Ramsey businesses is provided to begin assessing the role that a business incubator could play in Ramsey. Examples of different types of successful incubators in the region and across the country are detailed to provide ideas for the potential form of a business incubator in Ramsey, including case studies on a nonprofit-managed incubator, a government-owned incubator, a STEM-focused incubator, and a coworking space. To complement this information on business incubators, examples of other innovative approaches to business attraction, development, and growth are provided as potential options for Ramsey, including workforce pipelines, craft districts, artist work spaces, and public markets. A review of business incubators in Minnesota is also provided for additional information and reference. This

information creates a foundation of understanding around business incubators for policymakers and city staff to begin a robust public policy discussion on the role that a business incubator could play in Ramsey. This report will conclude with recommendations for the next steps that the City of Ramsey should take in its pursuit of a business incubator for the city, including strategic planning actions and additional research.

This information creates a foundation of understanding around business incubators for policymakers and city staff to begin a robust public policy discussion on the role that a business incubator could play in Ramsey. This report will conclude with recommendations for the next steps that the City of Ramsey should take in its pursuit of a business incubator for the city, including strategic planning actions and additional research.

The scope of this report is limited to an assessment of business services and business incubators in the context of the City of Ramsey. This preliminary research performed for this report, which provides baseline information on services currently available in Ramsey and the types of services a business incubator could provide to Ramsey, is not sufficient to make a recommendation about a viable business incubator model in the City of Ramsey. We believe that a viable business incubator option exists for the City of Ramsey, and we hope that the information provided in this report provides the city with the information necessary to begin the search for that viable option. We recommend considering the information in this report in conjunction with *Talent and Tenacity: Sparking an Incubator in Ramsey* by Garth Wadsworth, Matthew Goodwin, and Amy Yoder, created for the City of Ramsey in PA 5211: Land Use Planning.

# Background Information

## On Ramsey

The City of Ramsey is situated in the Twin Cities metropolitan area in a way that provides great benefits as well as challenges to its residents and businesses. The Northstar commuter rail to downtown Minneapolis stops in Ramsey, connecting the city to the metropolitan urban core. Highway 10, an important route connecting the Twin Cities to northern Minnesota, runs through Ramsey. A diverse range of housing options in the City of Ramsey is available for different types of households in the outer-ring suburbs. The manufacturing industry in Ramsey is strong, and the city's commitment to economic development, particularly with importance of office parks, ensures a wide variety of commercial activity and a growing number of jobs available in the city. The Mississippi River and the Rum River provide natural resource and recreational amenities to the city. One of the greatest challenges for the City of Ramsey is attracting retail and restaurant services to the city.



Source: City of Ramsey

## On Business Services

There are a patchwork of business services available for small businesses in Ramsey. The City of Ramsey has an existing a business retention and expansion program, which includes business visits (goal of 24 visits annually); hosting the business expo, golf tournament, and networking events; and participating in the Anoka County broker event, Anoka Ramsey job fair, and MN Marketing Partnership. The city also has a robust set of marketing tools and financial incentives for attracting new development. Beyond city services and resources, there are a variety of organizations that provide assistance to Ramsey businesses, whether in making connections, providing loans, finding employees, and more. A comprehensive list of these organizations has been provided in Appendix A.



Source: City of Ramsey

# Background Information

## On Business Incubators

A business incubator can be a lot of different things. At its most basic definition, a business incubator is an organization or a program that helps develop new or small businesses. Usually, a business incubator provides services or resources to its users, although the level and intensity of this support can vary widely from incubator to incubator. Business incubators may provide one or more of the following: communal working space, equipment, expertise, mentoring, apprenticeships, funding, programming and events, and more. Business incubators can be run for-profit, by nonprofits, or by public institutions. Business incubators can inhabit physical space or can be a network of resources. Business incubators are an extremely flexible way of servicing businesses in a community, which is both a benefit and a challenge. The flexibility of business incubators means that there is almost certainly some arrangement of a business incubator that can successfully support the business community of an area. The flexibility of business incubators also means that there is no one-size-fits-all approach that can be seamlessly applied to a unique area. A business incubator must be conceptualized in the specific context of an area, its industries, its workforce, its supporting organizations, and more.

## On Business Climate

Ramsey has a reputation for being incredibly active with the local business community. City officials have fostered a strong business climate and outreach to stakeholders is robust. An interview with the President of the Anoka Area Chamber of Commerce Peter Turok revealed several important issues for the business climate in Ramsey. Ramsey has a need for more retail space, especially as it grows and becomes more of a regional hub for goods and services. Ramsey also has an already large manufacturing sector as an asset that can be strengthened and built upon. Additionally, the Anoka-Hennepin School District in conjunction with Anoka Technical College formed the Secondary Technical Education Program (STEP), which provides courses in advanced machining and engineering for college credit. The city could tap into this existing resource. The largest issue facing the Anoka-wide business community is a shortage of labor, both for service positions as well as technical jobs. Both retail and manufacturing industries are expected to grow in Anok, but filling many of these positions will be increasingly difficult in the future. Any city business development initiative, in addition to providing commercial space, should strongly consider including workforce development and training components. A major barrier to business expansion in the future will be a lack of access to qualified workers.

# Case Studies

In this section, four different business incubators are described in case studies. These case studies describe the context around the initial creation of the incubator, how the incubator is run, the outcomes of the incubator, and how Ramsey might consider the role of this incubator in their community. Each of these incubators is representative of a different approach to business incubation, from government-owned, to STEM-based, to nonprofit-managed, to coworking. These case studies do not represent the world of business incubators. These types of incubators were chosen for their applicability to the specific context of Ramsey. For additional reference, a comprehensive list and brief description of business incubators in the State of Minnesota is provided in Appendix B.

# Government-Owned Business Incubators



Incubators are typically associated with technology firms, and there are many such incubators around the country. The concept of the incubator is perhaps more applicable and important to the manufacturing industry. Unlike technology companies, which often require relatively modest infrastructure, manufacturing startups require significantly different and more expensive resources to produce products. The cost of manufacturing equipment and technology can be a significant barrier to any manufacturing startup. By providing not only the usual incubator benefits such as office space and the ability to network, manufacturing incubators can offer tools, machinery and other benefits that would otherwise be too expensive or difficult for a single startup to purchase.

Manufacturing incubators provide a range of important services to the industry, including:

- Access to common tools and infrastructure: For most startups, the ability to access tools and a facility would be impossible on their own. Making those tools available as a shared service to multiple startups, economies of scale are derived, and they become affordable and usable.
- Collaboration and sharing: The manufacturing industry is fast paced and experiences lots of technological changes. Many startups are finding ways to produce goods in ways that would have been unthinkable even a few years ago. When those new ideas and technologies come together within an incubator, collaboration among firms is facilitated.
- Networking: The establishment of business relationships and partnerships is important to the success of startups, and can lead greater innovation over time. Incubators bring like-minded startups together, and make those kinds of connections possible.
- Business infrastructure: Like any startup, manufacturing startups require common business infrastructure, like office space, meeting rooms, phones and internet access. Incubator environments provide all of that to their startups, for comparatively little cost.

Sometimes manufacturing incubators are associated with a University or Technical College, using it as a resource to connect its students and faculty with local businesses and their resources. Additionally, the manufacturing sector can provide pre-apprentice and apprenticeship workforce training for students and create a workforce pipeline. The Chippewa Valley Innovation Center is an example of a manufacturing innovation center located in Wisconsin. Information on Chippewa Valley Innovation Center was derived from research on their website: <https://chippewavalleyinnovationcenter.org>.

# Government-Owned Business Incubators

## Chippewa Valley Innovation Center

The Chippewa Valley Innovation Center (CVIC) is located in Eau Claire, Wisconsin. It formed a collaborative effort between the Chippewa and Eau Claire counties, and the City of Eau Claire thirty years ago in 1986. It was formed in response to a growing need within the Chippewa Valley for low cost, appropriately sized space for businesses in the early stages of development. Today, the facility continues to serve as an incubation center for manufacturing and service-related businesses who are in the transitional stages of going from a new business to an established business.

In terms of organization and management, the Chippewa Valley Innovation Center is a 501(c)3 organization. Donations to the CVIC are tax-deductible to the full extent of the law. The facility is managed by the Eau Claire Area Economic Development Corporation and additionally has a board of 8 directors.

The Chippewa Valley Innovation Center encourages new and emerging entrepreneurial businesses to utilize local community resources. Features and benefits of the CVIC include warehouse/manufacturing space, managerial support, technical assistance, and access to financial programs. Businesses apply to become a tenant to the CVIC, and applications are reviewed in the order that they come in. Decisions are based on eligibility and available space in the incubation center. Candidates should be a light manufacturing, value-added, or service related business and a business plan is required within 90 of occupancy (business plan assistance is available).

Once accepted, tenants are able to rent out the amount of manufacturing and/or office space they need for up to three years. Each year, rent is increased slightly until tenants are paying market values for their space. During a business's time in the CVIC, they have access to programs and assistance to help your company transition from a new start-up to an established business. Tenants graduate from CVIC when they outgrow their space or after 3 years – whichever happens first. Because of the incremental increases in rent, at the end of the three years, graduates are able to relocate and pay market price for their new spaces without experiencing a significant increase in overhead costs. In addition to physical space, businesses have access to local economic development agencies including UW-Eau Claire Center Business Solutions, UW-Stout Discover Center, Chippewa Valley Technical College, and Northwest Wisconsin Manufacturing Outreach Center (NWMOC).

This facility has an emphasis on manufacturing centered companies and homegrown local businesses. On the center's website, there are several success stories of companies that have grown from the innovation center and established themselves in the community. Currently, over 15 businesses have been jumpstarted by the center. A study of the businesses that have graduated from this incubator was performed, determining there has been \$28 million being spent from that business in buying real estate, equipment, etc. Additionally, there has been an annual salary of about \$18 million. Advance Laser Machining, is a highlighted success story. It went from one employee in 1996 to 120 employees with over 20 million in sales today.

# Government-Owned Business Incubators

Table 1: A breakdown of the Chippewa Valley Innovation Center’s space, pricing, amenities location, and support.

Space	Pricing	Amenities	Location	Technical Assistance and Business Support
<ul style="list-style-type: none"> <li>8 bays at 1,250 square feet</li> <li>1 bay at 1,740 square feet</li> <li>4 offices at 250 square feet</li> <li>2 offices at 213 square feet</li> <li>2 offices at 150 square feet</li> <li>1 office at 480 square feet</li> <li>440 Amp / 3 phase power</li> <li>1 loading dock – 9x9 overhead door</li> <li>2 10x10 overhead doors at grade level</li> <li>Ceiling height: 17’ at eaves – 20’ at center</li> <li>32 parking spaces available and street parking</li> </ul>	<p>Manufacturing:</p> <ul style="list-style-type: none"> <li>\$2.60 per square foot – Year 1</li> <li>\$2.85 per square foot – Year 2</li> <li>\$3.10 per square foot – Year 3</li> </ul> <p>Office:</p> <ul style="list-style-type: none"> <li>\$4.35 per square foot</li> <li>\$8.00 per square foot (Office space rental only)</li> </ul> <p>Common areas for the use of all tenants are the lunchroom, restrooms, loading docks and overhead doors</p> <p>Conference room available at no charge</p> <p>Heated manufacturing areas</p> <p>Shared amenities: forklift, pallet jack and compressed air</p> <p>Office spaces are furnished with heat, power, internet and air conditioning</p> <p>Maintenance includes lawn care, snow removal, garbage collection and building repair</p> <p>Electricity is a tenant expense</p>	<ul style="list-style-type: none"> <li>Common areas for the use of all tenants are the lunchroom, restrooms, loading docks and overhead doors</li> <li>Conference room available at no charge</li> <li>Heated manufacturing areas</li> <li>Shared amenities: forklift, pallet jack and compressed air</li> <li>Office spaces are furnished with heat, power, internet and air conditioning</li> <li>Maintenance includes lawn care, snow removal, garbage collection and building repair</li> <li>Electricity is a tenant expense</li> </ul>	<ul style="list-style-type: none"> <li>Less than one mile to Hwy 53 with quick access to I-94 and Hwy 29</li> <li>Less than one mile to the Chippewa Valley Regional Airport</li> </ul>	<ul style="list-style-type: none"> <li>Local economic development agencies</li> <li>UW-Eau Claire Center Business Solutions</li> <li>UW-Stout Discover Center</li> <li>Chippewa Valley Technical College</li> <li>Northwest Wisconsin</li> </ul>

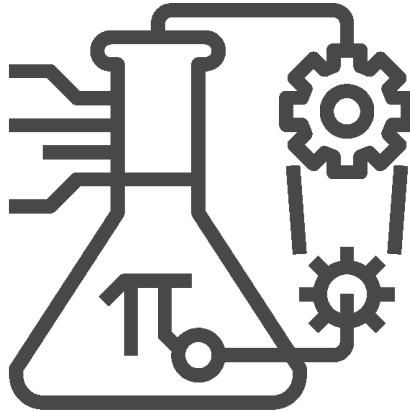
Source: <https://chippewavalleyinnovationcenter.org>

# Government-Owned Business Incubators

## Manufacturing Incubators in Ramsey

Given Ramsey's clustering and established presence of manufacturing businesses, a manufacturing innovation hub could fit. Startup businesses would have access to a strong and established manufacturing business community and could leverage those relationships. Additionally, the skill set of the existing workforce would compliment the needs of manufacturing startups, especially as they begin to grow and expand. The emphasis on homegrown "garage" type startups happens organically already in Ramsey, and a manufacturing innovation center could further speed and nurture that entrepreneurship. A potential drawback could be the absence of a community or technical college to provide expertise, businesses assistance, and potential apprenticeships. Ramsey could remediate this by drawing from other technical schools within the proximity of Anoka County.

# STEM-Based Incubators



Incubators can take many forms, and one example is an office space dedicated to the study of a specific field like the North Dakota State University (NDSU) Research and Technology Park. Information on NDSU Research and Technology Park was derived from research on their website:

<https://www.ndsuresearchpark.com/>

## NDSU Research and Technology Park

The NDSU Research and Technology Park is located in Fargo, North Dakota and operates in conjunction with the NDSU. The park specializes in STEM (science, technology, engineering, and math) fields. Their vision is to “serve as a catalyst for innovation in science and technology leading to discoveries that contribute to North Dakota’s economic development.” The Park’s dedication to technology is a unique asset that has helped the Park thrive in the market. By fostering technologically focused initiatives, the park has been able to better provide for both NDSU and their tenants.

The NDSU Research and Technology Park is separated into two distinct parts, the Park and the Incubator. The park hosts four main tenants. These tenants are Appareo, an electronic and software manufacturer; Candlewood Suites, a hotel chain; John Deere, a manufacturer of tractors and other farming equipment; and NDSU, which holds offices and some land in reserve. The incubator currently serves eighteen different businesses. These businesses include:

Bank of North Dakota  
Bobcat  
C2renew  
Discovery Express  
Doosan  
Elinor  
farmQA  
Field of View  
Intelligent Malt  
MCP Networks

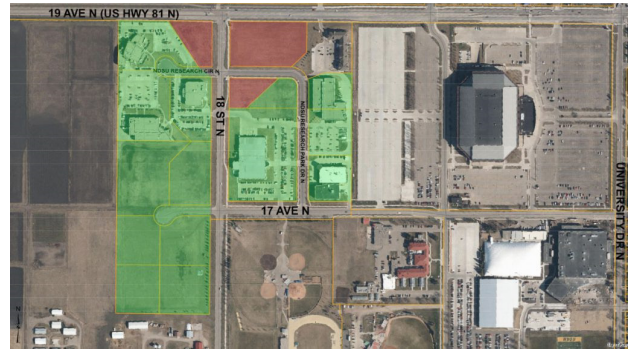
OmniByte Technology  
OPGO Marketing  
Probitas promotions  
Red diamond coatings  
Renuvix  
Satshot  
Small Business Development Center of North  
Dakota  
Summers

# STEM-Based Incubators

These businesses within the incubator range from marketing companies to agricultural technology creation firms to agricultural harvesting and processing companies. Most of these companies specialize in fields relating to STEM, while some provide support to that sector. Within the STEM field, the Park has a specialty in agriculture-related fields. Part of this comes from the long-standing tradition of NDSU as being a school that has a large agricultural program. The park operates on roughly 24 acres of open land that can be utilized by tenants for research and development of software and hardware.

To be part of the Research Park, NDSU requires tenants to meet a set of criteria in line with the beliefs of the Park. The first item of this criteria is to “Be involved in the advancement and development of new technology.” The Park is dedicated to advancing technology, and the Park expects this of the tenants as well. The second criteria is, “Be willing to establish a working relationship with North Dakota State University.” This criteria is essential to the workings of the Park and allows the Park to stipulate that its tenants work in tandem and add to what already exists within NDSU. The Park itself gives the following examples as to how a tenant in the Park may work with NDSU:

- “Jointly funded research & development projects and technology transfer activities
- Create partnerships to enhance the business environment dedicated to applied research and technological discovery for the benefit of NDSU’s faculty, staff and students
- Facilitate the transfer and application of scientific research for North Dakota State University and to the global economy and to the global economy.”



Source: <https://www.ndsuresearchpark.com/available-space/open-land/>

The third criteria has to do with the allowed industries within the park. The fields allowed within the Park include, “material sciences, biosciences and life technology, information technology, nanotechnology, and advanced manufacturing and sensors/micro-electronics.” The Park is not completely strict on these requirements. They allow a “Center of Excellence” that have a clear concentration and a measure of knowledge and expertise which meet a “criteria outlined by the North Dakota State Board of Higher Education.” The final criteria that the Park holds is that prospective tenants are reviewed by an incubator advisory committee. While not explicitly stated, the Park notes that “emphasis is given to North Dakota State University patented and licensed technology.” In tandem with this, all prospective tenants and companies are required to work within the Park’s guidelines and are subject to final approval by the NDSU President.

The Technology Incubator works to encourage entrepreneurs to foster innovation and encourage ingenuity. The Incubator side of the NDSU Research and Technology Park is more focused on general business facilitations, similar to those that would be found in a cooperative work space. The incubator offers “state-of-the-art” benefits that allow their tenants to present a professional business appearance. The Incubator is made of a 50,000

# STEM-Based Incubators

square foot facility and is adjacent to the Park referenced earlier and the NDSU campus. The Incubator also boasts access to both an international airport and major interstate highways within five minutes of NDSU's campus. The Incubator hosts both newly found entrepreneurs and experienced business people. The Incubator provides:

- One gigabit service
- Shared printers, copiers, scanners, and fax
- Wet lab/dry lab space
- Manufacturing space
- Customizable tenant space
- Shared production areas
- Executive boardroom

These office amenities are available to all tenants within the Incubator. The Incubator also provides professional services that include:

- Client networking
- Coaching and mentoring
- Fostering university relationships
- Financing and providing venture capital
- Craft student initiatives
- Comprehensive business assistance
- Fostering educational events and forums

The Park and Incubator hold multiple partnerships with various forms of financial aid through an assortment of governmental bodies and companies. The NDSU Research and Technology Park acknowledges that capital is one of the most limiting and hard to access assets within starting a business. For this reason, it is able and willing to help its tenants secure the capital necessary for prospective tenants. The NDSU Research and Technology Park have graduated four tenants. These tenants include: Appareo, Intelligent InSites, Myriad Mobile, and Pedigree Technologies.

## Specialized Incubators in Ramsey

The proposed location for the business incubator in Ramsey is located in the COR development area. The specific location is located next to multiple empty lots. The lesson that should be learned from the NDSU Research and Technology Park is the possibility of a specialized form of business incubator.

According to reports generated through Esri Business Summary, 32.2% of the businesses in Ramsey are in the services category. It is difficult to determine which sub-industry makes up the largest part of the service industry because the largest section (21.6%) is "other services". Additionally, the construction industry and manufacturing industry compose 12.1% and 11.5%, respectively.

This information can be used to direct a potential business incubator in the City of Ramsey. Similar to NDSU Research and Technology Park specialization in the STEM field, Ramsey could form a business incubator that is focused on the service industry, construction, or manufacturing. Ramsey's incubator should also allow for accessory uses that are beneficial to the main focus of the incubator. Ramsey could provide open land for the use of testing and development by acquiring one of the nearby parcels that are vacant. This would likely be most helpful for a construction based incubator, but could have varying uses for other types of incubators.

# Nonprofit-Managed Incubators



Business incubators can be for-profit or nonprofit. Both offer advantages and disadvantages to entrepreneurs. Nonprofit incubators typically acquire funds from cities, a chamber of commerce, and/or universities. They can also be standalone from universities or cities, garnering their own funding sources through grants. Nonprofit incubators ask for little from their startups, typically only asking for future mentoring, data tracking, and fundraising consideration. A nonprofit incubator's goal is usually focused on creating jobs and promoting economic development in their region. IncubatorWorks is an example of a nonprofit run incubator. It has two locations, both in the Southern Tier region of the State of New York. IncubatorWorks' mission is to "promote economic development in the Southern Tier of New York through supporting entrepreneurial growth and development of businesses and their creation of jobs." Information on IncubatorWorks was derived from an interview with their project manager, Ashleigh Madison, an research on their website: <http://www.incubatorworks.org/>.

## IncubatorWorks

IncubatorWorks is a nonprofit standalone incubator that is thirty years old. It has locations in Alfred, New York and Corning, New York, which are approximately 60 miles apart. Corning and Alfred both have a long manufacturing history, which influenced the focus of the two incubators. Both locations focus on light manufacturing and clean technology. They serve a broad range of low technology to high technology businesses ranging from candle-making, to clothing, to fiber optics. The two incubators have a total of 70,000 square feet. The case study will focus predominantly on the incubator located in Corning, New York.

IncubatorWorks is unique because it is a stand alone incubator, meaning it is unaffiliated with any college or university. They employ three full time and four part time staff. The three full time staff have diverse backgrounds and experiences that make them well suited for the broad range of startups they serve. The executive director is a CPA who has experience with startup financials. She focuses mainly on providing financial advice and support. The co-executive director has experience with science and business. This background gives him the ability to advise on a broad range of manufacturing issues. The program manager has a background in marketing and business. She manages client and helps startups with marketing. The program manager also identified groups in the region receive the least amount of support to create systems for each including: the Veterans Entrepreneurship Group and Elmyria Entrepreneurs.

# Nonprofit-Managed Incubators

Both are held in different facilities and have different leaders than staff at IncubatorWorks. Each group helps to further the mission of IncubatorWorks, while remaining separate entities.

Corning, New York is a small town located in the Southern Tier. The town has a rich industrial past, centering around glass. IncubatorWorks capitalized on this history by focusing on light industry and technology. To cater to these industries, they offer wet/dry labs, and machinery in their facility. Other than providing physical space they offer a number of other services for those who just have an idea, those who just started their business, and to those who have a manufacturing space but don't know how to propel forward. They provide virtual client services to help the client create business plans to procure funding from financial institutions. For clients who are established, but need help moving forward they can help to connect them to the right people, from different manufacturers, local industrial development agencies, to the Regional Economic Development and Energy Corporation.

The Corning and Alfred IncubatorWorks are part of two different startup networks, helping expand the services it can offer to its clients. The Corning location is part of the Southern Tier Startup Alliance (STSA) is a member organization of business incubators. STSA shares a similar goal with IncubatorWorks, to increase the number of jobs in the region by supporting scalable businesses, to help diversify and strengthen the economy. It is based out of Ithaca, New York and is composed of fifty-five different startups. Member incubators provide support and assistance to one another. For example, McGovern Center at Cornell University provides IncubatorWorks' clients with experienced entrepreneurs in residence. These entrepreneurs give advice and educational talks to IncubatorWorks'

to IncubatorWorks' clients. The Alfred location is part of the Western Innovation Network (WIN). WIN is located at the University of Buffalo, and is a collaborative effort of business incubators to expand entrepreneurial services, helps startups, and grows wealth in the region. They encourage incubators to work together to help their ventures grow quickly, and achieve greater profitability. WIN provides IncubatorWorks' clients with more resources and offers a unique set of tax incentives for companies in their earliest stages.

IncubatorWorks has a vast clientele ranging from low to high technology. To fit the needs of its client it has contracts ranging from a five year lease (typically high technology), only \$50 - \$200 for virtual consultations, and to just meeting with the client a couple of times to determine if they can help their business. When leasing out space they can tailor to the clients needs and make a month to month agreement or up to five years in residence.

Since IncubatorWorks is a nonprofit and stands alone from a university, it acquires most of its funding from grants. For additional funding they have anchor tenants, similar to a mall, in their facility. An anchor tenant has a more permanent lease and, hopefully, brings in more business. IncubatorWorks' anchor tenant is Corning Incorporated. Corning Incorporated is a manufacturer of glass, ceramics, and related materials, primarily for industrial and scientific applications.

IncubatorWorks defines success as helping a startup to achieve their goals, which could range from helping them to access funding to open their own manufacturing space. They are currently gathering the data, but to their best estimates they have had 30 total startups graduate from each incubator location.

# Nonprofit-Managed Incubators

This is less when compared to university affiliated and for-profit incubators. Since IncubatorWorks is a nonprofit, they can spend more time with individual startups to ensure they give them the tools to succeed upon graduation. IncubatorWorks' mission to bring in businesses and entrepreneurs to the Southern Tier. They are currently gathering the metrics to see how many businesses became established within the region after incubating. A well known successful business that graduated from IncubatorWorks and stayed in the region is Micatu.

Micatu provides next generation measurement capabilities in the areas of smart grid, wind, power distribution and condition monitoring. When Micatu moved into the incubator it grew from two to fifteen employees. When it graduated the incubator it remained in Corning, and grew from fifteen to forty-five employees.

## Nonprofit Incubators in Ramsey

This type of incubator offers a number of advantages. They offer offices, labs, flexible manufacturing spaces, and supporting services with affordable, short-term leases. IncubatorWorks links the startups to a comprehensive network of support. The mentoring program helps to guide the startups through the process of establishing and operating their new business the right way. Tenants in the incubator may also qualify for StartUp NY tax benefits, meaning no corporate tax, no property tax, and no sales tax for ten years. IncubatorWorks participates in business competitions that help to draw in more talent to the area. Startups do not have to be from the area to enter. The winner of the competition wins a large sum of money to invest in their startup. Micatu was a past winner of one of the competitions and has grown substantially since its graduation from the incubator.

This incubator models also offers several disadvantages. Since, IncubatorWorks is a standalone nonprofit, it has less overall financing and cannot support more staff. For this reason, they also cannot handle as many startups. University affiliated and for-profit incubators are able to service more startups at one time.

The City of Ramsey's main goal is to support local entrepreneurs and to maintain their business in Ramsey. A nonprofit model supports this goal more when compared to a for profit incubator. IncubatorWorks model defines a startup staying in the region as a key determinant of their success. Ramsey also shares similarities with the City of Corning and Alfred. Both cities are not, in themselves major areas, but are located in/near major metropolitans. Ramsey can take advantage of startup networks in their region to help offer their clients more support. While Ramsey's incubator, will most likely not be affiliated with a University it can look into partnering with nearby trade schools to provide startups with more technical support. To help with initial costs, Ramsey can open its proposed location to anchor tenants, similar to IncubatorWorks. The anchor tenants should share a similar focus to the new incubator.

# Coworking Space



When considering business incubators, coworking may not immediately come to mind. However, coworking can provide a valuable business service to a community while requiring relatively little energy and investment from the operator. On the spectrum of business incubators, coworking space is the most hands-off. Coworking space seeks only to provide working space for entrepreneurs and other professionals rather than attempting to intensively develop businesses and individuals. While coworking may evoke a particular image, coworking does not mean any one thing. Most coworking spaces are membership-based and provide communal working space, but those are often the only things that coworking spaces share in common. Coworking space can be shared working space or dedicated offices. It can be catered to particular industries such as professional, light manufacturing, or food production or to particular types of workers such as freelancers, entrepreneurs, or remote workers. Coworking spaces may provide varying levels of service to their members, from simply providing a space to work to providing programming, equipment, sustenance, and other tools.

Coworking space has many advantages for both its members and the service provider. Coworking space can be advantageous for entrepreneurs and start-up companies for whom signing a long-term lease of their own is not feasible. Coworking space can also be advantageous for individuals who work from home but seek a more productive or dedicated space, such as freelancers or remote workers. Coworking space provides the opportunity for different professionals to network and collaborate and provides a professional place to host meetings. Depending on the amount of service provided to members, coworking space can also be relatively inexpensive to operate compared to other types of business incubators. A coworking membership is often more expensive per square foot than a private lease, but coworking space usually does not require a long-term commitment like a private lease and also provides the additional benefits outlined above.

Despite all these benefits, coworking space can be perceived as trendy and may attract only a particular type of worker. Additionally, coworking does very little to support the success of its members and does not necessarily encourage its members to expand and move on. Nonetheless, coworking is a flexible concept, and coworking space can be tailored to the needs of the area and people it is trying to serve to capitalize on the advantages and reduce the disadvantages. The Commons is an example of a coworking space located in two suburbs outside the Twin Cities. Information on the Commons was derived from an interview with Peggy Stefan, Co-Owner, and from research on their website: <http://www.thecommonswp.com/>

# Coworking Space

## The Commons

The Commons is a shared workspace company with two locations: one in Minnetonka and one in Excelsior. Their Minnetonka space is primarily private offices, while their Excelsior space is primarily coworking space. The Commons first opened in 2012, and seeks to serve individuals and businesses who require either a permanent space to work from or a space to use on occasion. The Commons does not specialize in any particular industry, although the services they provide meet the basic needs of professional work.

The Commons offers the basic provisions of every professional coworking space, including shared working space (non-dedicated areas and desks), dedicated desks and offices, and meeting/event space. Their meeting rooms are equipped with whiteboards, TVs, arrangeable furniture, and video/teleconferencing equipment. They also provide on-site staff to greet members and their guests, printing and copy services, private telephone rooms, and free coffee. The Commons periodically organizes programming such as personal finance seminars, TedX salons, “Collaborative Conversations” time, “Common Connections” time, Toastmasters, and happy hours

The Commons does not brand themselves the same way as many of the other coworking spaces in the Twin Cities. Often, coworking space seems geared toward millennial workers. They may offer additional “luxury” amenities such as bike storage, fitness centers, or full cafes in order to align themselves with start-up and downtown culture. Instead of this approach, The Commons makes itself a relatively blank slate in order to attract a diverse set of members and allow their members to define themselves. In a similar vein,

The Reserve in Edina (previously known as Cafe Inc.) described their approach to coworking space as providing “pro-working not coworking,” creating a more traditional take on the general perception of coworking. Despite their differences, the owner of The Commons suggests that the spirit of coworking remains consistent across different spaces.

The Commons does not target any particular type of worker or type of company. They invest very little advertising and rely on word of mouth to attract new members. The owner expressed a lack of tangible return on investment for advertising expenses and has attributed the growth of The Commons membership to more organic factors. Their Excelsior location receives a fair amount of foot traffic being near the post office and main street, which helps increase awareness of the space. They also allow the space be used for public events and business association meetings which helps to increase awareness. The Commons can also rely, in part, on being one of the few suburban coworking spaces available in the Twin Cities for people who are not interested in working downtown. With this approach to recruitment, The Commons has attracted about half remote workers and half small businesses or entrepreneurs. While the owner is interested in pursuing some directed prospecting for new members using LinkedIn, business listings, and other resources, they have not yet taken this approach.

The Commons claims to have relatively high retention of its members. They believe that their suburban location attracts a slightly older member who is looking for a more permanent space. While not providing direct business development assistance like a traditional incubator, coworking space does have an incentive to support the success of their members so that they continue to be members.

# Coworking Space

Most of their departing members, they say, leave because they get a new job. Although, some of their entrepreneur members have left to inhabit their own space due to growth of their business.

The Commons originally set a goal of four times as many members as they had capacity for at any given time (the gym membership model). This number proved to be too ambitious, but they found their break-even point within two years of opening. Most members of The Commons are not in everyday, and some may only be seen once every few weeks. The Commons does not have a cap for membership. The owner claims that, should membership dramatically increase, members would self-select and cancel their membership if they felt there were too many people using the space.

The Commons pricing schedule (as of October 2017) is described in the table below. All memberships (not including non-member options) require a \$100 sign-up fee and a 90-day commitment before the membership becomes month-to-month. The Commons provides a variety of membership options, ranging from memberships with 8 AM -5 PM access on working days to 24/7 access to use of meeting rooms only. This flexibility in their membership options has allowed them to attract a wider variety of members.

# Coworking Space

Table 2: A breakdown of the Commons' membership pricing and services

Membership	Price per Month	Add-ons and Deals
<b>Coworking</b> <ul style="list-style-type: none"> <li>Unlimited use of common space, 8am-5pm Monday-Friday</li> <li>4 hours of meeting room space per month</li> </ul>	\$200	\$60/month for extended hours access, 6am-10:30pm 7 days/week
<b>Dedicated Desk</b> <ul style="list-style-type: none"> <li>Semi-private, branded personal space</li> <li>Unlimited use of common space, 6am-10:30pm 7 days/week</li> <li>6 hours of meeting room space per month</li> </ul>	\$390	N/A
<b>Private Office</b> <ul style="list-style-type: none"> <li>Private, branded personal space</li> <li>Unlimited use of common space, 6am-10:30pm 7 days/week</li> </ul>	\$500-\$900, depending on the office	Discounted price for 6-month or 12-month commitment
<b>inNetwork</b> <ul style="list-style-type: none"> <li>Access to programming and events</li> </ul>	\$25	N/A
<b>inCommons</b> <ul style="list-style-type: none"> <li>Use of a meeting room for 1 2-hour meeting/month OR 1 2-hour meeting/week, 8am-5pm Monday-Friday</li> </ul>	\$180 or \$290	\$15/month for extended hours access, 6am-10:30pm 7 days/week
<b>inVirtual</b> <ul style="list-style-type: none"> <li>Use of the address and mailbox</li> </ul>	\$35	N/A

# Coworking Space

Table 3: A breakdown of the Commons' non-membership pricing and services

Non-Membership Options	Price per Month	Add-ons and Deals
Hot Seat <ul style="list-style-type: none"> <li>Non-member hourly use of the common space, 8am-5pm Monday-Friday</li> </ul>	\$5/hour	N/A
Day Pass <ul style="list-style-type: none"> <li>Non-member daily use of the common space, 8am-5pm Monday-Friday</li> </ul>	\$30/day	N/A
Punch Card <ul style="list-style-type: none"> <li>Non-member daily use of the common space, 8am-5pm Monday-Friday</li> </ul>	\$100/5 days	N/A

## Coworking in Ramsey

Coworking is a flexible concept that can be used to fit the needs of Ramsey residents and businesses, while meeting the government's capacity to provide services to its residents. Beyond the initial investment required to create the coworking space, the city can adjust the amount and intensity of the services it provides to its members based on the resources it has available. Providing a coworking space in Ramsey may also fill a gap in the market for Ramsey residents and businesses as well as residents and businesses from surrounding communities. Most coworking space in the Twin Cities is concentrated in Minneapolis and St. Paul, although several coworking spaces have recently become available in suburban areas. The closest coworking space to Ramsey is The Commons Minnetonka location, about 30 miles away. The City of Ramsey may be able to capitalize on this market while also providing a service to the city.

Most coworking spaces are geared toward a general professional worker, but there are many different ways to approach coworking space. For example, some coworking spaces cater to a specific industry or craft. DevJam is a software development coworking and innovation space in South Minneapolis. GIA Kitchen, The Good Acre, and other commercial kitchen space in the Twin Cities are available for use on an hourly or monthly basis. There are several member-based workshops in the Twin Cities, including MPLS MAKE and Nordeast Makers. In the case of an industry-specific coworking space, more specific services, equipment, and programming can be provided. When a coworking space does not target a specific industry, there is less opportunity to provide industry-specific business development assistance to its members. There may be a critical mass of residents and businesses in Ramsey in need of a specific type of workspace, and Ramsey could tailor a coworking space to provide that.

Even if simply providing the bare minimum coworking space for professional workers, a coworking space in Ramsey would provide an opportunity for remote workers and small businesses from the northwest outerring suburbs to stay in the area instead of traveling to the city or staying in their homes. This can create positive externalities for the city. For example, people working in Ramsey may be more likely to patronize other Ramsey businesses like restaurants, auto services, clinics, printing services, and more.

# Alternatives to Business Incubators

This section provides an overview of several other forms of business development and growth beyond business incubators, including a workforce pipeline, a craft district, artist work space, and public markets. These alternatives are provided to ensure that the City of Ramsey considers the roles that other innovative forms of business development could play in the city. Business incubators are one approach but not the only approach.

# Alternatives to Business Incubators

## Workforce Pipeline

The space available to the City of Ramsey could be used to host a restaurant hub for the area. The 5,000 square feet of space would create a culinary gathering point for the community and act as a draw to residents from other areas. If developed as restaurant space, the City of Ramsey could take the project a step further and create a workforce pipeline in partnership with local schools. This serves the dual purpose of providing space for small businesses, while also providing those businesses with a skilled workforce in addition to employment opportunities for residents.

The Minnesota Chamber of Commerce created the Business Education Network and launched a pilot program in Brainerd aimed at providing skilled workers for the local hospitality industry. Local schools used ProStart, a program developed by the National Restaurant Association Educational Foundation focusing on practical curriculum and work experience. Starting with an overview of the industry, students will learn kitchen essentials, as well as critical management skills like communication and customer service. Students enrolled in Bridges ProStart classes have the ability to earn a certificate and receive an honor cord and special recognition at high school graduation. Each high school is matched up with chefs and managers from the area's top hospitality businesses and Students work alongside a professional chef with the ultimate goal of permanent employment.

Cultivating existing space to an attraction with multiple restaurant startups would be a way to both promote entrepreneurship/small businesses in Ramsey and create a social gathering place for residents. Taking this concept a step further and pairing a restaurant incubator with a targeted workforce development strategy has the potential to create greater opportunities for resident, while also providing restaurant startups with a skilled workforce, better ensuring their economic success.

## Craft District

An alternative to an incubator Ramsey could explore is a craft district. The City of Duluth's Lincoln Park neighborhood is a good example of a successful craft district. The Lincoln Park Craft District is an effort to rebrand the neighborhood as a collection of similar businesses whose mission is to also help revitalize the neighborhood. The City, nonprofits, and the private sector are working together towards accomplishing this goal. The neighborhood capitalized on its industrial working class history and cheap building space to lure in light manufacturing startups. The City launched a loan program that offers up to \$50,000.00 in bridge financing to help startups rehabilitate the old buildings located in the Lincoln Park neighborhood. Neighborhood nonprofits work to connect entrepreneurs, and to help them secure funding. Meanwhile, the local businesses that have become established in the neighborhood work together in the Lincoln Park Business Group to promote economic and community development. The local businesses help to keep money circulating within the local economy, which can be reinvested into the area. Ramsey can capitalize on its manufacturing, or other unique history, to help draw in local businesses who also care about the state and health of Ramsey.

# Alternatives to Business Incubators

## Artist Workspace

Work space for artists has always been at a premium, as there are many more artist compared to space to work. One example in the Twin Cities metro of successful artist workspace is the Northrup King Building. The Northrup King Building is a congregation of ten separate buildings that have been around since 1917. The Northrup King Building is an ideal example of a historic building being repurposed to fit the need of a more current market. Originally designed to be a center of operations for the Northrup King & Co. seed company, it was sold to private owners in the 1980s and has been retrofitted into creative workspaces for artists. Currently, the Northrup King Building is home to “over 190 artists and arts related businesses and another 30 entrepreneurs and nonprofit organizers.” The building also operates as a market place, though this function is most popular during specific events.

Artist workspace is likely not a direction that the City of Ramsey will want to pursue. Unless there is an existing artist community that is not reflected within the current demographics, this type of facility would likely not be supported. Artists, on average, have lower incomes than many other professions. This creates a reliance on public transit, and while there are public transit options in Ramsey, they are limited compared to what is located in the urban center. Overall, we do not recommend artists workspace as a viable option in Ramsey.

## Public Markets

Permanent public markets were once important anchors in communities all over the United States and have recently come back into fashion. These public markets can be a way for a city to promote and develop its small businesses as well as create a place for the community to gather year round. Public markets usually have a relatively low barrier to entry for small businesses than any other type of commercial space. A lot of very small spaces (as little as 10 square feet) can be rented out to small businesses at a reasonable cost, and no build out of the space is required. The market can serve as a place for entrepreneurs to showcase and sell their crafts, goods, or services as a form of getting a foothold in the market. This could present the opportunity for these entrepreneurs to grow their business to the point where they desire their own space in the community.

Midtown Global Market is a good example of the role that a permanent public market can play in developing small businesses. The development of the market space included a goal to provide affordable commercial space to small businesses who could not afford to lease a space of their own. Businesses like Manny’s Tortas and Salty Tart Bakery started at the Midtown Global Market and have since been able to open other locations or move into bigger spaces. While a permanent public market in Ramsey would exist in a different economic context than the Midtown Global Market, Ramsey could try to tap into the through traffic going up north in the summer and could position itself as a holiday destination in the winter.

# Recommendations

Equipped with the information provided in this report on business services and business incubators, there are several things that the City of Ramsey can do to further pursue a business incubator in the city. Most importantly, the city must engage in some strategic planning and do some additional research to become better informed on the needs of Ramsey and the potential role of a business incubator.

# Recommendations

First, any further research on business incubators in Ramsey requires a better understanding of what Ramsey's goals are. The formation of a committee or task force is an important step for furthering this research. The committee could be made up of elected officials, city staff, business leaders, and/or residents. This committee should be responsible for succinctly identifying the problem that they are trying to solve. After identifying the problem, all the possible options for solving this problem should be outlined. It may be that a business incubator is not the only or best approach to solving this problem, and other potential options should be carefully considered before moving forward. This committee should also be responsible for determining the high level goals of a business incubator in the city. Is the primary goal to grow small businesses so that they can expand and be included in the city's tax base? Or is the primary goal to provide in-demand goods and services to Ramsey residents? Or is the primary goal something else? This committee should also consider the role that Ramsey should play in a business incubator. Does the city just want to provide space for the incubator, provide funding, or own and run the incubator itself as an extension of the city? Residents and businesses of Ramsey should be included in this strategic planning process as much as possible to ensure that their needs and interests are accounted for.

The goals defined in the strategic planning process should then be used to determine the direction of additional research necessary to make a decision on what form a business incubator in the City of Ramsey should take. The city should research the potential barriers to achieving these goals and identify ways to prevent or mitigate these barriers. Potential partners can be identified that can help meet these goals, and the roles they could play can be explored. The needs and gaps for existing businesses and residents should be researched to ensure that the city's business incubator strategy can best meet those needs. A market analysis of commercial real estate in Ramsey and the surrounding area should be performed to determine if there is a supply or demand problem and what that means for a business incubator. A workforce analysis should also be performed to find out what types of workers live in or near Ramsey, what their needs are, who should be targeted, and what a business incubator could do for them. The city should draft sample budgets of different incubator forms to understand the feasibility of different models. The city should also consider how a business incubator can be holistically integrated into the existing business community of Ramsey, through the space, the workforce, possible events and programming, and more. These recommendations are just a sample of research that should be done to determine how a business incubator can be best applied and utilized in Ramsey.

# Appendix

This appendix contains a list of business services and resources available to businesses in Ramsey as well as a list of business incubators in Minnesota.

# Appendix

## Appendix A: Business Services and Resources for Ramsey Small Businesses

### Local Resources

Anoka County

<https://www.anokacounty.us/2799/Support-for-New-Businesses>

Greater MSP

<https://www.greatersp.org>

Minnesota Chamber of Commerce

<https://www.mnchamber.com>

Anoka Area Chamber

<https://www.anokaareachamber.com>

### Business Financing

Minnesota Investment Fund

<https://mn.gov/deed/business/financing-business/deed-programs/mif/>

Minnesota Job Creation Fund

<https://mn.gov/deed/business/financing-business/deed-programs/mn-jcf/>

Research and Development Tax Credit

<https://mn.gov/deed/business/financing-business/tax-credits/research-dev-credit/>

Greater MN Job Expansion Program

<https://mn.gov/deed/business/financing-business/tax-credits/greater-mn-job-expansion/>

MTHA

<http://www.mhta.org/mnsbir/>

Innovation Voucher Program

<https://mn.gov/deed/business/financing-business/deed-programs/voucher/>

SBA

<https://www.sba.gov/funding-programs/loans>

Neighborhood Development Center

<http://www.ndc-mn.org/what-we-do/business-lending/>

# Appendix

MEDA

<http://meda.net/services/business-financing/loan-program/>

MCCCD

<http://www.mccdmn.org/programs/open-to-business-lending/>

## Starting and Managing a Business

Score MN

<http://www.score-mn.org/>

Small Business Assistance Office

<https://mn.gov/deed/business/help/sbao/>

Filing a Business

<https://mblsportal.sos.state.mn.us/>

Business First Stop

<https://mn.gov/deed/business/help/first-stop/>

CEO Nexus (Anoka focus)

<http://ceonexus.com/economic-gardening-2/minnesota/>

## Research and Data Tools

University of Minnesota Business Development Resources

<https://diversity.umn.edu/bced/node/56>

University of Minnesota Business Development Services

<https://diversity.umn.edu/bced/bds>

University of Minnesota Community Economics

<http://www.extension.umn.edu/community/community-economics/>

## Workforce Development

Workforce Centers

<https://mn.gov/deed/job-seekers/workforce-centers/workforce-center-locations/>

Minnesota Apprenticeships

<http://www.dli.mn.gov/aai.asp>

# Appendix

## Export/Import

Business One Stop

<https://2016.export.gov/minnesota/index.asp>

Export Financing

<https://mn.gov/deed/business/exporting/export-financing/>

## Entrepreneurship

Angel Financing

<https://mn.gov/deed/business/financing-business/tax-credits/angel-tax-credit/>

MN Cup

<https://carlsonschool.umn.edu/mn-cup>

Gopher Angels

<http://www.gopherangels.com/entrepreneurs/>

Plan It Business Training

<http://www.ndc-mn.org/what-we-do/business-training/>

Clean Tech Startups

<https://midwest.cleantechopen.org/en/>

Business Development

<http://wcif.org/what-we-do/programs/business/>

Investors Network

<http://www.inventorsnetwork.org/>

# Appendix

## Appendix B: Business Incubators in Minnesota

Name	City	Purpose	Address
ignite! Innovation	Eden Prairie	Business assistance	
Neighborhood Development Center	St Paul	Business management consultant	663 University Ave W #200, St Paul, MN 55104
CleanTech Open Midwest	Minneapolis	Clean energy start up support	University of St. Thomas, 1000 LaSalle Avenue
Mayo Clinic Business Accelerator	Rochester	Collaborative Space	221 1st Ave SW #202, Rochester, MN 55902
gener8tor Minnesota	Minneapolis	Concierge startup accelerator	1621 Hennepin Avenue #100, Minneapolis MN 55403
The Business Works	Bloomington	Coworking Space	7800 Metro Pkwy Ste 300, Bloomington, MN 55425
The Reserve	Edina	Coworking Space	4940 West 77th Street, Edina, Mn 55435
The Commons	Excelsior	Coworking Space	540 Lake Street, Excelsior, MN 55331
Office Outpost	Grand Marais	Coworking Space	15 North Broadway, Grand Marais, MN 55604
Envision lab	Mankato	Coworking Space	227 East Main Street, Suite 200, Mankato, MN 55601
CoCo Minneapolis	Minneapolis	Coworking Space	400 South 4th Street, Suite 401, Minneapolis, MN 55402
Assemble	Minneapolis	Coworking space	15th S 5th Street #500, Minneapolis, MN 55402
CoCo Minneapolis	Minneapolis	Coworking Space	1400 Van Buren Street Northeast, Suite 200, Minneapolis, MN 55413
CoCo Minneapolis	Minneapolis	Coworking Space	213 East 4th Street 4th Floor, St. Paul, MN 55101
CoCo Minneapolis	Minneapolis	Coworking Space	1010 West Lake Street, Suite 100, Minneapolis, MN 55408
Everyday Office	Minneapolis	Coworking Space	2303 Kennedy Street, Suite 201, Minneapolis, Mn 55412
Growth Lab	Minneapolis	Coworking Space	1550 Jackson Street NE, Minneapolis, MN 55413
Impact Hub	Minneapolis	Coworking Space	250 3rd Avenue North Ste 550, Minneapolis, MN 55401
Industrious	Minneapolis	Coworking Space	60 South 6th Street, Suite 2800, Minneapolis, MN 55402
Industrious	Minneapolis	Coworking Space	323 Washington Avenue North, Minneapolis, MN 55401
The Pitch	Minneapolis	Coworking Space	807 Broadway Street NE Suite 310, Minneapolis, MN 55413
Work Around	Minneapolis	Coworking Space	2828 University Ave SE, Suite 150, Minneapolis, MN 55414
Flock	Minneapolis	Coworking Space	2611 1st Avenue South, Minneapolis, MN 55408
Restore Collaborative	Minneapolis	Coworking Space	211 N 1st St, Minneapolis, MN 55401
The Hive 905	Minneapolis	Coworking Space	905 Washington Avenue North, Minneapolis, MN
TC Maker	Minneapolis	Coworking Space	3119 East 26th Street, Minneapolis, MN 55406
The Commons	Minnnetonka	Coworking Space	14451 Highway 7, Minnetonka, MN 55345
Spur	Northfield	Coworking Space	510 Washington Street, Northfield, MN 55057
Red Wing Ignite	Red Wing	Coworking Space	419 Bush St, Red Wing, MN 55066
Cube MN	Rochester	Coworking Space	328 South Broadway, Rochester, Mn 55904
Collider Coworking	Rochester	Coworking Space	14 4th Street SW, Rochester, MN 55902
Primordial Soup	St. Paul	Coworking Space	287 East Sixth Street Ste. 160, St. Paul, MN 55101
The Tunnel	St. Paul	Coworking Space	165 Western Avenue, St. Paul, MN 55102
Work Up	Willmar	Coworking Space	1601 Technology Drive NE, Willmar, MN 56201
New Rules	Minneapolis	Creative coworking space	2015 N Lowry Ave, Minneapolis, MN 55412
Northside Economic Opportunity Network	Minneapolis	Economic development agency	1007 W Broadway Ave, M
Treehouse Health	Minneapolis	Health care innovation center	1635 Hennepin Avenue, Suite 200
Technology Incubation Center	Vadnais Heights	Modern space for tech tech startups	1185 Willow Lake Blvd., Vadnais Heights, MN 55110
Midtown Global Market	Minneapolis	Restaurant work space and store fronts	920 Lake Street, Minneapolis, MN 55407
OffiCenters & VirtualOffiCenters	Bloomington	Shared Office Space	7900 International Dr Ste 300, Bloomington, MN 55425
Regus - Normandale Lake	Bloomington	Shared office space	8400 Normandale Lake Blvd, Suite 920, Bloomington, MN 55437
Regus - Grand Oak I	Eagan	Shared office space	860 Blue Gentian Road, Suite 200, Eagan, Minnesota 55121

# Appendix

Regus - Crosstown Corporate	Eden Prairie	Shared office space	6385 Old Shady Oak Rd., Suite 250, Eden Prairie, MN 55344
Executive Suites of Minnesota	Edina	Shared office Space	5200 Willson Rd Ste 150, Edina, MN 55424
Regus - Grandview Square	Edina	Shared office space	5201 Eden Avenue, Suite 300, Edina, MN 55436
Studio Co Work	Golden Valley	Shared office space	919 Lilac Drive North, Golden Valley, MN 55422
Regus - Lake Elmo	Lake Elmo	Shared office space	8530 Eagle Point Blvd, Suite 100, Lake Elmo, MN 55042
Lindstrom Office Center	Lindstrom	Shared office space	12732 Lake Boulevard, Lindstrom, MN 55045
Regus - Maple Grove	Maple Grove	Shared office space	11670 Fountain Dr Ste 200, Maple Grove, MN 55369
Joule	Minneapolis	Shared Office Space	1220 Washington Ave S, Minneapolis, MN 55415
Regus - Fifth Street Towers	Minneapolis	Shared office space	100 South Fifth Street, Suite 1900, Minneapolis, MN 55402
Regus - AT&T Tower	Minneapolis	Shared office space	901 Marquette Avenue, Suite 1500, Minneapolis, MN 55402
Regus - Minnesota Center	Minneapolis	Shared office space	7760 France Avenue South, Suite 1100, Minneapolis, MN 55435
Regus - Carlson Center	Minnetonka	Shared office space	601 Carlson Parkway, Suite 1050, Minnetonka, MN 55305
Regus - Roseville - Bonestroo	Roseville	Shared office space	2355 Highway 36 West, Suite 400, Roseville, MN 55113
Regus - St. Paul - Town Square Tower	St Paul	Shared office space	445 Minnesota Street, Suite 1500, St Paul, MN 55101
Regus - West End	St. Louis Park	Shared office space	1650 West End Blvd, Suite 100, St Louis Park, Minnesota 55416
WeWork	Minneapolis	Shared office space	2900 Fremont Avenue, Minneapolis, MN 55408
WeWork	Minneapolis	Shared office spaces	225 South 6th St, Minneapolis, MN 55402
Intermedia Arts	Minneapolis	Small organization assistance focusing on minority owner assistance	2822 Lyndale Avenue S, Minneapolis, MN 55408
Brainerd Industrial Center	Brainerd	Small to large manufacturing space	1801 Mill Ave, Brainerd, MN 56041
University Enterprise Laboratories	St. Paul	Specialized work space	1000 Westgate Dr, St Paul, MN 55114
GoKart Labs	Minneapolis	Start up, business assistance	110 N 5th St #520, Minneapolis, MN 55403
Owatonna Area Business Development Center	Owatonna	Start up, business assistance	1065 SW 24th Ave, Owatonna, MN 55060
Bir Ventures USA Ltd.	Minneapolis		1635 Hennepin Avenue, Suite 200, Minneapolis, MN 55403

# Works Cited

Chippewa Valley Innovation Center. “Chippewa Valley Innovation Center.” [chippewavalleyinnovation-center.org/](http://chippewavalleyinnovation-center.org/).

Golden Peiser & Peiser, LLP. (2015). “The importance of manufacturing incubators, CPA Dallas | GPP.” GPP Manufacturing. [manufacturing.gppcpa.com/enewsletters/article/how-manufacturing-incubators-are-moving-manufacturing-into-the-21st-century/](http://manufacturing.gppcpa.com/enewsletters/article/how-manufacturing-incubators-are-moving-manufacturing-into-the-21st-century/)

Incubator Works. (2017). Retrieved December 09, 2017, from <http://www.incubatorworks.org/>

Jossi, F. (2014, March 19). The comforts of co-working. Retrieved December 06, 2017, from <http://finance-commerce.com/2014/03/the-comforts-of-co-working/>

Kraker, D. (2017, April 18). Craftsmen, backpacks, beer build hope in a needy Duluth neighborhood. MPRnews.org. Retrieved December 9, 2017, from <https://www.mprnews.org/story/2017/04/18/duluth-lincoln-park-business-es-spark-revival>

North Dakota State University. (2017). NDSU Research and Technology Park. Retrieved Oct. & nov., 2017, from <https://www.ndsuresearchpark.com/>

Northrup King Building. (2017). Retrieved Oct. & nov., 2017, from <http://www.northrupkingbuilding.com/about>

Romero, D. (2009, April 10). A New Take on Incubators. Entrepreneur. doi:<https://www.entrepreneur.com/article/201228>

Southern Tier Startup Alliance. (2017). Retrieved December 09, 2017, from <http://www.ststartup.com/>

# Talent & Tenacity: Sparking an Incubator in Ramsey

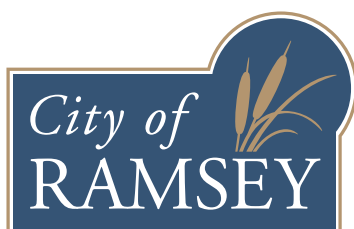


**Prepared by**  
Amy Yoder, Garth Wadsworth and Mathew Goodwin

Students in PA 5211 Land Use Planning  
Instructor: Dr. Fernando Burga  
Hubert H. Humphrey School of Public Affairs

---

**Prepared in Collaboration with**  
Patrick Brama  
Assistant City Administrator and Economic Development Manager  
City of Ramsey



The project on which this report is based was completed in collaboration with the City of Ramsey as part of the 2017–2018 Resilient Communities Project (RCP) partnership. RCP is a program at the University of Minnesota’s Center for Urban and Regional Affairs (CURA) that connects University faculty and students with Minnesota communities to address strategic projects that advance local resilience and sustainability.

The contents of this report represent the views of the authors, and do not necessarily reflect those of RCP, CURA, the Regents of the University of Minnesota, or the City of Ramsey.



This work is licensed under a Creative Commons Attribution-NonCommercial 3.0 Unported License. To view a copy of this license, visit [www.creativecommons.org/licenses/by-nc/3.0/](http://www.creativecommons.org/licenses/by-nc/3.0/) or send a letter to Creative Commons, 444 Castro Street, Suite 900, Mountain View, California, 94041, USA. Any reproduction, distribution, or derivative use of this work under this license must be accompanied by the following attribution: “Produced by the Resilient Communities Project ([www.rcp.umn.edu](http://www.rcp.umn.edu)) at the University of Minnesota. Reproduced under a Creative Commons Attribution-NonCommercial 3.0 Unported License.”

This publication may be available in alternate formats upon request.

**Resilient Communities Project**

University of Minnesota  
330 HHHSPA  
301—19th Avenue South  
Minneapolis, Minnesota 55455  
Phone: (612) 625-7501  
E-mail: [rcp@umn.edu](mailto:rcp@umn.edu)  
Web site: <http://www.rcp.umn.edu>



*The University of Minnesota is committed to the policy that all persons shall have equal access to its programs, facilities, and employment without regard to race, color, creed, religion, national origin, sex, age, marital status, disability, public assistance status, veteran status, or sexual orientation.*

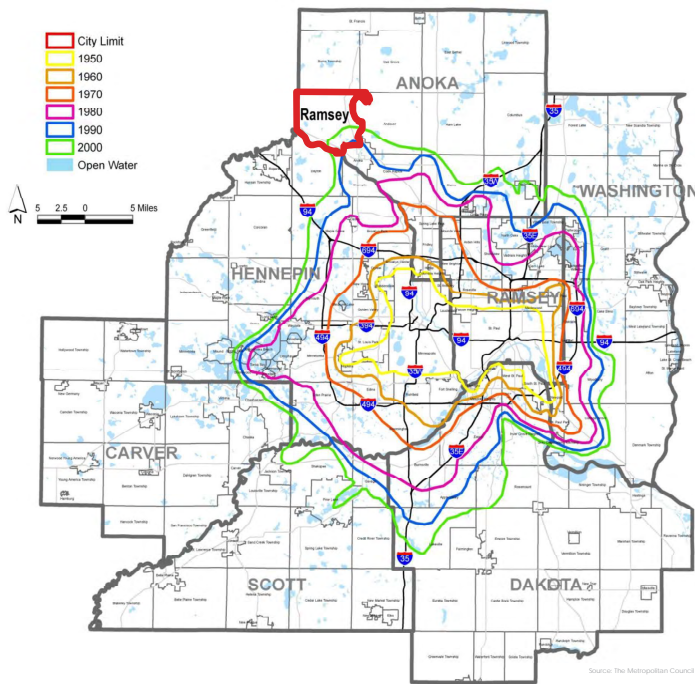
# Talent & Tenacity

## Sparking an Incubator in Ramsey



### Introduction

On the outer reaches of the Twin Cities metro, the City of Ramsey has long been a place coveted by businesses looking to expand. Now, as Ramsey finds itself more integrated into the metro area, it aims to establish a business incubator to cultivate local talent and bring opportunities from the region. **This project considers the city's current amenities to propose an incubator that capitalizes on Ramsey's future potential.**

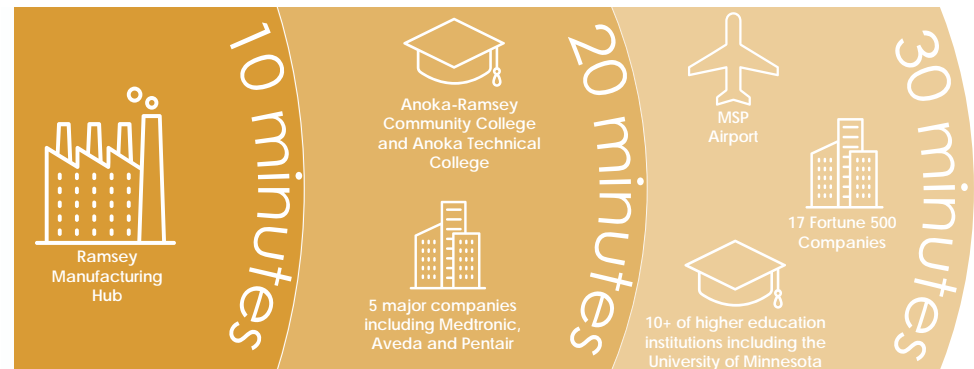


Expansion of the Contiguous Edge of Development in the Twin Cities Metropolitan Area 1950-2000

### Ramsey on the Edge

- For decades the city of Ramsey has been **outside of the contiguous urban growth boundary**. Within **30 minutes of the Twin Cities**, Ramsey is a short distance from **numerous amenities** the region has to offer.
- Paired with **inexpensive, undeveloped land**, the city has become a **rural haven** for businesses looking to expand.
- As developments along **Highway 10** and the **Northstar** commuter rail continue to push the boundary northward, Ramsey **sits on the cusp** of being enveloped by **regional growth** and the **opportunities** that come with development.

### Nearby Amenities: Time from the City of Ramsey



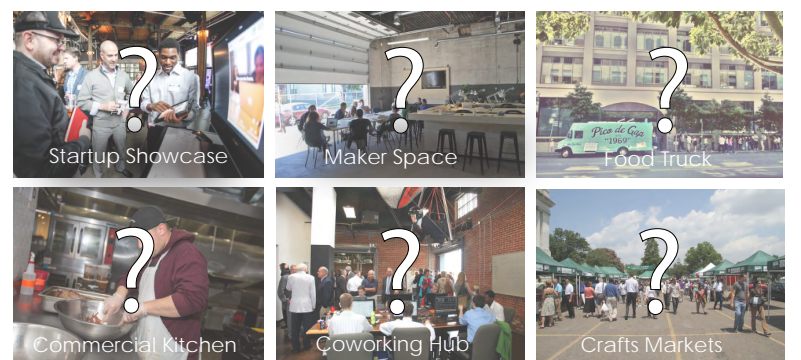
Sources: Forbes, TripSavvy, WelcomeTwinCities, City of Ramsey

### Realizing Opportunity

- Having an opportunity is one thing, **making the most of it** is another. The city of Ramsey is focused on **converting the opportunity of growth** into **positive change** in its latest comprehensive plan. With the introduction of the **COR (Center of Ramsey) development district**, the city aims to **channel the anticipated influx and development** into **concrete results** that can greatly add to what the city has to offer.
- While the COR outlines how future development will occur in the city, it **does not indicate** what **will anchor it in Ramsey**. For this a **separate approach is needed**, one that **grasps on to local talent and tenacity** to start building upon this foundation.
- A **business incubator** is a model that can help **local entrepreneurs** get their start up **off the ground** by **providing various spaces and support**. This model can provide the **necessary catalyst** for Ramsey to **innovate** as it looks towards the **future**.

### Sparking Success: Creating a Business Incubator

**Business Incubators** can take on **many forms** in practice to provide the elements that **startups need to grow**. This project aims to **analyze the city of Ramsey** in terms of **offerings and opportunities**. Based on **research findings and interviews** with local business owners, we **distill key values** the city of Ramsey should take into account when envisioning an **incubator**. Using these findings as a **guide**, we **develop models** for various types of incubators that can be **successful in fostering businesses** and **attracting development** to the region.



For a city on the edge of urbanization, business incubators can act as catalysts for business growth. In the next poster we look at current gaps in Ramsey's local economy to understand the potential services an incubator can provide to help local entrepreneurs fill these gaps. The following posters will explore the advantages and opportunities available to the City of Ramsey.

# Talent & Tenacity

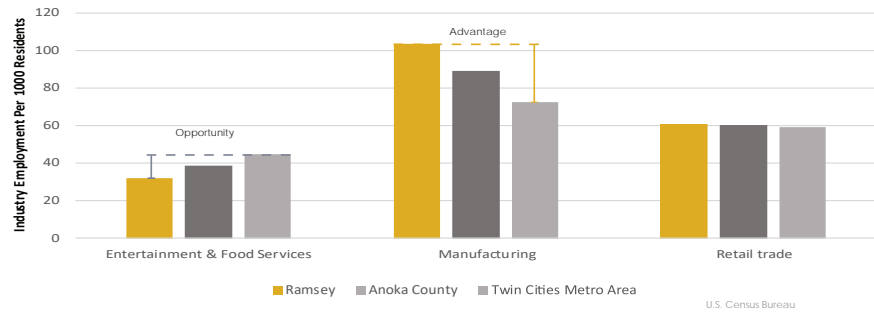
## Sparking an Incubator in Ramsey



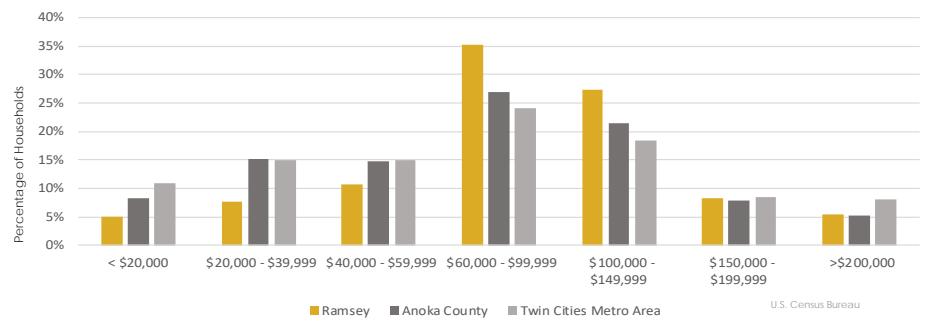
### Opportunities for Growth

The City of Ramsey has successfully leveraged its proximity to the Twin Cities and created a highly specialized manufacturing sector. The city is now in a position to capitalize on this growth and bolster the growth of slower developing sectors.

Industry Employment per 1000 Residents

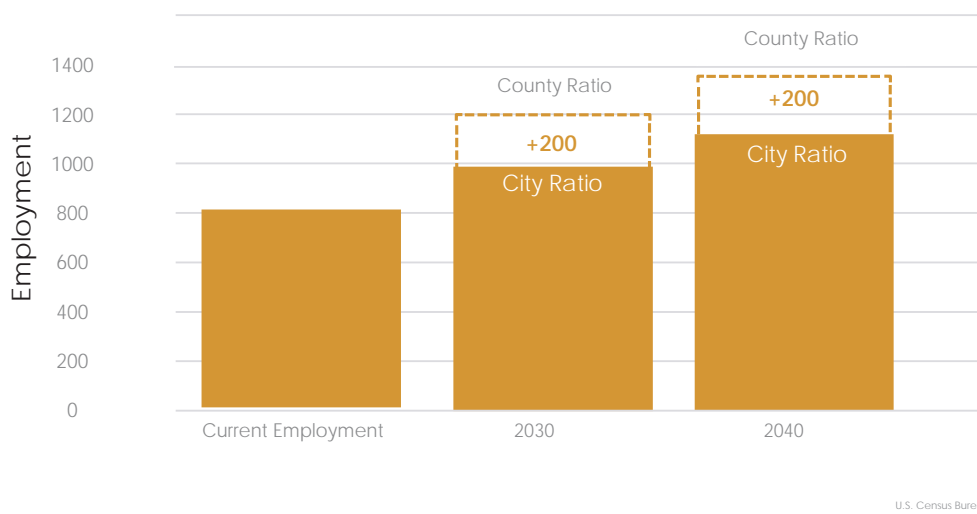


Annual Household Income Distribution



- As shown above, the City of Ramsey has successfully facilitated the growth of a **highly specialized manufacturing sector**. Ramsey has an additional 30 manufacturing jobs per 1000 residents relative to the greater Twin Cities metro area. The city of Ramsey has a manufacturing location quotient of 1.35, providing a substantial **tax base** and external **source of revenue** (U.S. Census Bureau).
- Ramsey also has a **favorable local income distribution** (top right). Over three quarters of households have an annual income of over \$60,000 while 40% of all households have an annual income of over \$100,000 (U.S. Census Bureau).
- The **combination** of favorable income distribution and specialized manufacturing sector provide a **foundation capable of supporting non-basic industries**, such as local restaurants and entertainment venues.
- In addition to the specialized manufacturing sector, Ramsey has lower levels of employment in the Entertainment & Food services sector relative to both Anoka County and the greater metro area (top left & bottom left). This **under-employment** in the food services provides an **opportunity for business incubation**. If food & service industry employment remains constant, relative to population growth, Ramsey can expect an additional **200** food & services industry jobs by 2030. However, a successful incubator could result in **double the job growth (400 total additional jobs)** by achieving employment similar to that of Anoka County.
- As shown below, Ramsey has a local labor force capable of supporting additional creative and support industries. This is evidenced by the **net outward flow of service sector jobs** experienced by the city. Leveraging this local talent will be crucial for the success of **creative industry incubation**.

Projected Employment Demand  
Art, Entertainment & Food Services



Net Daily Labor Flows



**Future Growth** The combination of connections, resources and opportunities in Ramsey are prime for growth. By providing the necessary space and support services for start-ups, the city can facilitate the growth of a more resilient local economy. The following posters layout a number of proposed incubation programs that include both physical development and business support programs.

# Talent & Tenacity

## Sparking an Incubator in Ramsey



### The Ramsey Advantage

The city of Ramsey has the opportunity to address business gaps in the region with local services and products spurred on by a business incubator. Examining the unique characteristics of Ramsey provides information about how an incubator can harness the city's strengths to propel startups forward on the local and regional stages.

#### Virtual Connections



In the business world **connections are everything**. They define **how you can reach customers, who will invest in your company, where you're able to ship your product** and more. In today's economy these connections are **physical and digital** as the **Internet has become backbone** of the business world. Ramsey is equipped with **high-speed Fiber Optic Internet**. It is also located only **30 min from the Twin Cities**, putting new businesses on the doorstep of a **thriving regional and global marketplace**.

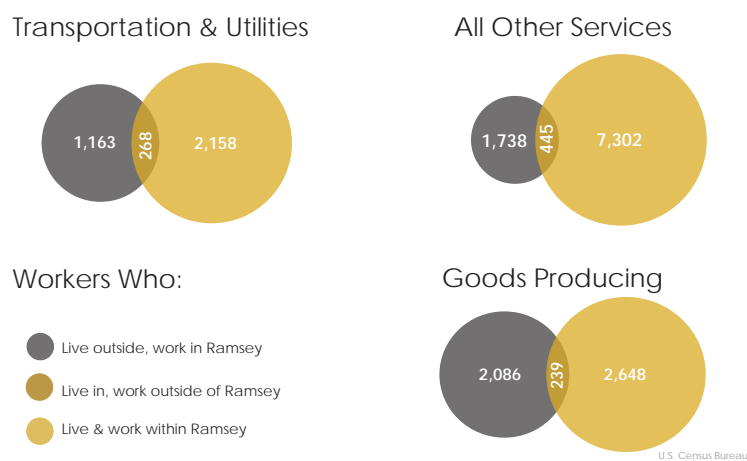
#### Business Hub



The Capstone Homes team, accepting Ramsey's Business of the Year Award for 2017

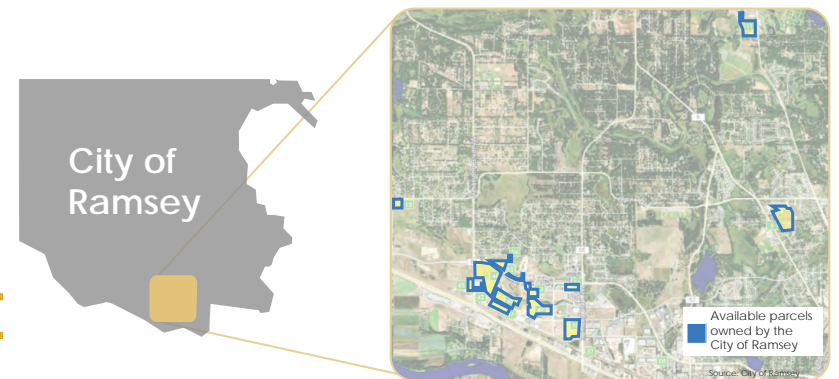
Ramsey is **no stranger to hosting successful business**. On the edge of the metropolitan area, Ramsey has become a **hub for companies** looking for room to **expand** and still **maintain their close ties** with the Twin Cities. This history has fostered a **strong partnership between companies and the city**, seeing each other as partners in growth. Each year the city **celebrates these relationships** in its **Business Expo** where it hosts 50+ businesses, a number of networking events and crowns Ramsey's "Business of the Year".

#### Human Connections



The City of Ramsey is **home to a productive labor force** working in a variety of industries. The significant gap between inward and outward flows of workers into the city within the sector is an opportunity for **new businesses** to capitalize on **existing talent** and provide **local alternatives** to currently outsourced services.

#### Space Opportunities



For business of all types, **space is a factor in determining their path forward**. For many its a **balance** between being able to add additional inventory or employees while keeping the overhead **costs manageable**. Within the limits of Ramsey, the **city owns a number of undeveloped parcels**. In terms of a business incubator these spaces can provide **unique opportunities** to **showcase** their products or provide subsidized **development opportunities** for those companies after they leave the incubator.

- 1 Introduction
- 2 Opportunities to Grow
- 3 The Ramsey Advantage
- 4 Business Owner Interviews
- 5 Incubator Options
- 6 Resilient Financing
- 7 Food Service Incubator
- 8 Coworking Incubator
- 9 Manufacturing Incubator

#### Ramsey Advantages



Specific resources in Ramsey prime the city for business development. By recognizing and capitalizing on these advantages a Ramsey-focused incubator can provide the opportunity for burgeoning businesses to take the next step. In the next poster we interview current Ramsey business owners to see how their experiences and insights can shape the services an incubator provides.

# Talent & Tenacity

## Sparking an Incubator in Ramsey



### Business Owner Interviews

The city of Ramsey holds a unique position in the region by providing a place where businesses can grow in size and reach. The stories of Ramsey business owners reveal what it takes to get a business off the ground and how an incubator can give new owners a running start. Below we share three interviews conducted in November 2017 that address the obstacles, accelerators and relationships that built Ramsey businesses.



#### Accelerators

Key moments in a business where it reaches a new level or expands. Examples include: securing a loan, moving into a larger space, opening a new location



#### Barriers

Obstacles that stop businesses from growing. Examples include: Need for financing, uncertainty in future growth opportunities



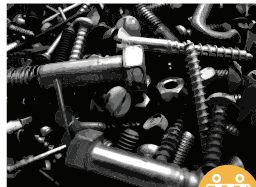
#### Community Relationship

Episodes when collaborating with the city and/or the greater community has a positive effect on the business. Examples include: receiving tax credits, working with other local businesses



#### Loren O'Brien

**President/CEO of B&F Fastener Supply**  
B&F Fastener is a premium industrial and construction supply distributor serving customers in Minnesota, South Dakota, North Dakota, Wisconsin, Iowa and Nebraska. The company now has 14 distribution centers as well as machining and manufacturing divisions.



B&F Fastener Supply is established in St. Anthony, MN in 1988 as an industrial and construction supply distributor with a passion for customer service.



Looking to start a machine shop to add to its offerings, B&F Supply had to find a location in the metro that could support its machining operations at a good price.



B&F finds their expansion opportunity in the city of Ramsey. Renting out a space in a client's building, B&F starts up its machine shop which quickly outgrows its new home.



Impressed with the city of Ramsey B&F decides to continue to expand its presence in the city as well as move its headquarters up to the city from St. Anthony.



Working closely with Ramsey's Economic Development, B&F was able to secure the land they needed to expand on as well as Tax Increment Financing (TIF) to help with their new building.



Since moving to Ramsey, B&F Fastener Supply has expanded its corporate-wide footprint from 20,000 to 275,000 square feet. The company has continued to grow organically through this time and established new distribution centers throughout the Midwest.



#### Tom DeQuattro

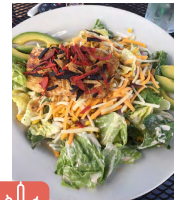
**Owner of Willy McCoy's**  
Willy McCoy's is a 1920's Prohibition-themed tavern started in Ramsey. A family atmosphere, good food, and an accessible location off of Highway 10 has made the restaurant a favorite among locals and allowed Willy McCoy's to expand to five other locations across the metro area.



Starting any new restaurant is a costly endeavor. In addition to building and property costs, the owners of Willy McCoy's also had to secure financing for the costly food-service equipment (griddle, walk-in freezer, etc) needed to get their business started.



After driving through Ramsey, Tom found a market primed for the first Willy McCoy's. With affordable land, low competition and family households Tom was able to secure the a loan from the bank to get the restaurant off the ground.



The city of Ramsey provides credit for sewer connection fees associated with new developments. For a growing restaurant, like Willy McCoy's, this credit goes toward alleviating sewage fees down the line with the permitting costs they already paid upfront.



Once established, Willy McCoy's quickly becomes a favorite stop for locals, workers in the nearby business park and travelers Highway 10.



Since opening, Willy McCoy's has been able to expand at a rate of one new restaurant per a year along with reinvestments made to improve the capacity of the Ramsey location.



#### Sam Leon

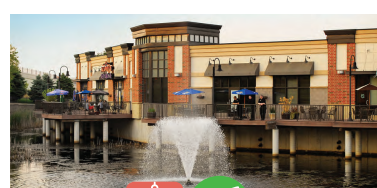
**Owner of Acapulco Mexican Restaurant**  
Acapulco Mexican Restaurant brings fresh, authentic Mexican food to Minnesota. A family-run restaurant started by his parents, Acapulco now has eight locations across Minnesota.



Acapulco's first restaurant in Minnesota opened up in 1996 after the Leon family moved to the state.



Approached by the City of Ramsey and a developer, the Leon Family was asked if they wanted to expand into the city. Given the investment required in opening up a new restaurant, the family was unsure if the city could support their restaurant.



Working with the city, the owners were able to collect the demographic data they needed to convince them that a Ramsey-based restaurant could be viable. An additional Tenant Improvement Allowance also convinced them to break ground.



After the Ramsey location opened, Acapulco expanded to Ham Lake and started a pub in Stillwater, MN.



Acapulco has come to be a big part of the Ramsey community. They frequently work with other local business through cross-promotions and are very engaged with "Happy Days", Ramsey's annual hometown festival.



#### Foundations for Growth



For each of the companies interviewed, a strong relationship with Ramsey has been a crucial foothold for expansion into the greater metro area and beyond. Key to this success is the relationship between companies and the city of Ramsey that has allowed these businesses to develop. The next poster examines how the incubator model reproduces this relationship and success for local startups.

# Talent & Tenacity

## Sparking an Incubator in Ramsey



### Choose your own Incubator Adventure

As Ramsey moves forward with the development of a Business Incubator, the city will need to decide on the particular form the program takes based on market needs and available resources. **Business Incubators are a highly flexible tool - they need to be shaped deliberately to fit a community.**

To decide on the most effective format for a Ramsey Business Incubator, the city will need to consider:

- **Level of financial support** - how much money are they willing to commit?
- **Target market** - what type of businesses or services will use the Incubator?
- **Organizational structure** - will the Incubator remain under city control, or take some other form like a non-profit?
- **Existing Soft Support services** - what opportunities already exist in Ramsey and surrounding communities?

#### Financial Commitment Options

- Single large capital cost
- Continued funding from city
- Rely on outside funding
- Funding only for capital/hard costs
- Funding for operations/soft costs

#### Organizational Structure Options

- Traditional business model - strict focus on profit
- Non-profit 501 c3
- Social enterprise

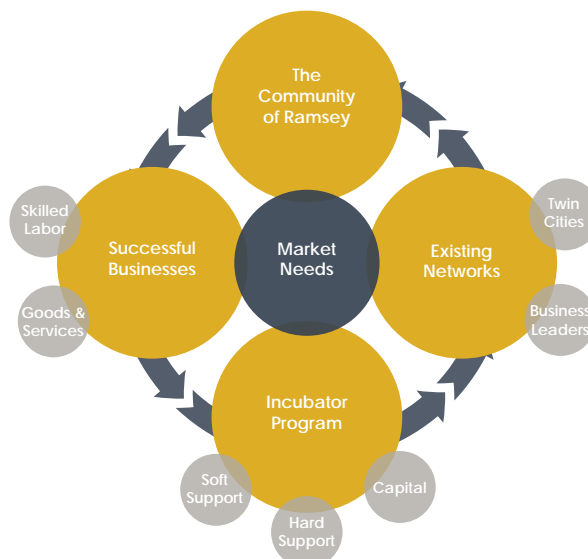
Ramsey will also need to decide on a staffing structure:

- Executive director/ president
- Support staff
- Mentors - formal or informal
- Distributor network

#### Hard Support

- Providing land or buildings at reduced cost
- Larger physical investments like machinery
- Internet and office technology

### The Incubator Cycle



The decisions made for each of these categories will shape how a Business Incubator moves forward.

A Business Incubator focused on **one large capital investment** to meet food services and **dining needs** might lead to a **Pilot Restaurant** - where the city builds a restaurant space and leases it at reduced rates.

Focusing on **providing support services** and **tech jobs** currently outsourced by existing businesses could mean a **Co-Working Space** would be a better fit.

#### Target Market Options

Focus on Gaps identified during feasibility study  
[See poster 2]

- Food Services
- Entertainment
- Support industries for established Manufacturing Sector

#### Existing New Business Support Services

Many support services already exist for new businesses within Ramsey, between Anoka County, Ramsey, and the Metro Region.

A Ramsey Business Incubator will need to determine what unique support it can offer.

[See poster 3]

#### Soft Support

- Direct mentoring of Owners
- Training on equipment
- Training for business skills like taxes, accounting, marketing, etc.
- Network of successful Businesses
- Distributor network

#### Incubator Scorecard



This **Incubator Scorecard** will appear to **indicate** which option will carry the most weight in each potential Incubator model. **Key aspects** of each model will be shown in **Ramsey Blue**.



#### Choosing a Model



The type of Incubator program must be defined by Ramsey's needs and resources. To be successful, Incubator programs balance three types of support - soft, hard, and capital - along with a series of formal and informal networks. Once these decisions have been made, Ramsey will have narrowed down its options. The next posters contain possible models for addressing gaps identified in "Opportunities to Grow" (p.2)

# Talent & Tenacity

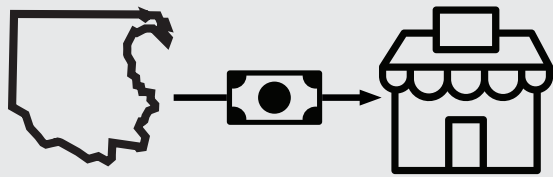
## Sparking an Incubator in Ramsey



### Resilient Financing Solutions

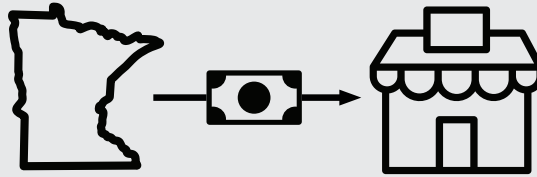
Ramsey has the advantages and opportunities necessary for a successful incubator program, however still requires financing mechanisms. Below are a number of financing strategies and programs from a variety of institutions that can help leverage Ramsey's assets. A combination of innovative financing programs and local talent will encourage economic diversification.

#### Local Financing Tools



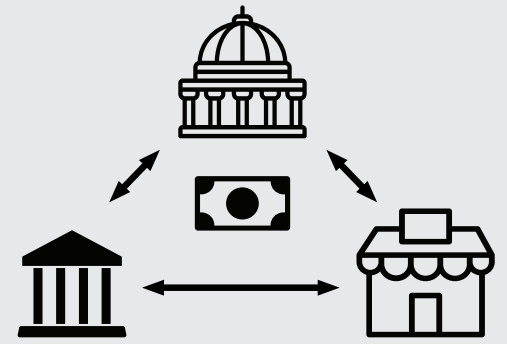
- **Gap Financing**  
The city's Revolving Loan Fund is used to fill the **financial 'gap'** of a particular project. The city provides loans with below market interest rates for up to 40% of the total project cost.
- **Tax Abatement Tax Increment Financing**  
Both programs work by leveraging future property tax revenues for **land acquisition** or **development**.
- **Industrial Revenue Bonds**  
This program uses the tax exempt status of local government to **provide below market rate interest** to **firms constructing new manufacturing facilities**.

#### State Level Assistance Programs



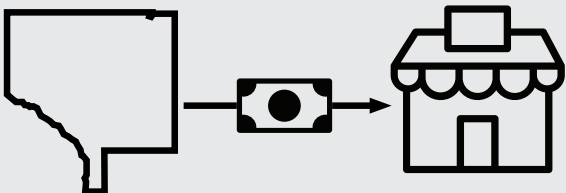
- **Small Business Development Centers**  
The Minnesota SBDC works to provide **consulting** and **development** services. SBDC consultants work to connect eligible businesses with appropriate funding sources.
- **Minnesota Investment Fund (MIF)**  
The program **provides financial** incentives for **capital investments** that retain or create new high-paying jobs.
- **Minnesota Job Creation Fund (JCF)**  
The State will provide a **5% rebate** on capital investments for eligible projects. Participating companies must invest in **new or expanded facilities** that create or retain jobs.

#### Federal Loan Guarantees



- **U.S. Small Business Administration Loan Guarantees**  
The SBA works with lenders to provide loans to small businesses. The agency doesn't lend money directly to small business owners. Instead, it sets guidelines for loans made by its partnering lenders, community development organizations, and micro-lending institutions. The SBA **guarantees** these **loans** will be repaid, which eliminates some risk for the lending partners.

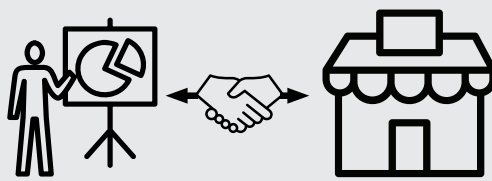
#### Anoka County & Greater MSP



- **Open for Business**  
Open to Business advisers assist entrepreneurs with identify borrowing needs and **accessing financing options**. Advisers work with clients to help them find the financing that best meets their own unique needs. MCCD also provides **direct financing** and **loans** in partnership with banks and nonprofits.

[tinyurl.com/y6w9ah2r](https://tinyurl.com/y6w9ah2r)

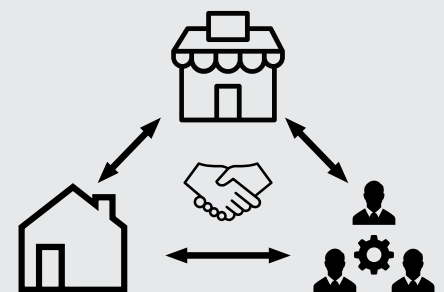
#### Twin Cities Small Business Development Center



- **Expert Consulting for Small Businesses**  
The Twin Cities Small Business Development Center provides **free** consulting services to help new businesses **develop financing, marketing and management strategies**.

<https://tinyurl.com/yastpgf8>

#### Metropolitan Consortium of Community Developers



- **Housing & Community Development**  
The Metropolitan Consortium of Community Developers is an association of nonprofit organizations focused on **housing** and **economic development initiatives**. The MCCD works through **loan fund development** and strategic planning programs to **improve community and workforce development**.

[mccdmn.org](https://mccdmn.org)



**Resilient Strategies**  
We recommend advertising available options. Creating a comprehensive list of programs, agencies and lenders to provide a single point of contact for new businesses will improve access to a variety of financing mechanisms. Leveraging a diverse portfolio will improve the chance of success of all incubator models and startups.

# Talent & Tenacity

## Sparking an Incubator in Ramsey



### Food Services and Fine Dining Incubator Models

As identified in Opportunities for Growth (p. 2), the city of Ramsey has an opportunity to develop more food services and fine dining options. Many residents have expressed a wish for more interesting dining options - each of these models would utilize available strengths and opportunities.

#### Destination Market



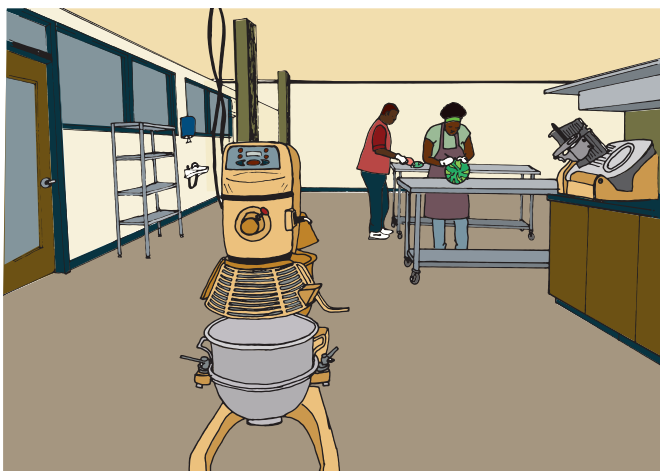
A Destination Market Incubation model involves the construction of a **market space with vendor stalls provided at a low rate** to new food and artisanal vendors. By gathering a number of food vendors and artisans under one roof, a Destination Market helps create an enlarged customer pool for the businesses. The market thus allows for **both lower capital investments on the part of the incubator client businesses** and a **retail destination** to draw people into a commercial district.

#### Pilot Restaurant



Like the Sea Salt Eatery and the Tin Fish, run by the Minneapolis Park and Recreation Board, a pilot restaurant space would provide the **physical space** necessary to open a restaurant. This would **draw an up-and-coming restaurateur to the COR** who wouldn't otherwise be able to risk the location. This format would require the **least involvement from the city** - a pilot restaurant functions relatively independently until the client "graduates" and a new tenant must be selected.

#### Commercial Kitchen



A **large capital investment** can be used to construct a commercial kitchen for local artisans and chefs to produce food items on a larger scale. Commercial kitchens must be up to all relevant **health and safety codes**, which creates a **significant burden for home-based businesses** like caterers and specialty jam makers. Small food-based start-ups also need access to the **high capacity kitchen equipment** necessary to ramp up production to sustainable levels.

#### Incubator Scorecard

##### Destination Market



##### Pilot Restaurant



##### Commercial Kitchen



**Feed Ramsey** The answers from Ramsey's "Choose Your Own Adventure" (poster 5) shape the form a food and dining services Incubator would take. For example, focusing more on a large capital investment upfront results in a different incubator than focusing on mentoring services with a lower initial cost.

# Talent & Tenacity

## Sparking an Incubator in Ramsey

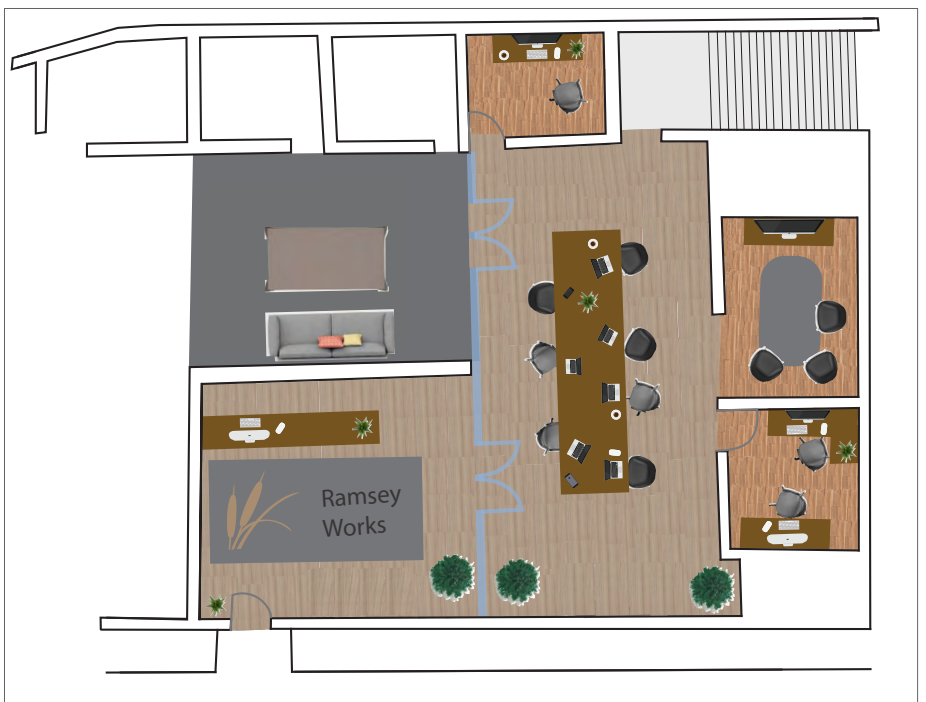


### RamseyWorks: CoWorking Model

Unused space in Ramsey's Municipal Center provides an opportunity to create a coworking space for businesses looking to access traditional office amenities alongside the soft services an incubator provides. **This shared work space, RamseyWorks, offers a flexible space solution for businesses looking to step out of the "garage" phase at a low cost.**



Internal View of RamseyWorks



Proposed Floorplan of RamseyWorks

**RamseyWorks** provides a physical space that embodies the principles of the Ramsey incubator. By centering the space within the municipal center, the space symbolizes the city's dedication to small businesses. With amenities such as **reservable conference rooms, soundproof telephone booths and high speed internet**, RamseyWorks is aimed at startups looking for an economic and flexible office space.

#### Better Together

RamseyWorks looks to join the **flexibility** and **affordability** of a coworking space with the purpose and services of a business incubator. The shared office within the **city owned building** means that participating companies can keep overhead costs down and keep their **profits flowing into developing their business**. Aside from the desks and conference rooms, RamseyWorks also provides a space to network with fellow entrepreneurs both in and outside of Ramsey. A dedicated Incubator Advisor can help connect businesses to interested parties in similar industries or coworking spaces throughout the region and country. This coworking model **leverages the current assets** available to the city of Ramsey, making use of existing **physical infrastructure and business networks**.

#### Potential Partners

As coworking continues to grow in popularity a number of companies have begun to specialize in creating and running these spaces. The companies below have had success creating these spaces in the Twin Cities and around the nation. By partnering with these companies, Ramsey can let these groups handle the "hard" aspects of the space, while Ramsey can focus on providing the other connections and advising to make those in the incubator successful.



INDUSTRIOUS



#### Incubator Scorecard



#### Collaborative Growth



A coworking modeled incubator space creates a flexible space for companies to leave their garages and find firmer footing. RamseyWorks binds this design with the services and opportunities provided by a business incubator to create a collaborative workspace that promotes the exchange of ideas and growth.

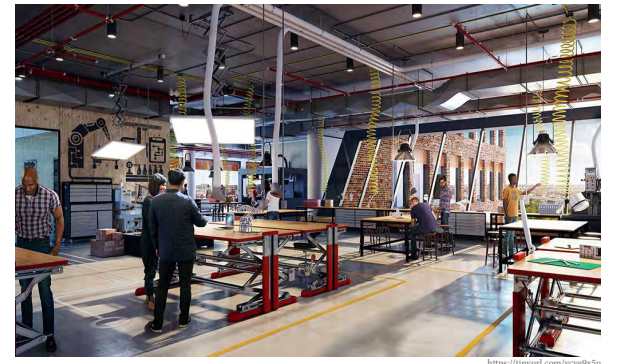
# Talent & Tenacity

## Sparking an Incubator in Ramsey



### RamseyWorks: Manufacturing Model

RamseyWorks: Manufacturing is the embodiment the hard working spirit of the community of Ramsey. By constructing or procuring manufacturing space, Ramsey can establish a hub for entrepreneurs in the city. Similar to previous models, the shared manufacturing space seeks to remove the financial barriers currently impeding innovation and growth. By providing access to large, cost-prohibitive machinery or floorspace, the incubator can encourage innovation and the growth of new industry.



#### Large Capital Investments

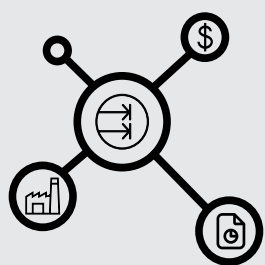
Small startups and individuals with new ideas often lack the means necessary to prototype and refine potentially cutting-edge products. **Access** to previously **cost-prohibitive machinery**, such as CNC machining facilities or 3D printers can give the opportunities for **innovative ideas to be actualized**. The investment may also allow established firms the opportunity to **venture into new ideas** that may have previously been considered risky. The **distributed cost** and **communal access** to capital intensive equipment provides the **potential for innovation** without the financial risk of large investments.

#### Resource Investments

In addition to large capital investments, the incubator could make a series of slightly smaller **investments in communal resources**. Access to a **tool library**, **temporary workspaces** or **computer-aided design software** can help spur the **productivity of innovators** and artists. Following the lead of various **"Maker Spaces"** throughout the nation, Ramsey Works can also hold open houses where residents of the community can come and work on their own projects and see what products are being developed by RamseyWorks' innovators. This type of programming **ties the incubator investment back to the community** and increases its **visibility as a resource** for aspiring **entrepreneurs**.

#### Connecting Resources

Ramsey has successfully connected the **productivity** of its **rural workforce** to the **resources of the metro area**. By connecting **industry knowledge**, fresh ideas and the **necessary tools**, Ramsey can continue to **innovate**. Connections between the **physical manufacturing equipment**, **shared work spaces in city hall** and **industry leaders will be foundational to the success** of the incubator program. Connecting the various incubators in **both physical and social space** will ensure the greatest chance of success as well as generating the **most value for each dollar invested**.



#### Connections Across Industry

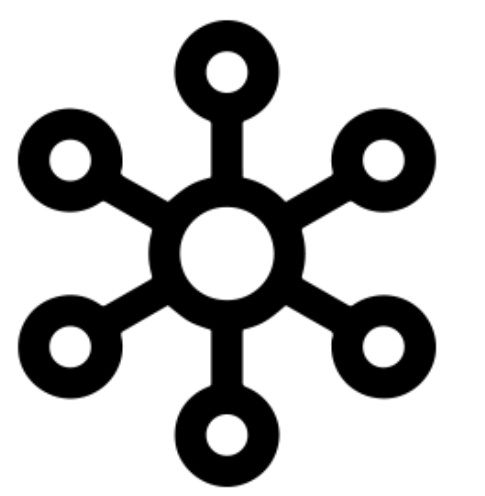
A **successful incubator** will **connect** a variety of **physical spaces, social networks and financial services**. A single incubator will be helpful in **removing** specific **barriers** to growth, however, a **combination** will provide the **greatest chance for success**. While the program should seek to include as **many potential participants** as possible, **investments** in the program should be guided by posters 2, 3 and 5. **Utilizing existing assets** will be **foundational** to a **cost effective program**. This includes **local business networks and expertise, city owned property and a variety of funding mechanisms**. There are often multiple solutions to a small set of problems. Leveraging **available options** will make the **best use of program resources** while providing the greatest **chance of success**. Connecting resources, clients and services to relevant partners will be **foundational to the success of the program and participants**.



**Lasting Connections** Participants in the first incubator program will become a valuable asset for future development. The experiences and successes of new startups will provide input to further improve the incubator model. Additionally, successful participating startup businesses will act as connections to established business networks and resource pools, helping to continue Ramsey's tradition of innovation.

# Comm[UNITY] Centered

People, Places & Play in Ramsey



1. Introduction



## What type of community center will best serve Ramsey's residents?

### A DESIRE FOR A COMMUNITY CENTER



The desire for a **community center** in Ramsey is reflected in the City's 2016 Community Livability Report and several planning documents: the City's Strategic Action Plan, Capital Improvement Plan (CIP), and the COR Master Plan.

### A SITE FOR A COMMUNITY CENTER



The City of Ramsey has **up to 12 acres of land available, potentially for free**, in its downtown area (the COR) that could be used for a stand-alone community center or the hub of satellite centers.

### FUNDS FOR A COMMUNITY CENTER



According to The COR: Market Panel Discussion, Ramsey has identified a **\$4,000,000 contribution** to a community center with their 10-year Capital Improvement Plan.

### THE CHALLENGE



While there is a strong resident interest in a community center and the idea has been generally discussed by the Ramsey City Council, there has been **no in-depth planning, budgeting, or community engagement** for developing a community center vision.

### OUR GOAL



Our goal is to provide the City of Ramsey **with a set of recommendations** that will assist the City in developing **a long-term vision and strategy** for a community center model & associated programming.

### OUR APPROACH



Our **recommendations for Ramsey** include an analysis of existing community resources, demographic information, and facilities and programs offered in other cities.

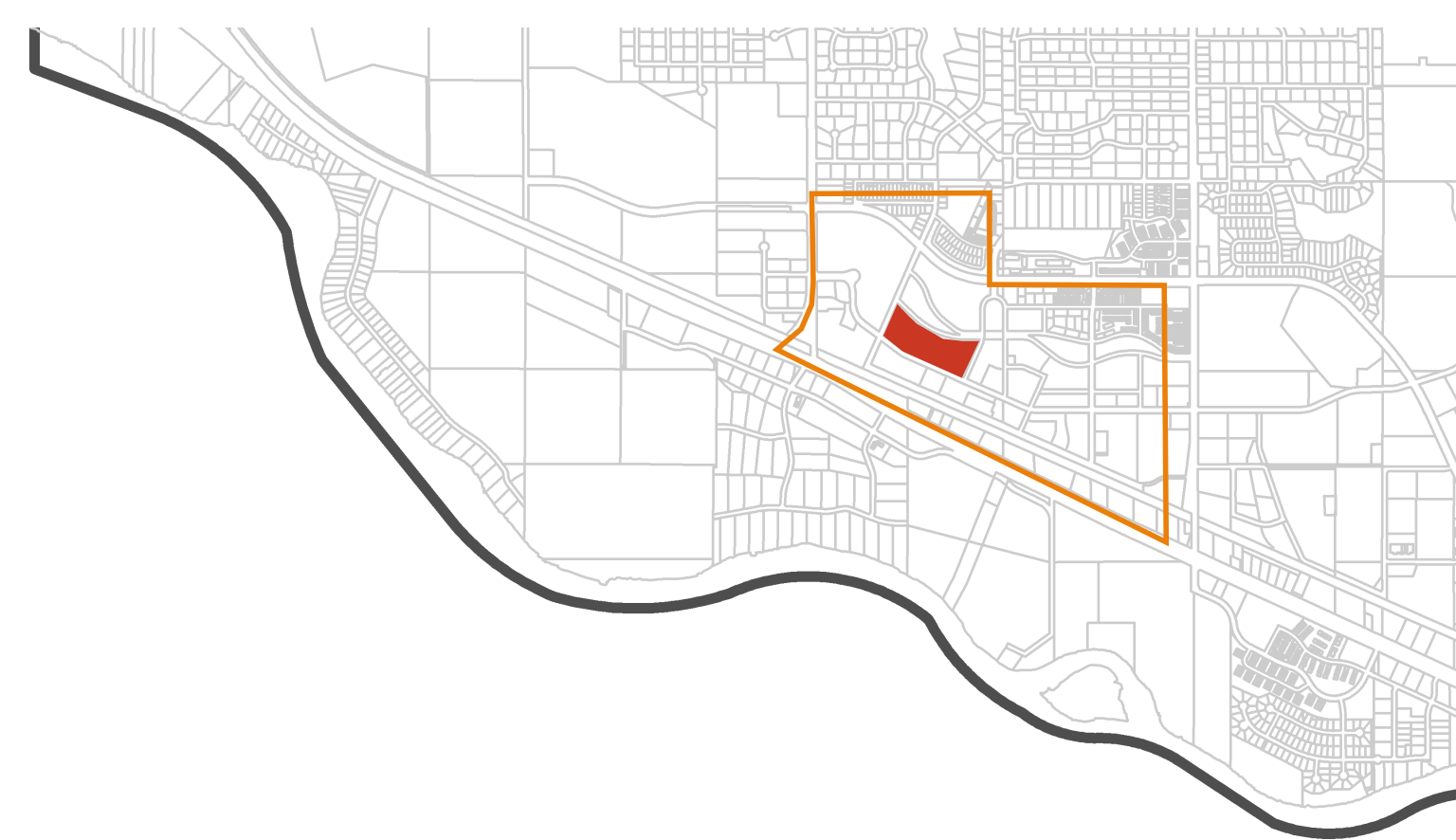
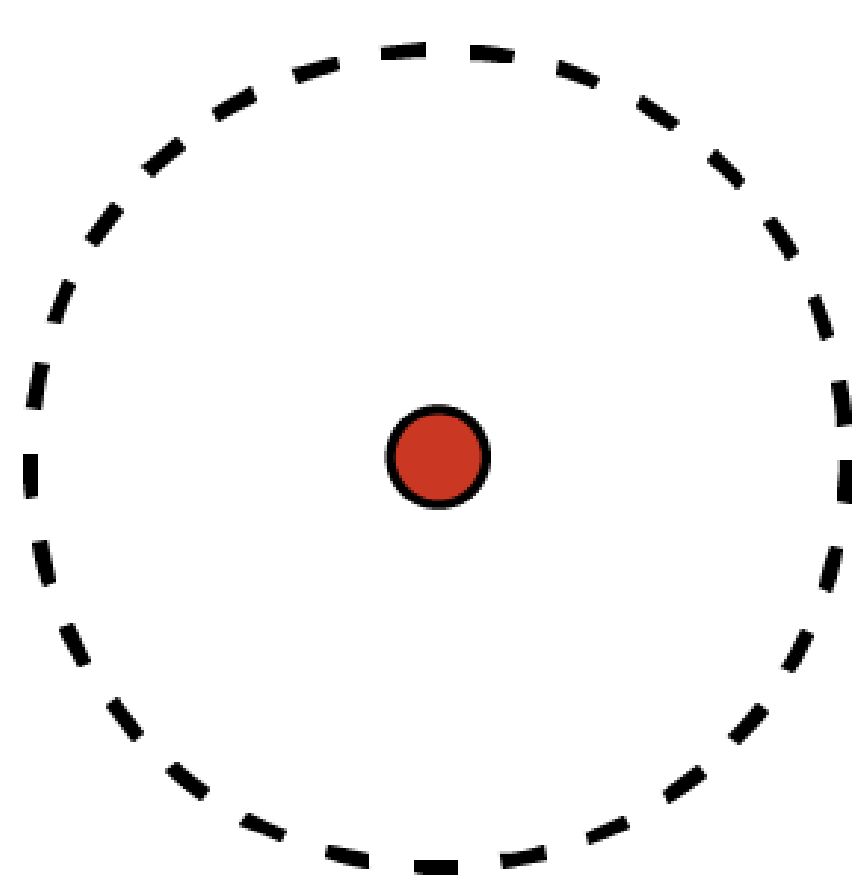
### TOWARDS A COMMUNITY CENTER: GEOGRAPHIC MODELS & GOVERNANCE STRATEGIES

Ramsey is currently considering several **geographic models** and **governance strategies** to determine a suitable approach for providing a traditional community center or components of community center services dispersed across the City. Below is a summary of these models and strategies.

#### Geographic Models

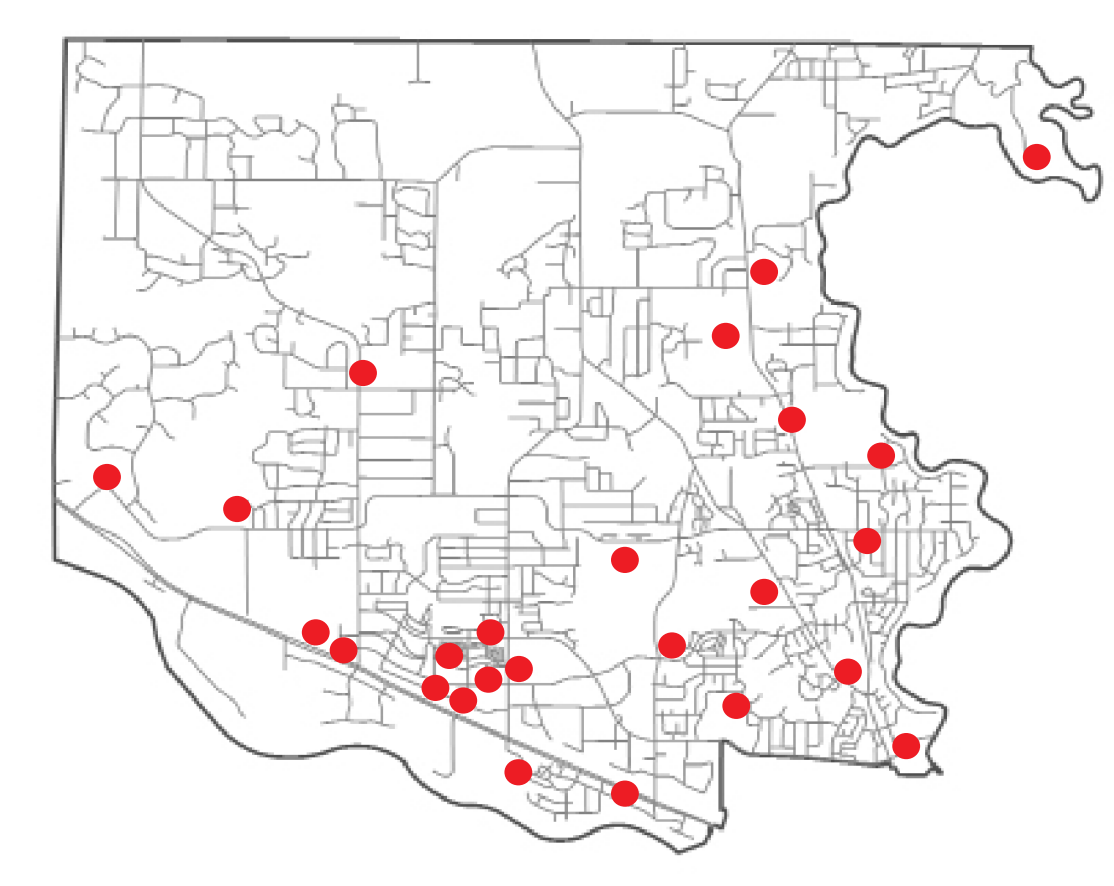
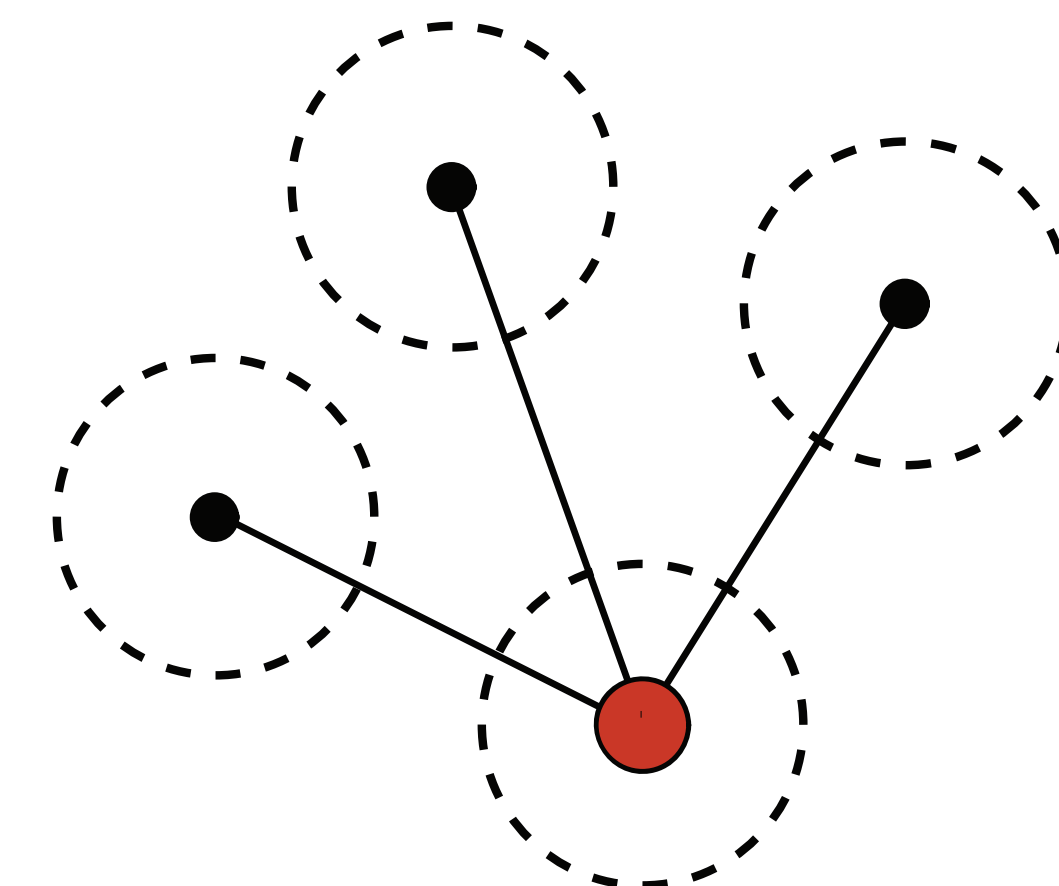
Geographic models provide the City of Ramsey the opportunity to consider more than one option for where they could locate their community center and how they could offer community center services to ensure that these services reach a large population.

#### Centralized Model



The centralized model is based on a **traditional stand-alone community center** where multiple uses and services are provided **under one roof**. As depicted in the map, the 12-acre land allocated in the mixed-use downtown area (The COR) could be a potential site for a centralized community center.

#### Satellite Model



The satellite model allows community center services to be **dispersed across the City with one location operating as the hub**. As indicated on the map, places where infrastructure and amenities already exist can operate as satellite centers across Ramsey.

#### Governance Strategies

Governance strategies provide the City of Ramsey the opportunity to consider more than one option for how they want to operate their community center. These strategies can offer cost-effective ways to provide amenities and programs that are affordable to all residents.



#### Municipal Model

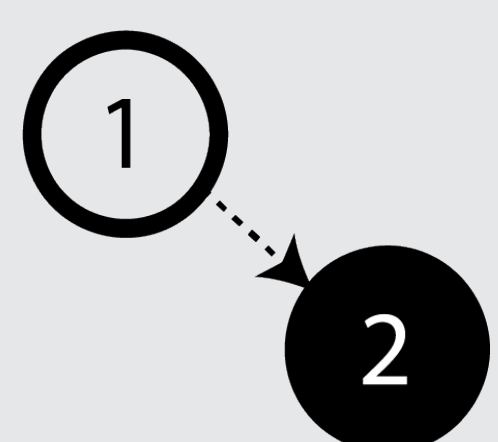
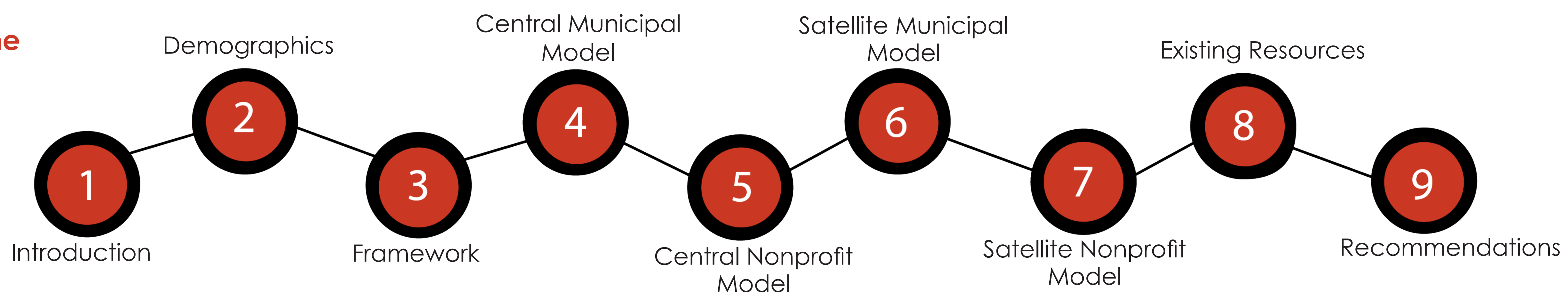
This is a community center **owned and run by a city**. These community centers typically offer programs and amenities free of charge or at a low cost to local residents.



#### Nonprofit Model

This is a community center **owned and/or run by a nonprofit organization**. Cities can partner with nonprofits to offer community center services that typically require membership.

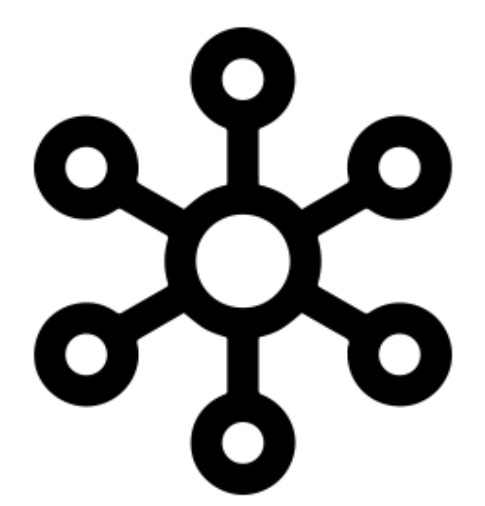
#### Project Outline



**Thinking about a Community Center for Ramsey:** Ultimately, the community center or centers that offer services should be **quality public spaces** that include opportunities for **physical activity, leisure, recreation, and learning**; and **improve the overall quality of life and wellbeing** of residents in Ramsey. In the subsequent posters, we will discuss **Ramsey's demographics, geographic models and governance strategies used by other cities**, and **existing community resources** to provide **recommendations for developing a community center model** that would serve the **needs and interests of all residents** in Ramsey.

# Comm[UNITY] Centered

People, Places & Play in Ramsey



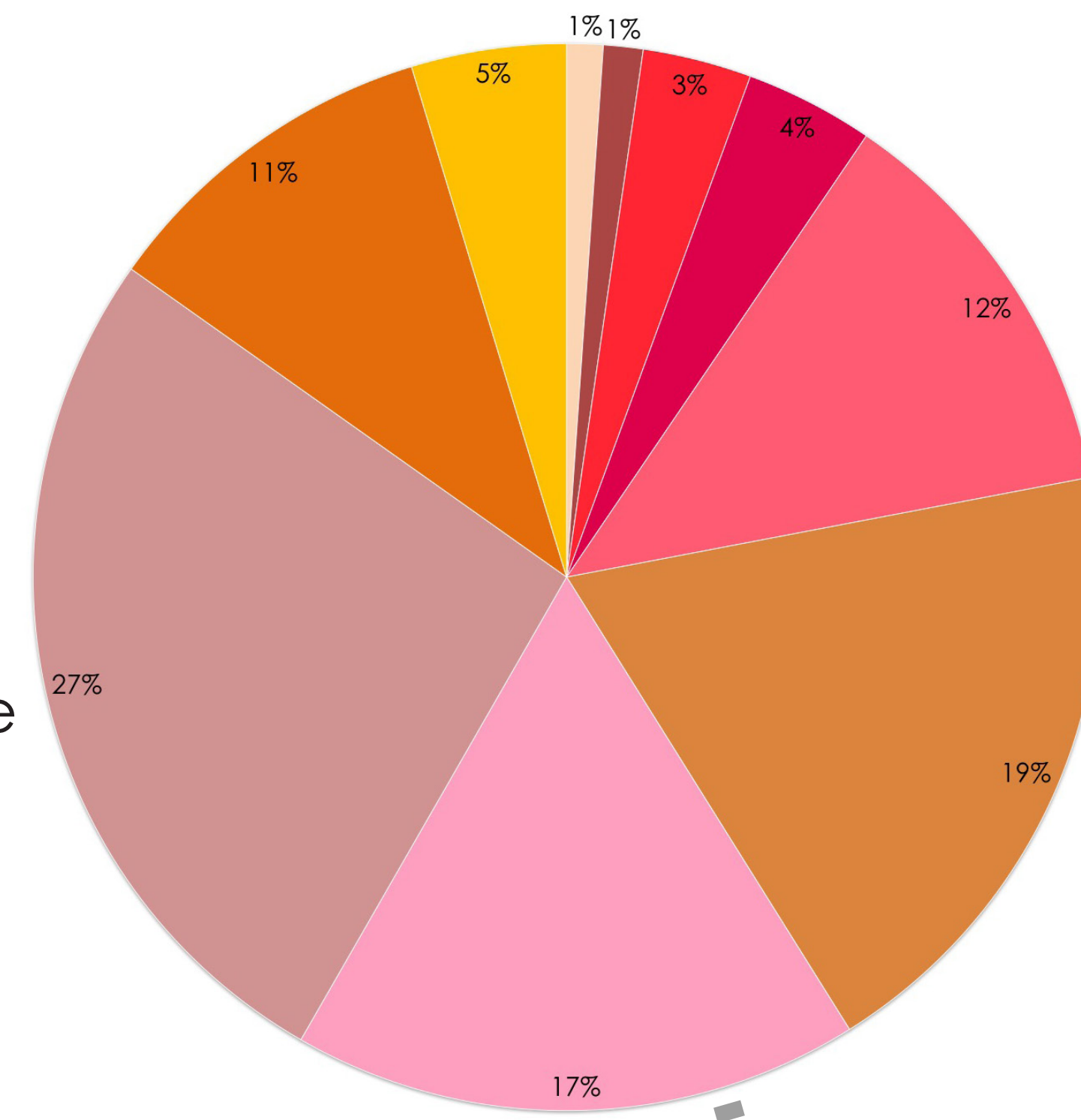
2. Demographics

## RAMSEY'S DEMOGRAPHIC MAKEUP

To make recommendations for community center models and governance strategies, we must first **understand the demographic makeup** of the City of Ramsey found in census data. Below we illustrate Ramsey's **walkability index, population growth, and demographic composition**. Understanding these unique conditions will **help us frame our recommendations** for a community center in Ramsey.

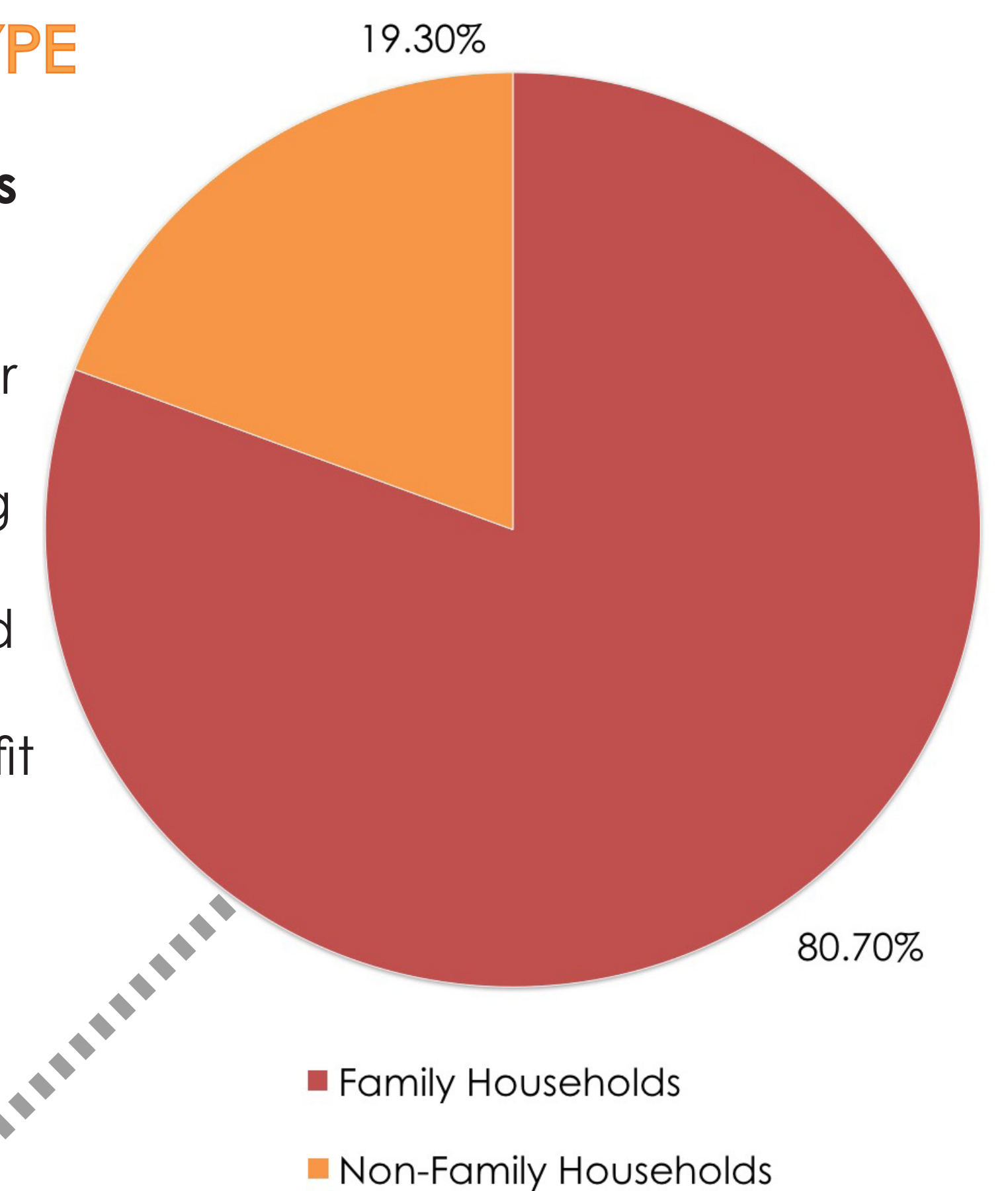
### INCOME AND BENEFITS PER HOUSEHOLD

While the two greatest proportions of household income reflect the upper half of household incomes surveyed, **21% of households in Ramsey earn less than \$49,999 a year**. Therefore community centers should be affordable to accommodate all residents.



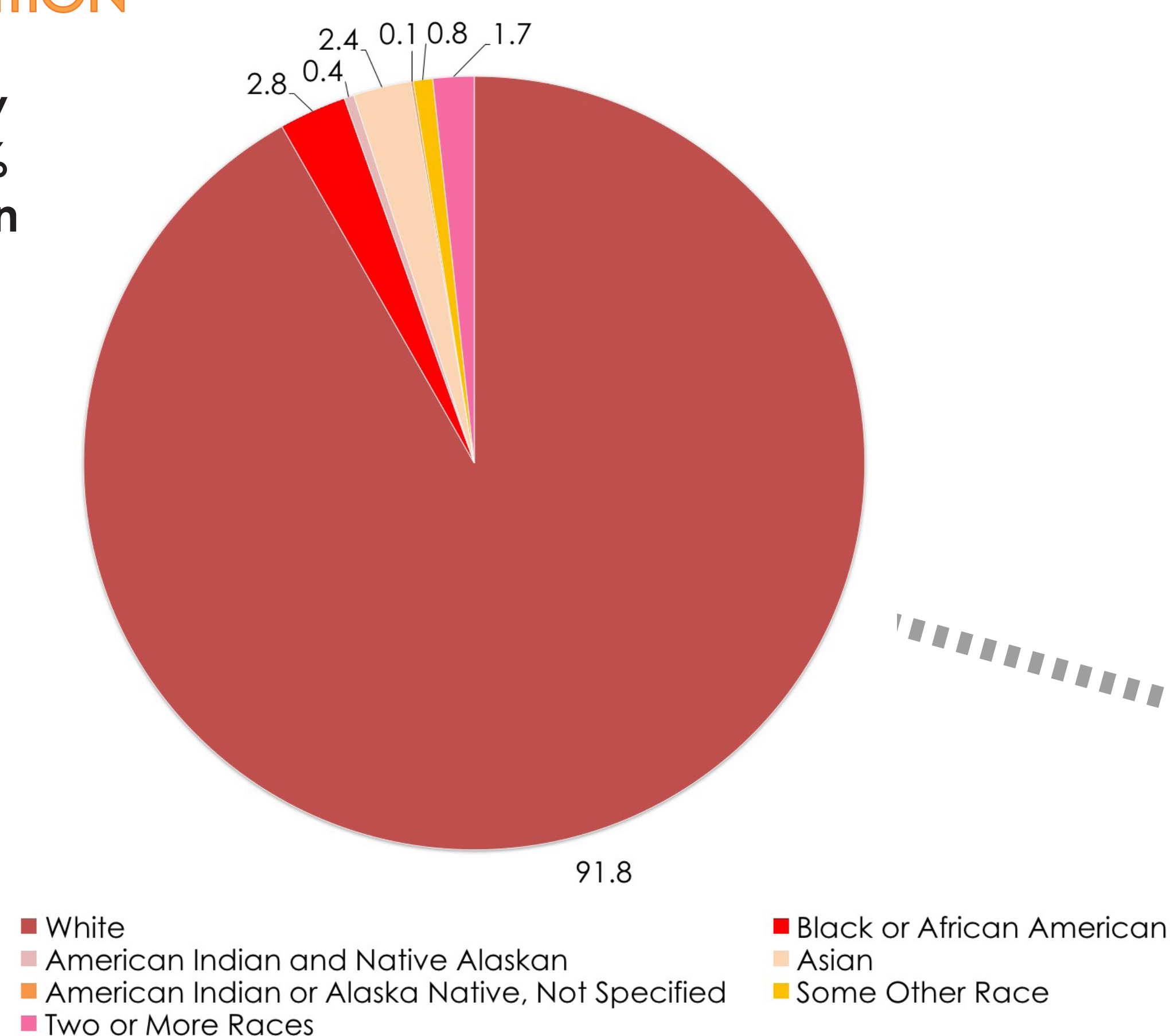
### HOUSEHOLD TYPE

In Ramsey, **over 80% of households include families**. Therefore, a community center in Ramsey should consider including a range of programming and amenities that will attract and benefit families, including children, youth, and adults.



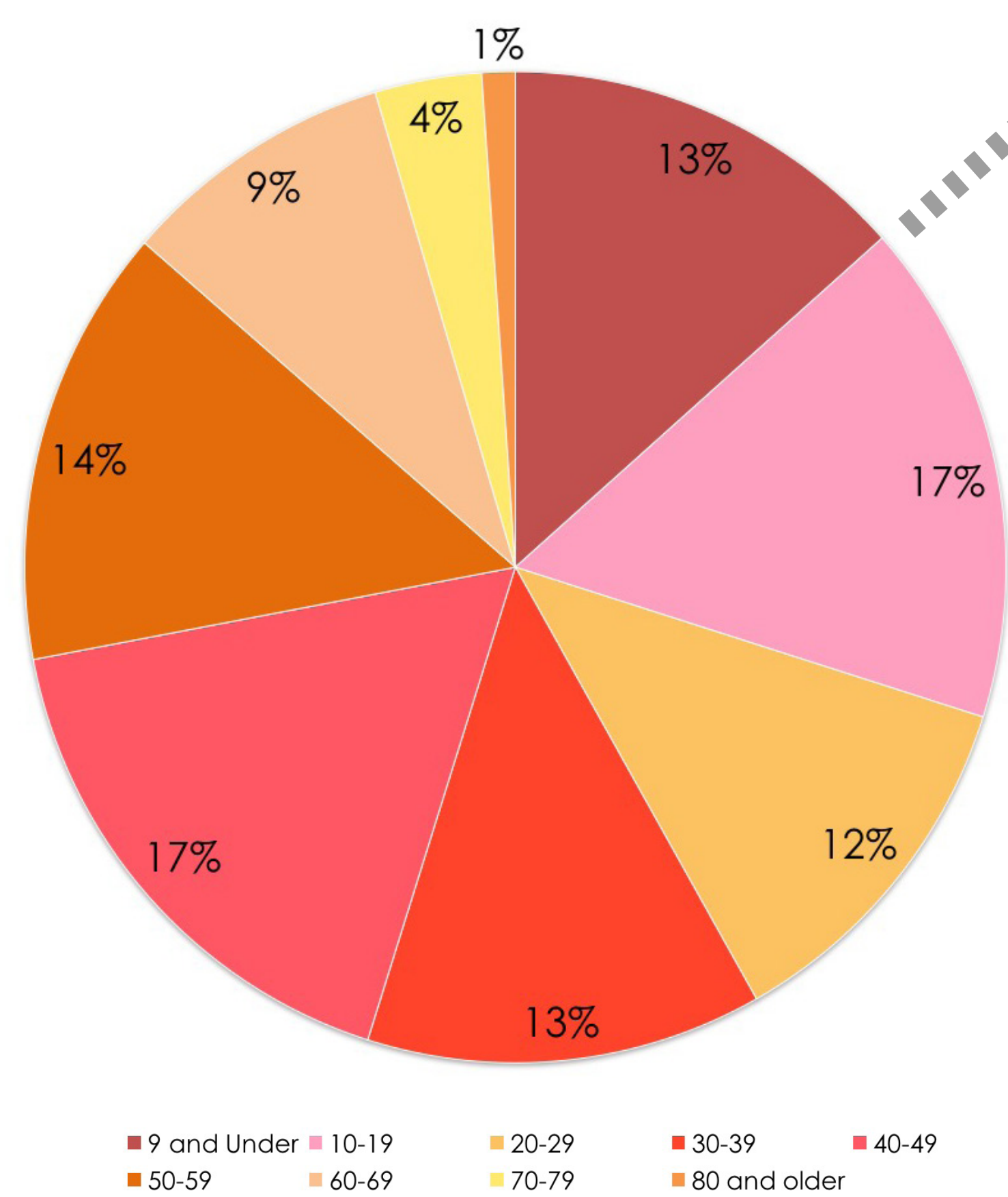
### RACIAL COMPOSITION

In 2015, **92% of the population in Ramsey was White**, while **2.8% was African American and 2.4% was Asian**. Out of Ramsey's total population **2.4% was either Latino or Hispanic**. Given the racial composition of the residents in Ramsey, the City's community center should be a place that promotes inclusiveness and is welcoming to people from all races ethnicities, and cultures.



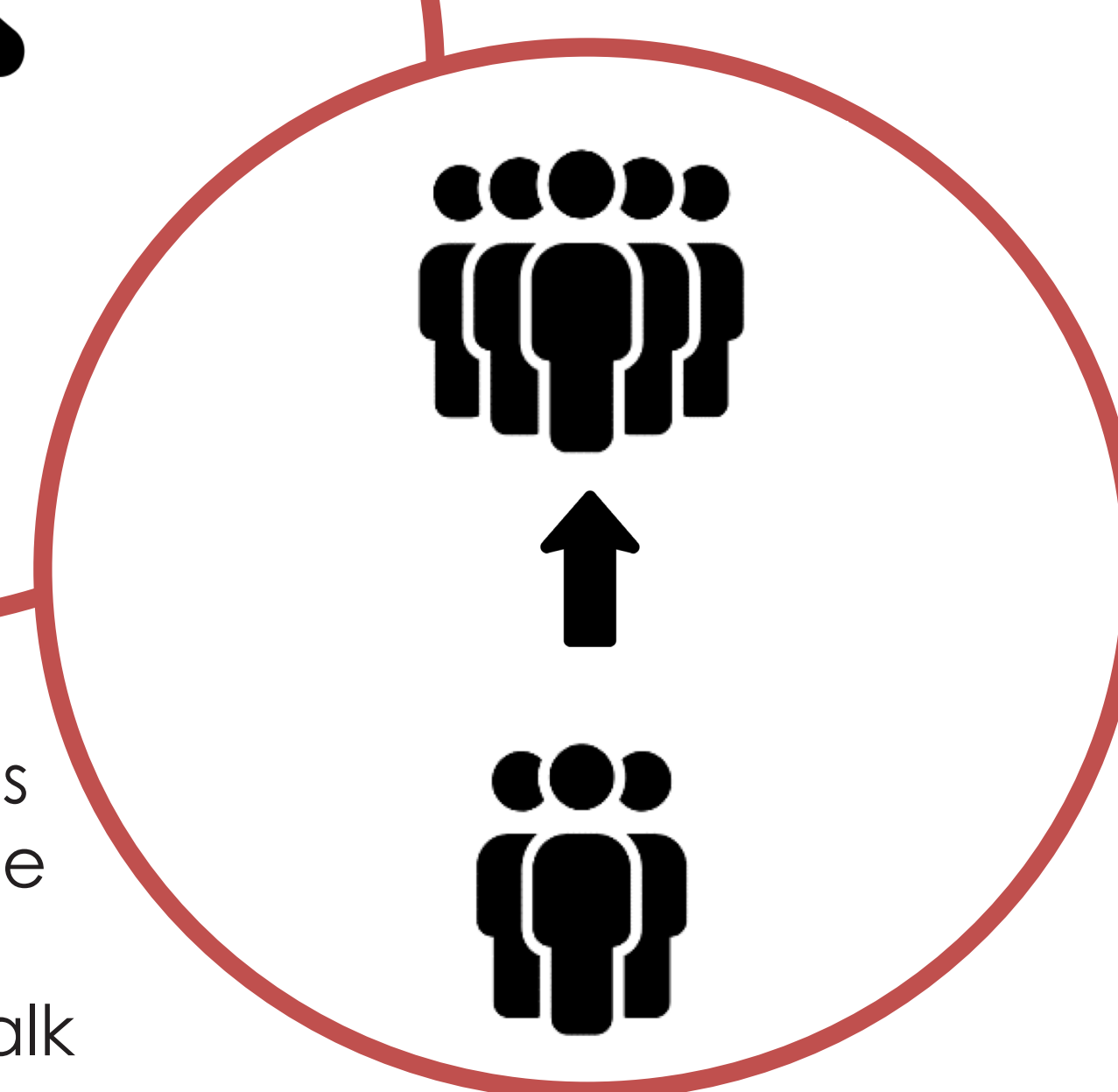
### AGE BREAKDOWN

**A little over 50% of Ramsey's population is 20-59 years old**. This impacts the types of programs to be offered in the community center. Beyond services for this age group city staff should also anticipate the aging population to address senior services.



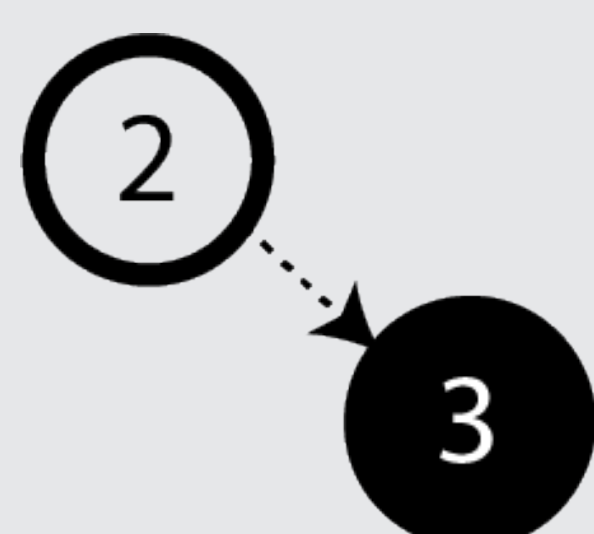
### WALKABILITY

A Walk Score® measures the walkability of a place using a points-based system. A five-minute walk (.25 miles) to amenities are given maximum points on a scale of 0-100 while no points are given for an over 30-minute walk. **Ramsey has an average Walk Score® of 6 which means that almost all trips require a car**. This has implications for where a community center should be located in Ramsey.



### POPULATION

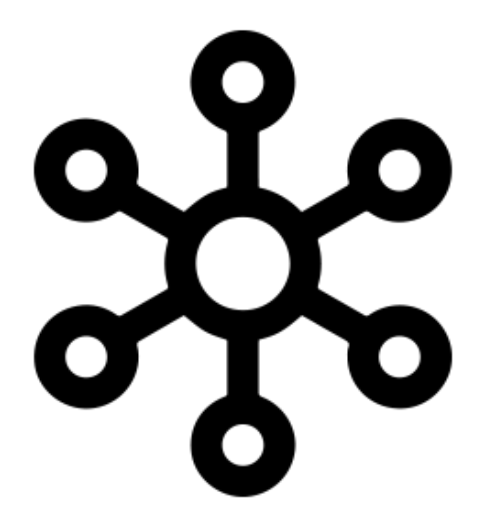
The population in Ramsey was estimated at **just over 26,000 people in 2016** and has been **growing steadily**. **Population percent change from 2010 to 2016 has increased by 10.7%**. This is high compared to the state's average growth which is 4.1% according to census data. This means that Ramsey is going to need more community center amenities as the population continues to increase.



**Demographic Considerations for Implementation:** Considering that almost all trips in Ramsey are taken by car, **parking will be an important factor** in the building of a community center. Offering **family memberships** will also be pertinent because about 80% of the household composition in Ramsey are families. Income may come into play when determining membership prices for the community center. In the next poster, **we will discuss the social, economic, and environmental benefits** of community centers and how **each geographic model could present both advantages and challenges**.

# Comm[UNITY] Centered

People, Places & Play in Ramsey



3. Framework

## A COMMUNITY CENTER FRAMEWORK

Community centers provide **safe, affordable, and quality places** for residents to enjoy opportunities for **physical activity, recreation, education, arts and culture, and leisure**. Such places serve as year-round gathering places that facilitate **multigenerational and intercultural interaction** and offer attractions for community members with different interests.

### Creating Resiliency through Community Centers

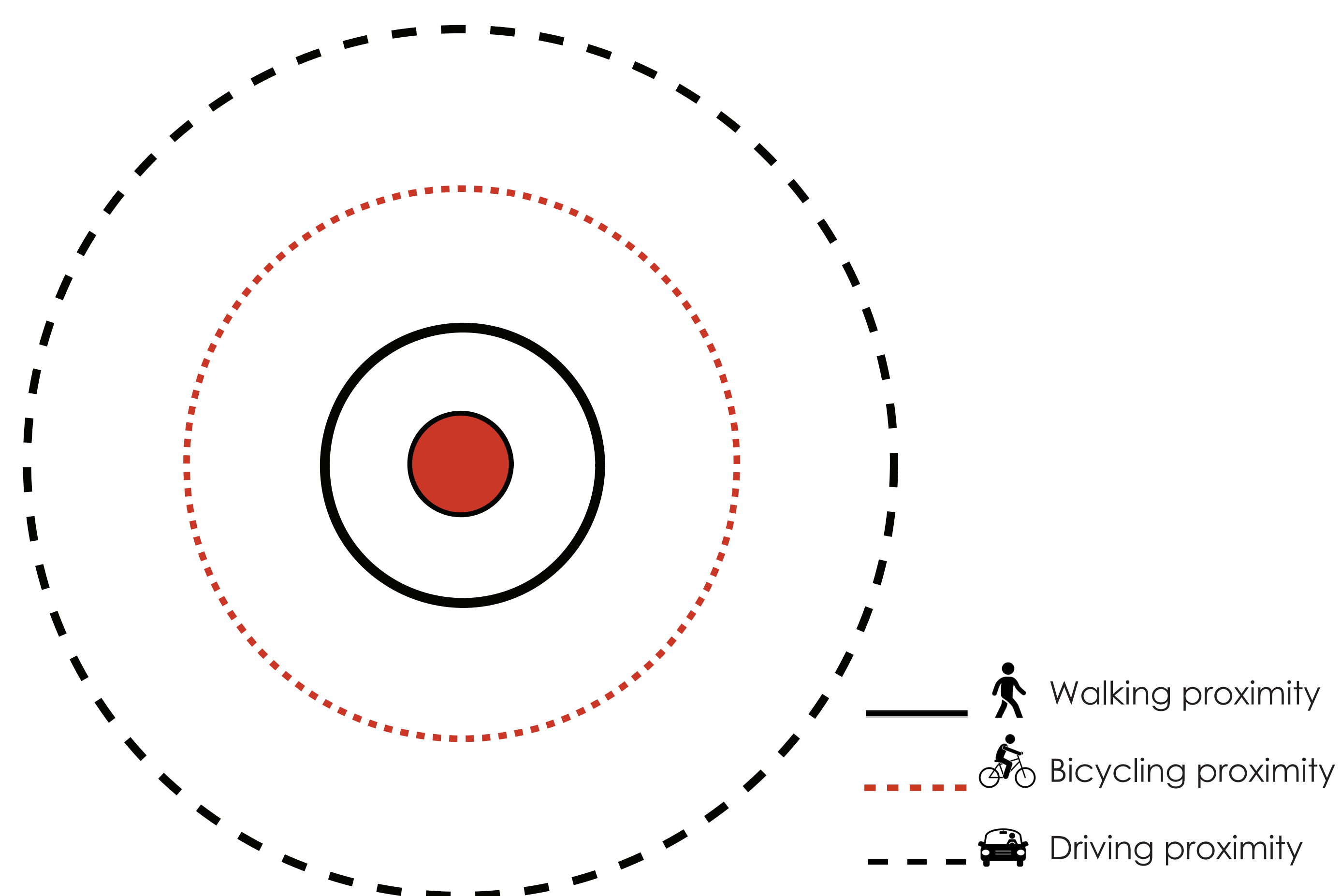
An integration of **social, economic, and environmental benefits** is key to creating a resilient community center model that is also viable and equitable. Below are some of the social, economic, and environmental benefits of having community centers.

 <p><b>Social Benefits</b></p> <ul style="list-style-type: none"> <li>✓ Create community awareness through social interaction.</li> <li>✓ Increase opportunities for physical activity and healthy living.</li> <li>✓ Provide opportunities for learning and education.</li> <li>✓ Enable integration of residents of all ages, cultures, and incomes.</li> </ul>	 <p><b>Economic Benefits</b></p> <ul style="list-style-type: none"> <li>✓ Create a stimulus for local businesses to offer services.</li> <li>✓ Offer affordable access to community amenities and programs.</li> <li>✓ Provide opportunities for employment.</li> <li>✓ Potentially increase value of neighboring properties.</li> </ul>	 <p><b>Environmental Benefits</b></p> <ul style="list-style-type: none"> <li>✓ Increase access to outdoor spaces.</li> <li>✓ Support cleaner, greener, and safer public places.</li> <li>✓ Create opportunities for programs that increase environmental awareness.</li> <li>✓ Can support environmental and habitat protection e.g. rain gardens.</li> </ul>
--	---	--

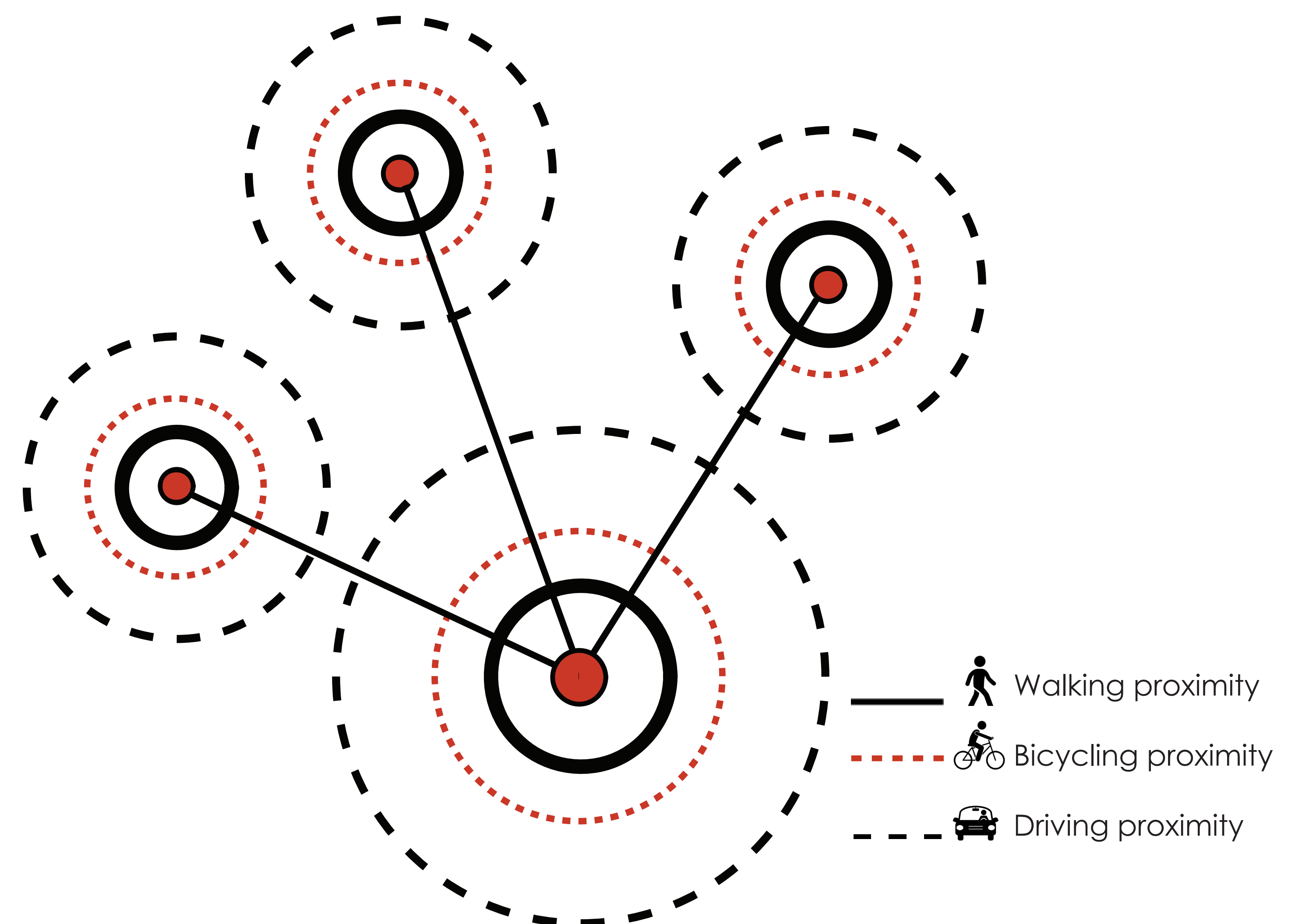
## Assessing Geographic Models

When considering a location for a centralized community center or satellite centers, it is important to consider **residents' accessibility** to each location. Ideally, community centers should be located in **pedestrian and bicycle friendly neighborhoods instead of locations that require residents to drive**. Given that Ramsey is a **car-dependent city** and that there is **no public transportation within the City**, City staff must be strategic about where they locate their community center. **The COR could offer a unique opportunity** for locating a centralized community center or the hub of satellite centers. The following illustrations and discussion of potential advantages and disadvantages of each of these models provide **a framework for assessing which model** would work best for Ramsey.




### Centralized Model



### Satellite Model



 <ul style="list-style-type: none"> <li>⊕ Serves as a <b>one-stop shop</b> for accessing multiple community amenities and programs.</li> <li>⊖ Finding an <b>easily accessible central location</b> for the stand-alone community center may be difficult.</li> </ul>	 <ul style="list-style-type: none"> <li>⊕ <b>Maintenance and operational costs</b> are limited to one building.</li> <li>⊖ Limited <b>employment opportunities</b> and <b>limited options for local businesses</b> to become involved.</li> </ul>	 <ul style="list-style-type: none"> <li>⊕ Able to offer <b>environmental awareness programs</b> and <b>hands-on learning</b> opportunities.</li> <li>⊖ There may be <b>limited opportunity for expanding access to green spaces</b> such as parks.</li> </ul>
--	--	--

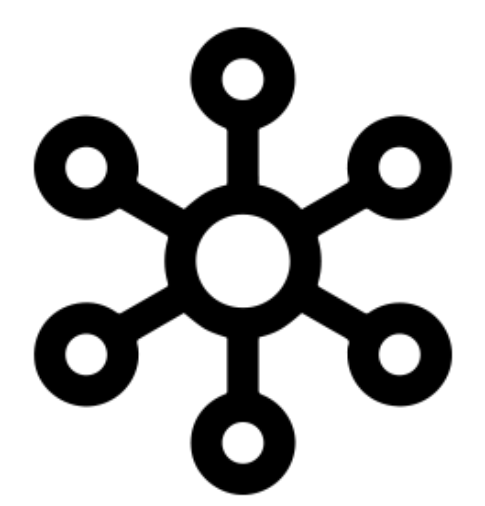
 <ul style="list-style-type: none"> <li>⊕ Increased access to community center <b>amenities dispersed across multiple locations</b>.</li> <li>⊖ Residents <b>might not find all the amenities they need under one roof</b>.</li> </ul>	 <ul style="list-style-type: none"> <li>⊕ More <b>opportunities for employment</b> and <b>affordable access</b> to a variety of amenities and programs.</li> <li>⊖ <b>Maintenance and operational costs</b> may increase due to multiple locations.</li> </ul>	 <ul style="list-style-type: none"> <li>⊕ Using existing buildings may <b>reduce the amount of total resources</b> needed.</li> <li>⊖ May <b>require more land</b> contributing to sprawl and inefficient land uses.</li> </ul>
---	---	--

**3** → **4**

**Considering Costs and Benefits:** The City of Ramsey should consider the **social, economic, and environmental benefits and costs** of both the centralized and satellite community center model when determining which geographic model to use. The **municipal and nonprofit governance strategies** discussed in the subsequent posters will provide examples of **how other cities are using these strategies to mitigate the disadvantages and increase the advantages** associated with each of the geographic models.

# Comm[UNITY] Centered

People, Places & Play in Ramsey

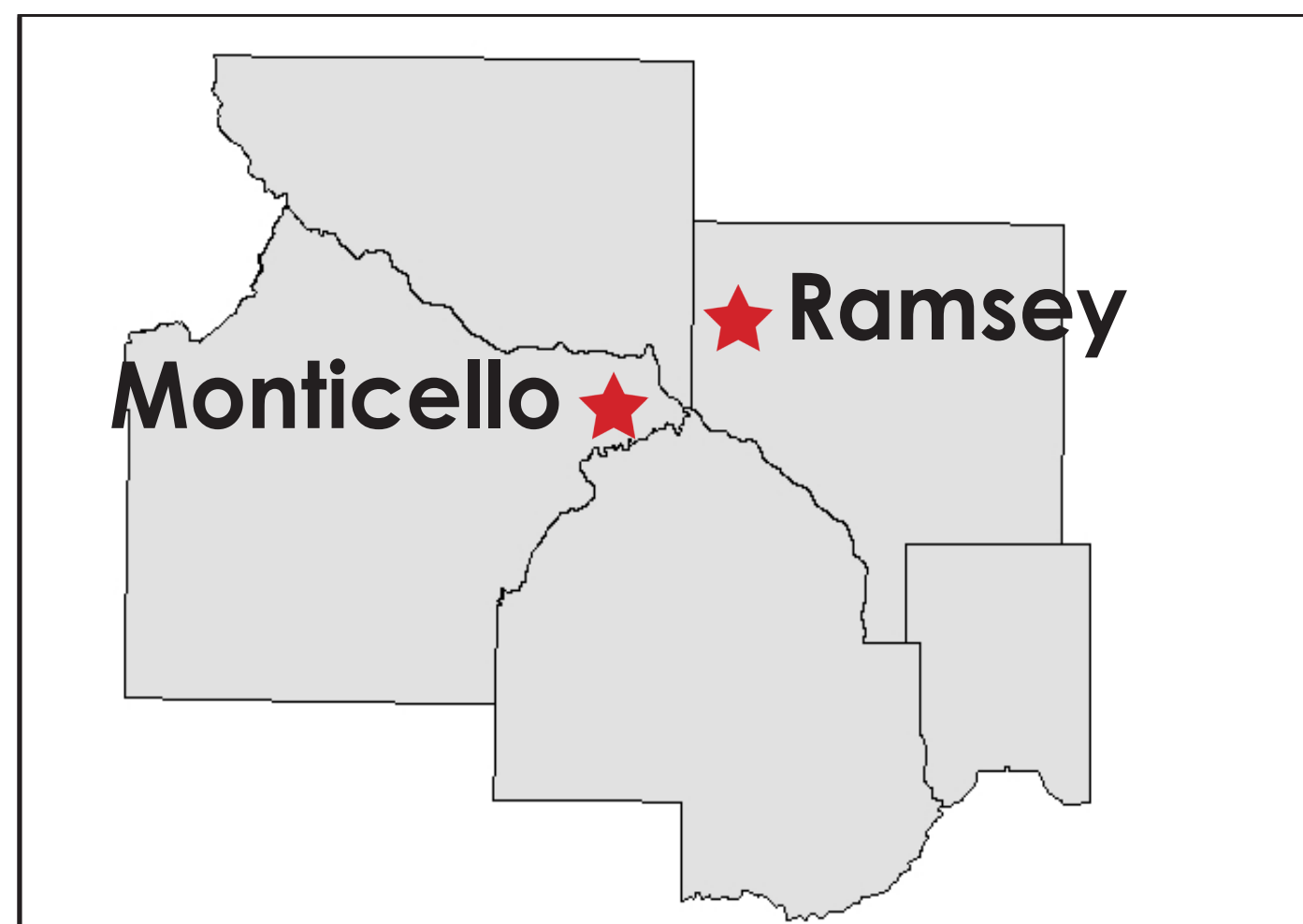


4. Centralized Municipal

## CENTRALIZED MUNICIPAL MODEL

Centralized municipal community centers are a popular model in Minnesota and across the United States. **Municipalities benefit from complete control over amenities as well as the programming offered.** A single, centralized location offers a wide variety of programming in a central space. However, the disadvantages of this model include high cost and limited accessibility. Municipalities often find it challenging to fund the operation and the construction of a standalone community center entirely through the city budget.

### Monticello, MN



#### Unique Community Center Attributes

- **Amenities:** free walking track, fitness center, pool, senior center, climbing wall, rental facility, community garden
- **Construction Cost:** \$12 million
- **Operating Cost:** \$2.4 million
- **Programming:** movies in the park, local farmers' market, Bertram Blast Triathlon, adult sports leagues



The construction of the community center building cost Monticello \$12.5 million in total but the **National Guard contributed \$2.5 million and the city received an additional \$500,000 in Cleanup Grants funds.**

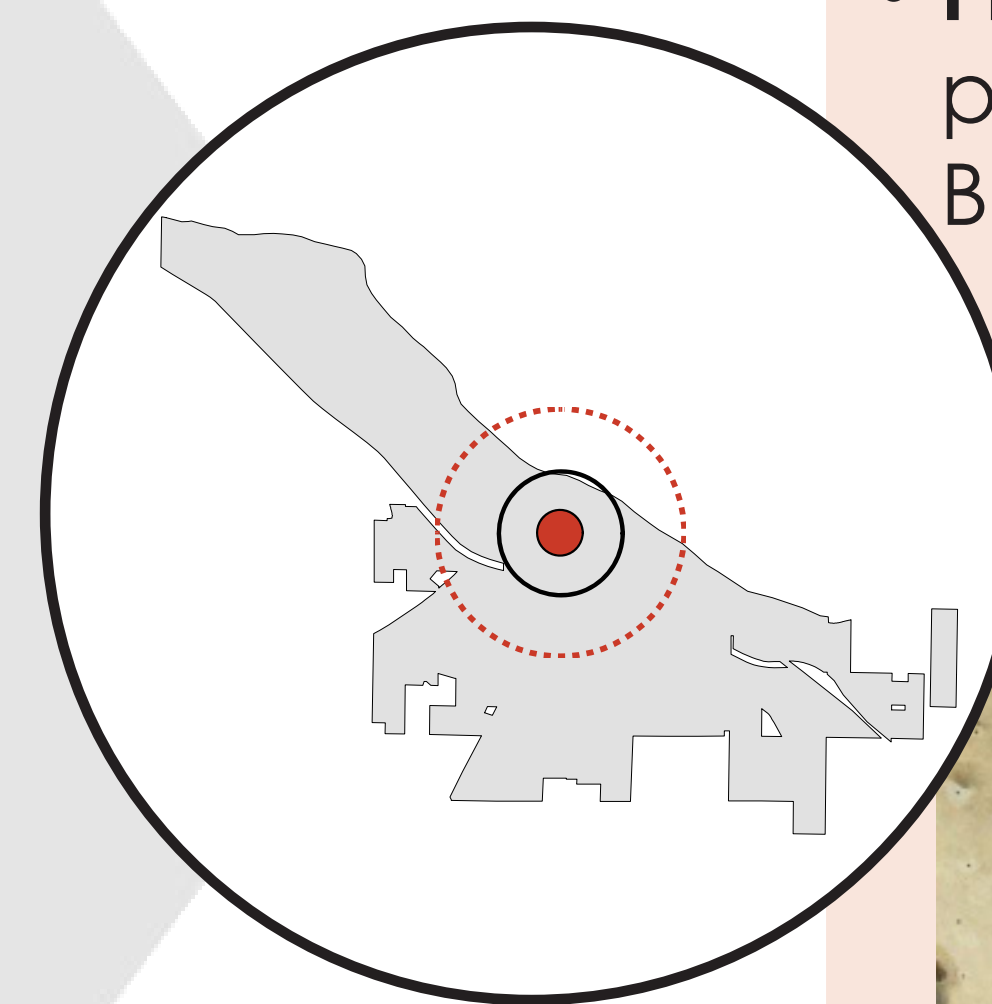


Monticello's community needs assessment led them to building unique features in their community center. A climbing wall and a senior center are evidence that the **different populations in their community were being heard when deciding which amenities to construct.**



The **Cleanup Grants funds** that Monticello received for their construction practices as well as their community garden follow the ideals of an environmentally-friendly facility.

For more information see: <http://bit.ly/2BEy2Bi>



### Shoreview, MN



#### Unique Community Center Attributes

- **Construction Cost:** \$27.5 million invested incrementally (\$9 mil., \$5.5 mil, \$13 mil.)
- **Amenities:** indoor water park, fitness center, indoor play area, outdoor pavillion, gymnasium
- **Operating Costs:** \$2.5 million  
Revenue: \$2.5 million

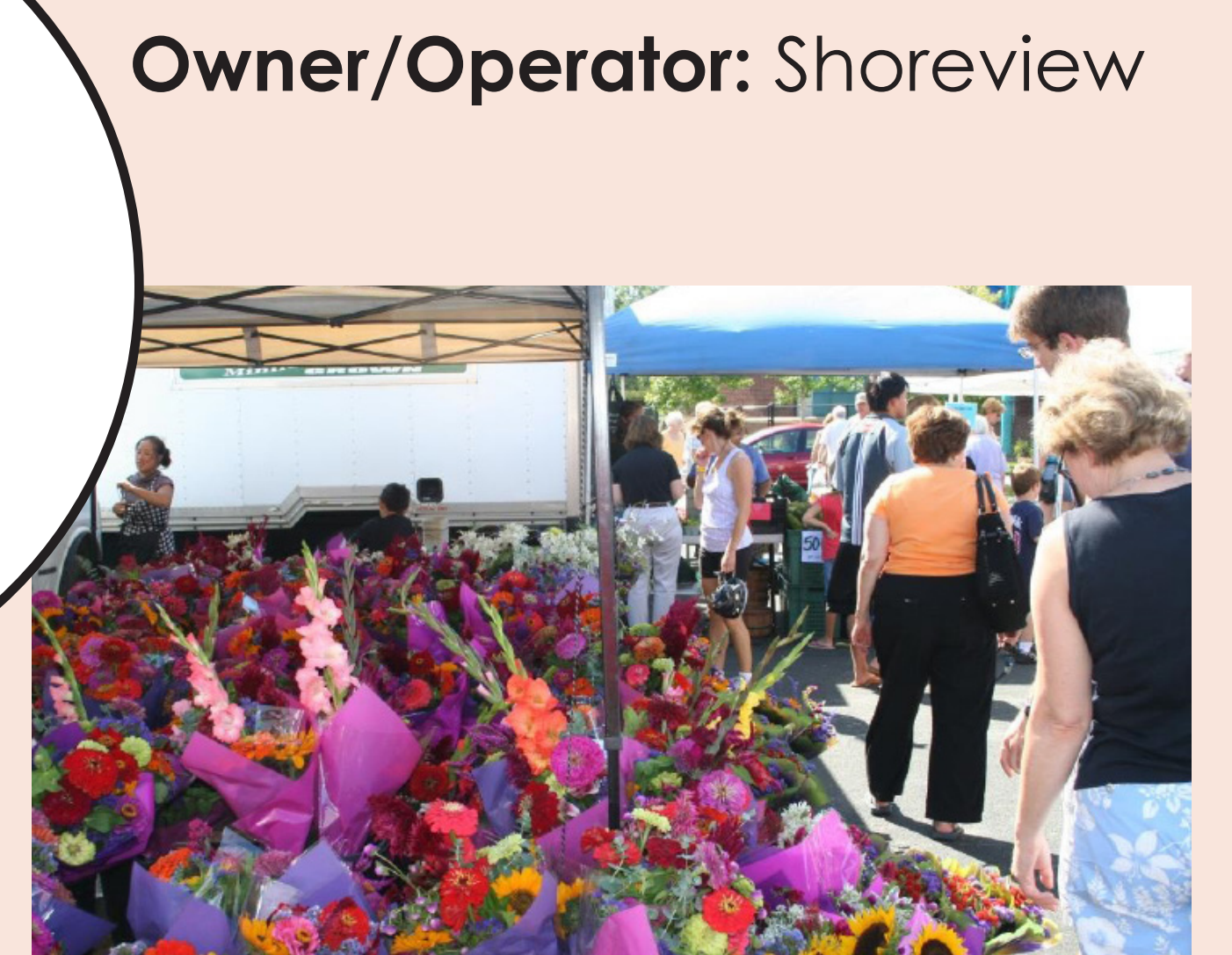
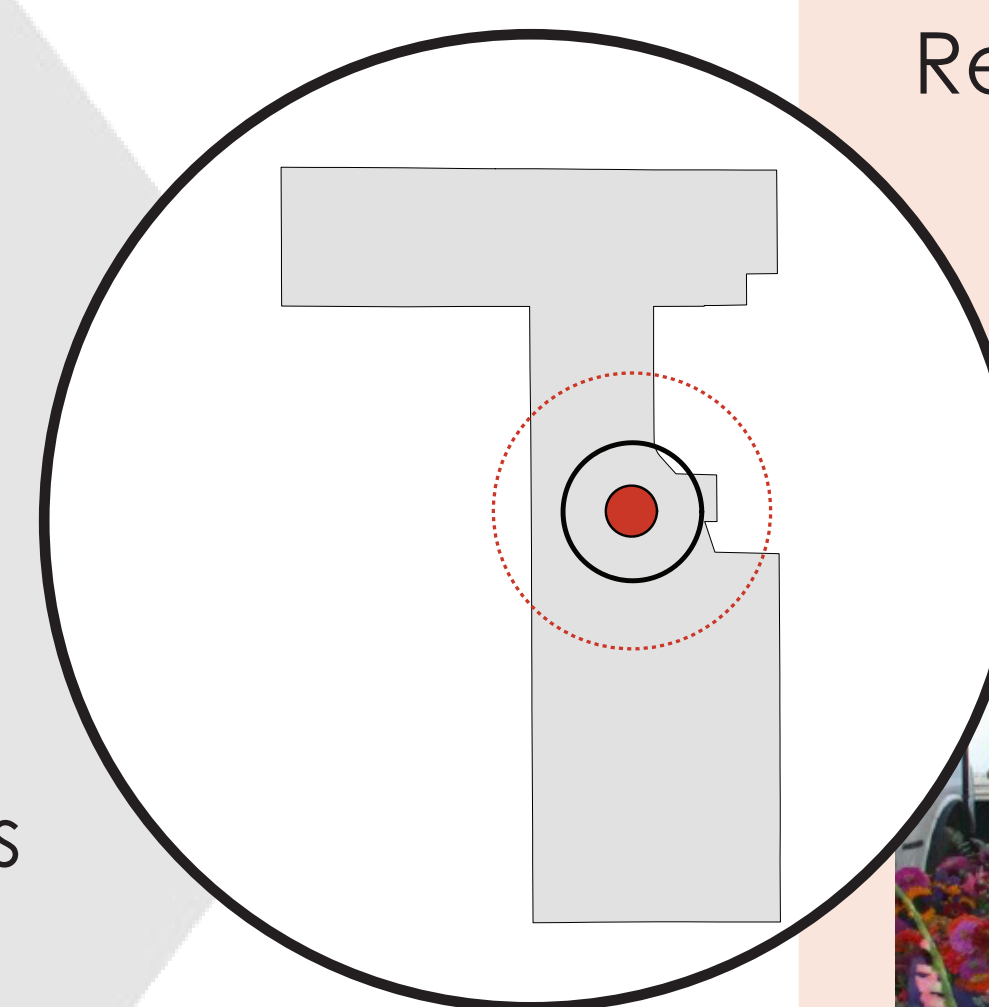


**Shoreview built its community center using an incremental approach.** The City built a 90, 000 square-foot community center in 1990 for \$9 million. As the community needs became more apparent they added two large expansions. In 2003, there was a \$5.5 million expansion that increased the size of the building to 110, 000 square feet. Currently, Shoreview is working on a \$15 million expansion that will increase the total size of the community center to be between 130 and 140 thousand square feet.

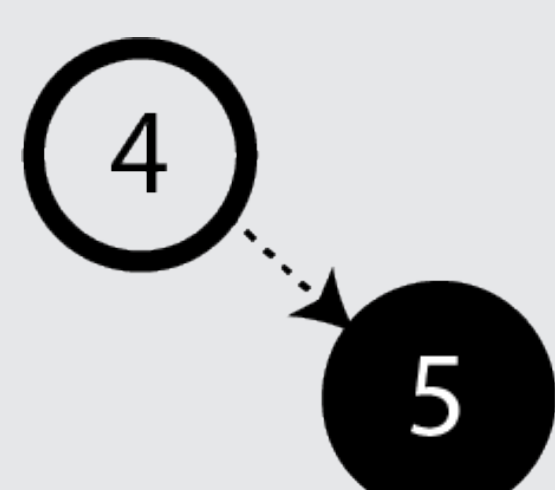


**Shoreview advocates healthy lifestyles** beyond promoting sports clubs and fitness classes. By hosting farmers' markets, the Active Life Fair and active seniors groups Shoreview is making health about more than just fitness.

For more information see: <http://bit.ly/2jOoyj8>



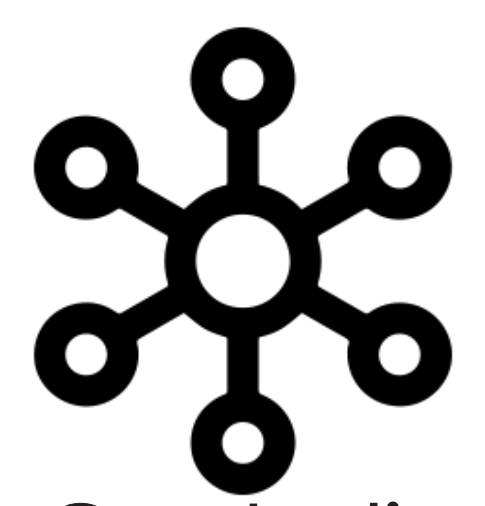
**Owner/Operator:** Shoreview



**Unique Funding Opportunities and Incremental Growth:** Monticello and Shoreview offer examples of large community centers that have been constructed and operated by their respective municipalities. If Ramsey were to pursue this model they should investigate funding options such as grants and partners as the financial burden may rest solely with the city. **Ramsey has identified a large physical space for a community center and if Ramsey chooses to build a small community center, there would be ample room for growth as needs are identified.** In our next poster we investigate the centralized nonprofit model.

# Comm[UNITY] Centered

People, Places & Play in Ramsey



5. Centralized Nonprofit

## CENTRALIZED NONPROFIT MODEL

Nonprofit partnerships are a commonly used strategy for managing the various costs related to operating a community center. **Cities typically form unique relationships with nonprofits, including YMCAs through use agreements and other formal cost-sharing agreements.** The operational cost of community centers is a large burden for a city to be wholly responsible for, therefore, nonprofits geared towards providing youth and other specialized programming offer attractive partnership/sponsorship opportunities for cities.

### Elk River, MN



#### Unique Community Center Attributes

- **Amenities:** waterslide, whirlpool, basketball court, lap pool, sauna, kitchen, weight room
- **Construction Cost:** \$19 million
- **Yearly Operating Cost:** \$4 million yearly revenues: > \$4 million
- **Use Agreement:** The city is allotted 20 hours a week during off peak gym hours to offer their own programming.



Elk River funded the construction of their community center, which cost roughly \$19 million. **The City worked with BWBR Architects, Inc. to obtain Legacy Landfill grant rebates, saving the City more than \$1 million through recycling rebates.**



In exchange for leasing their building for free, the YMCA pays for operating costs while allowing Elk River 20 hours of gym time per week to offer their own programming. The combined programming from the YMCA and the City affords residents access to a wide variety of programming in a single central location.

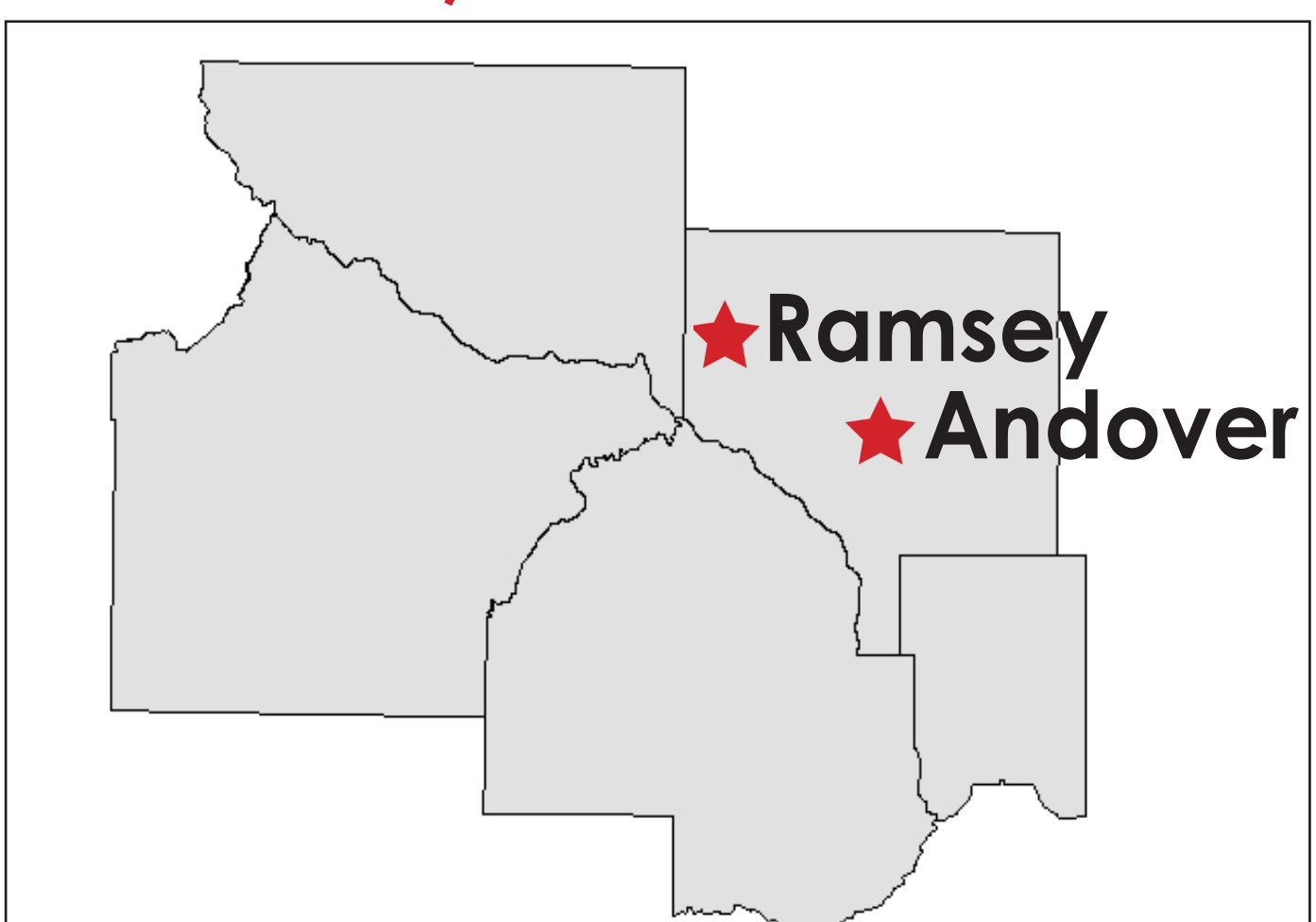


The unique grants and rebates that Elk River secured are substantial and contribute towards constructing a community center that is built around environmental awareness.

For more information see: <http://bit.ly/2BFnOR4>

Note: The information provided on this poster is based on interviews with City staff and YMCA staff, and information made available on their respective websites including the BWBR Architects, Inc. website.

### Andover, MN



#### Unique Community Center Attributes

- **Construction Cost:** \$18.2 million
- **Operating Budget:** \$1 million
- **Amenities:** ice arena, meeting rooms, field house, YMCA offers: lap pool, kids gym, family locker rooms, sauna
- **Programming:** senior and Pre-K programming, volleyball, youth sports, YMCA offers: health classes, and free child care for members



Andover has a unique partnership with YMCA Twin Cities. **The City operates facilities such as the ice arena and field house while the YMCA operates the pool and the kids' gym.**



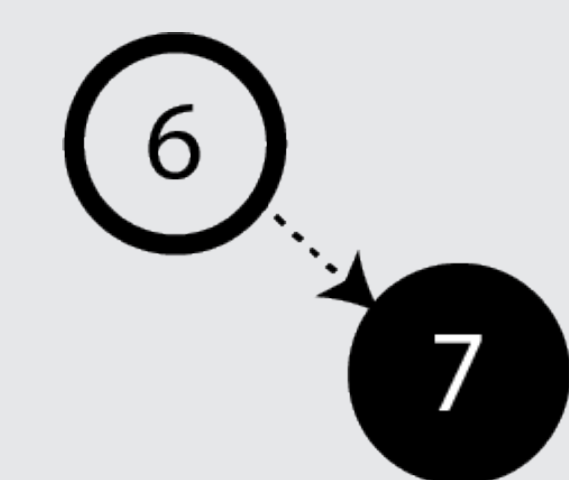
A visitor need not be a YMCA member or a resident of Andover to use the field house or the ice arena. Therefore the community center has the **potential to attract business from outside of the community.**



Although the City of Andover was unable to secure a substantial amount of contributions through their citywide fundraiser, **alternative forms of funding such as in-kind and monetary donations, and grants provide valuable opportunities for cities to fund their community centers.**

For more information see: <http://bit.ly/2AeooZP>

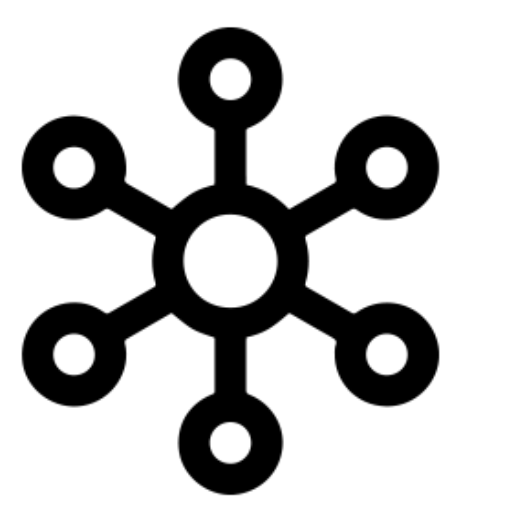
Note: The information provided on this poster is based on interviews with City staff and YMCA staff, and information made available on their respective websites.



**Operational Costs and Use Agreements:** Andover and Elk River demonstrate unique opportunities for use agreements within a centralized nonprofit model. **This model may place the burden of construction costs entirely on the City of Ramsey, however, partnering with nonprofits such as the YMCA makes a centralized community center model a viable option because it can help mitigate operational costs.** Also, the YMCA brings a wealth of experience in community center creation and would be a logical nonprofit partner. Ramsey can negotiate unique use agreements with the YMCA or any other nonprofit organization it partners with to either lease the entire building or parts of the building to offer programming. In the next poster, we will investigate the satellite municipal model.

# Comm[UNITY] Centered

People, Places & Play in Ramsey

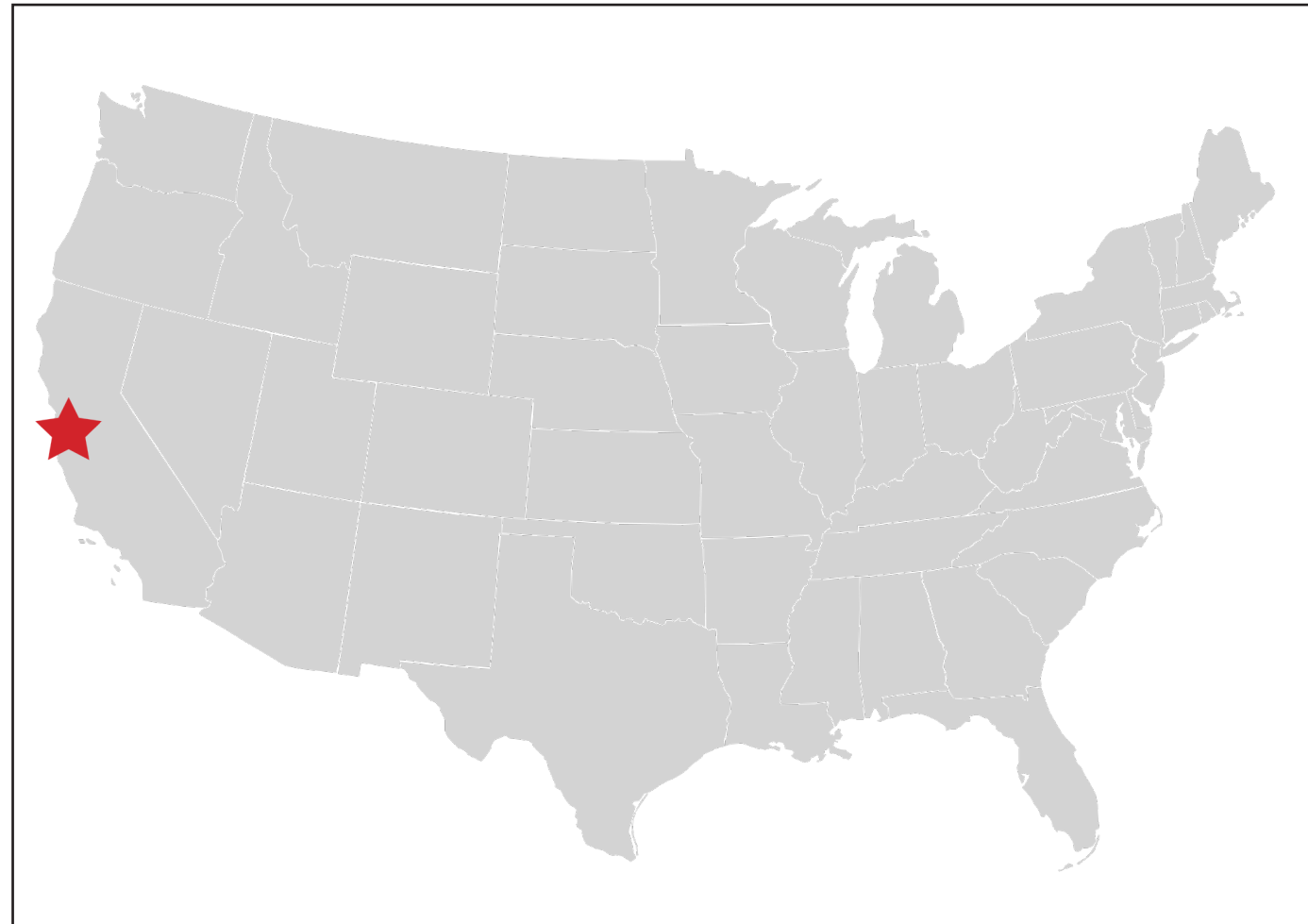


6. Satellite Municipal

## SATELLITE MUNICIPAL MODEL

A satellite municipal model **allows community center services to be dispersed across several different locations** with a community center hub located in a central location. Each node or satellite location can be designed to **offer specialized community center programming** based on already available resources and/or resident needs. Offering community center **services in more than one location can increase accessibility** to facilities and programming. In this poster, we will discuss how the municipal model **allows the City to capitalize on existing resources and tailor the model to the specific needs of the City.**

### San Jose, CA



#### Unique Community Center Attributes

- **Amenities and programming:** classroom rentals, banquet hall, Youth Center, parks, trails, youth basketball and soccer, half gymnasium, summer camp
- **Partnership:** The Department of Parks, Recreation and Neighborhood Services has a facility re-use program that allows city-owned buildings to be re-used by nonprofit and community based organizations to offer services that benefit residents.
- **Opportunities:** Although San Jose is a vastly different city compared to Ramsey, there are still important takeaways from their satellite municipal model.

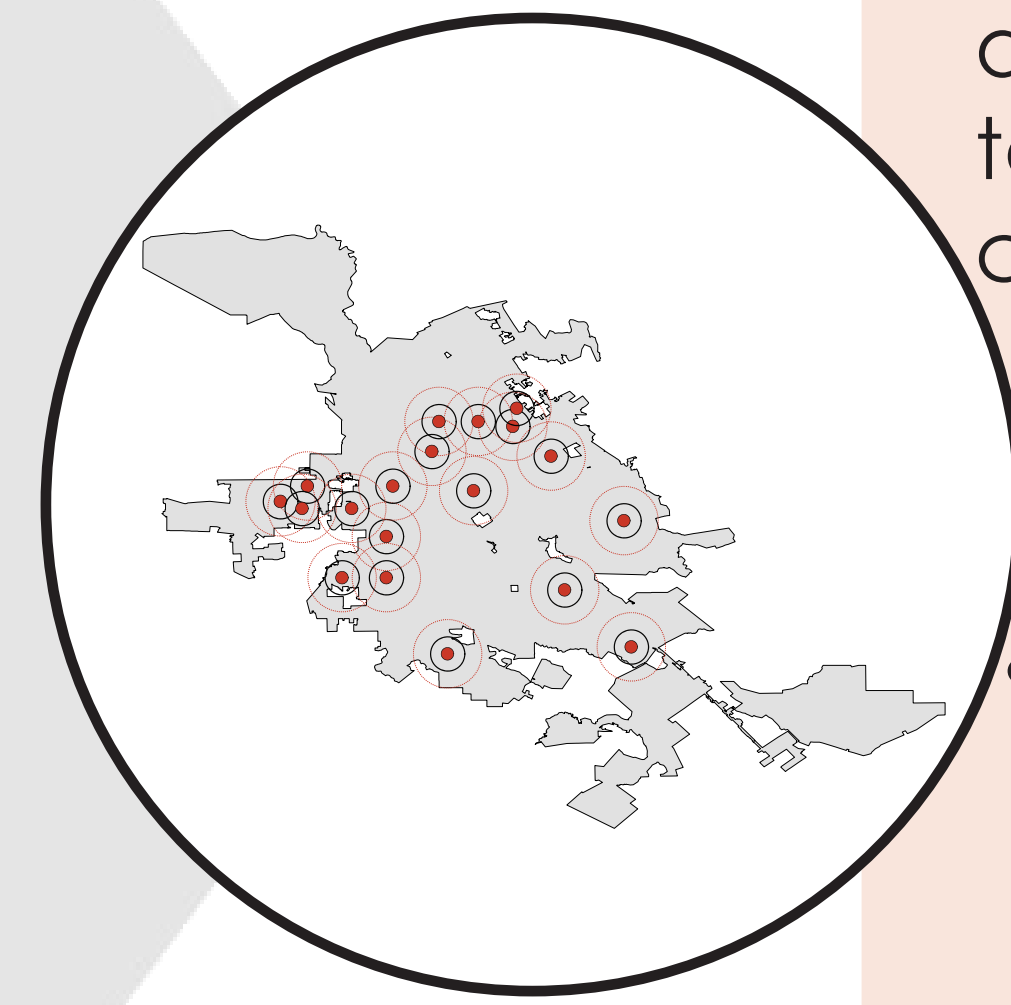


San Jose's community center model is unique in regard to their **facility re-use program**. This program **gives government agencies, nonprofits, and community based organizations access** to selected satellite community centers to operate programs and offer services that primarily **benefit City residents**.



This allows the City to **strategically manage operational costs**, provide a wide variety of programming, re-use or re-service city facilities, and **expand relationships with service providers**.

See here for more information: <http://bit.ly/2ioGj4r>



### Williamson County, TN



#### Unique Community Center Attributes

- **Programming:** Arts & crafts for children, teens, and adults; dance and music classes, summer camps, theater programs, movie nights, game nights, sports camps, senior fitness programs, aquatics, therapeutics
- **Sponsorships:** SilverSneakers, Silver&Fit, Barre Fitness, Nancy Stevens, Wellness Coaching, STAR Physical Therapy
- **Satellite Centers:** Hillsboro/Leipers Fork Community Center, College Grove Community Center, Bethesda Recreation Center

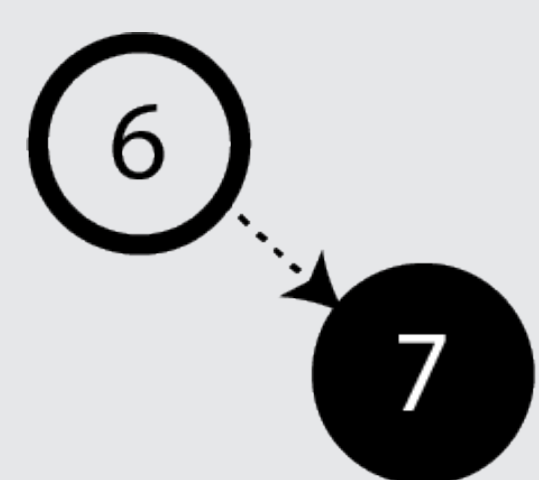
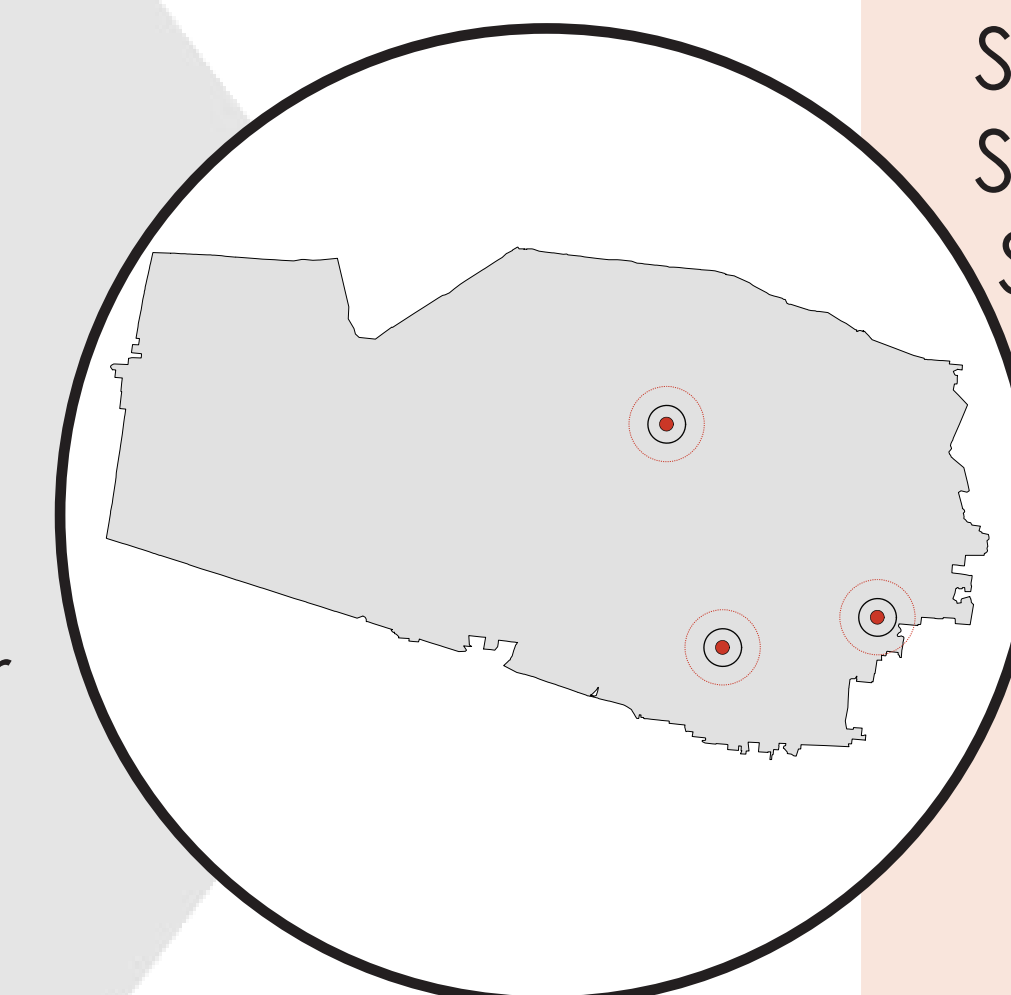


Cities and counties in the suburbs of Nashville have been able to **collaborate across several community and recreation centers** to create several satellite centers, allowing the smaller cities to **benefit from shared resources** and offer a wider variety of amenities and programming.



Williamson County Parks and Recreation has **partnerships with several local businesses and nonprofits** that support their programs through monetary donations and by providing needed goods and services. The County offers their **sponsors recognition** in various media sources and public engagement.

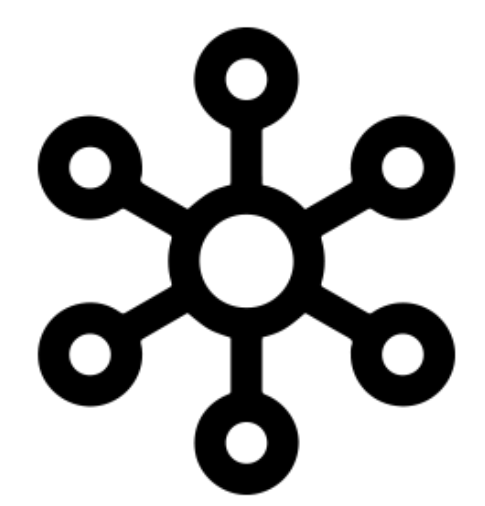
For more information see: <http://bit.ly/1yrYkUz>



**Cost Efficiency through Partnerships:** If Ramsey chooses to adopt a municipal satellite model, the City can **re-use several of its city-owned facilities** by allowing **local businesses and community based organizations to offer programs** that are currently in need. These existing facilities and community spaces can easily serve as satellite centers that offer components of a community center. Another alternative would be to **connect with neighboring cities to expand programming**. The City can also **develop a sponsorship policy** that will allow for more formal partnerships with service providers. The next poster presents examples of how cities that have used nonprofit partnerships to better meet community needs.

# Comm[UNITY] Centered

People, Places & Play in Ramsey

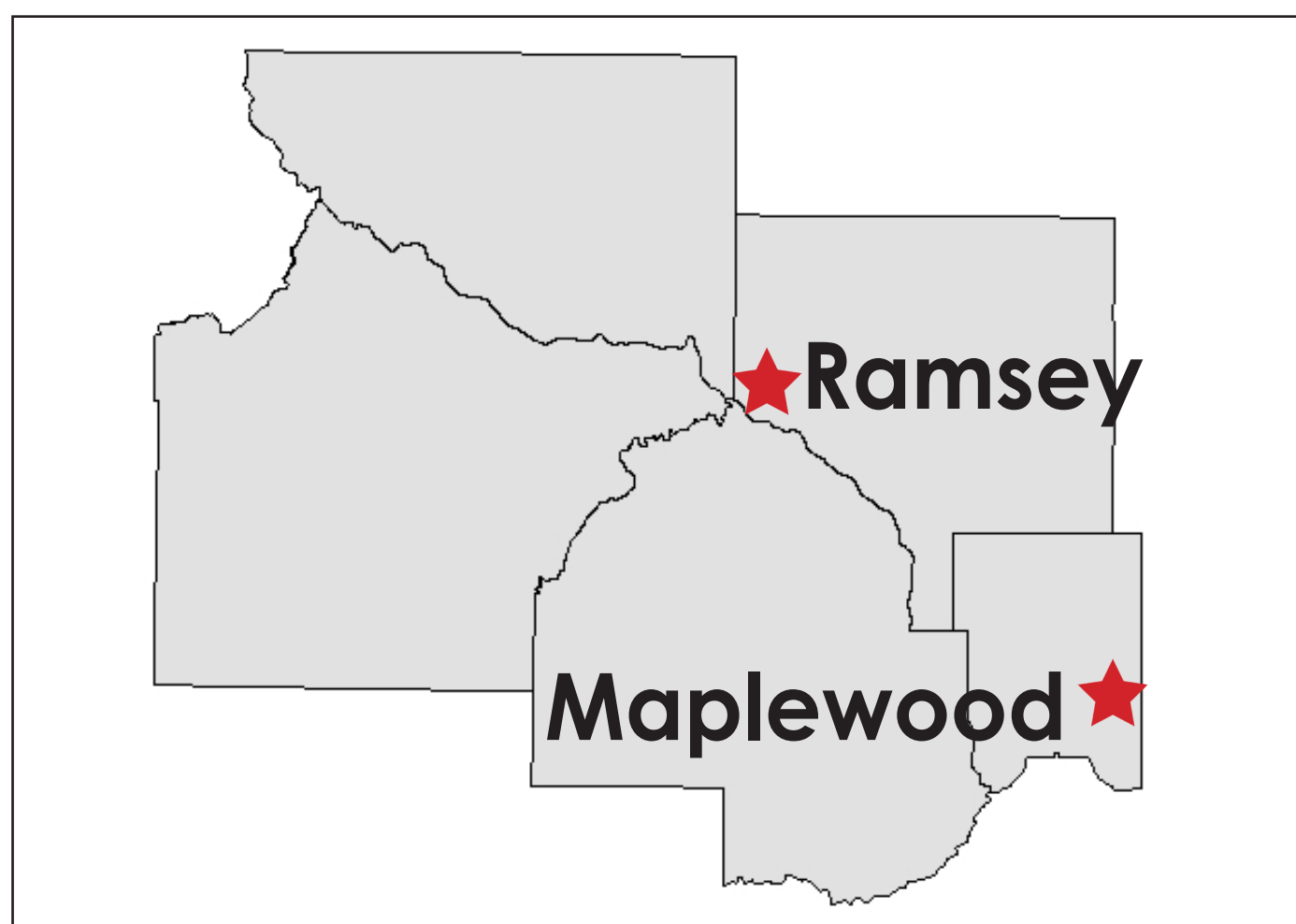


7. Satellite Nonprofit

## SATELLITE NONPROFIT MODEL

In a nonprofit satellite model, some or all of the satellite centers, including its hub, **can be owned and/or operated by a nonprofit organization**. Cities can also **partner with nonprofits** to provide facilities and programming that the City may not be able to offer otherwise. The following examples highlight how cities have partnered with nonprofits to offer **services that meet the needs and desires of their communities** while also **finding effective strategies to manage costs**.

### Maplewood, MN



#### Unique Community Center Attributes

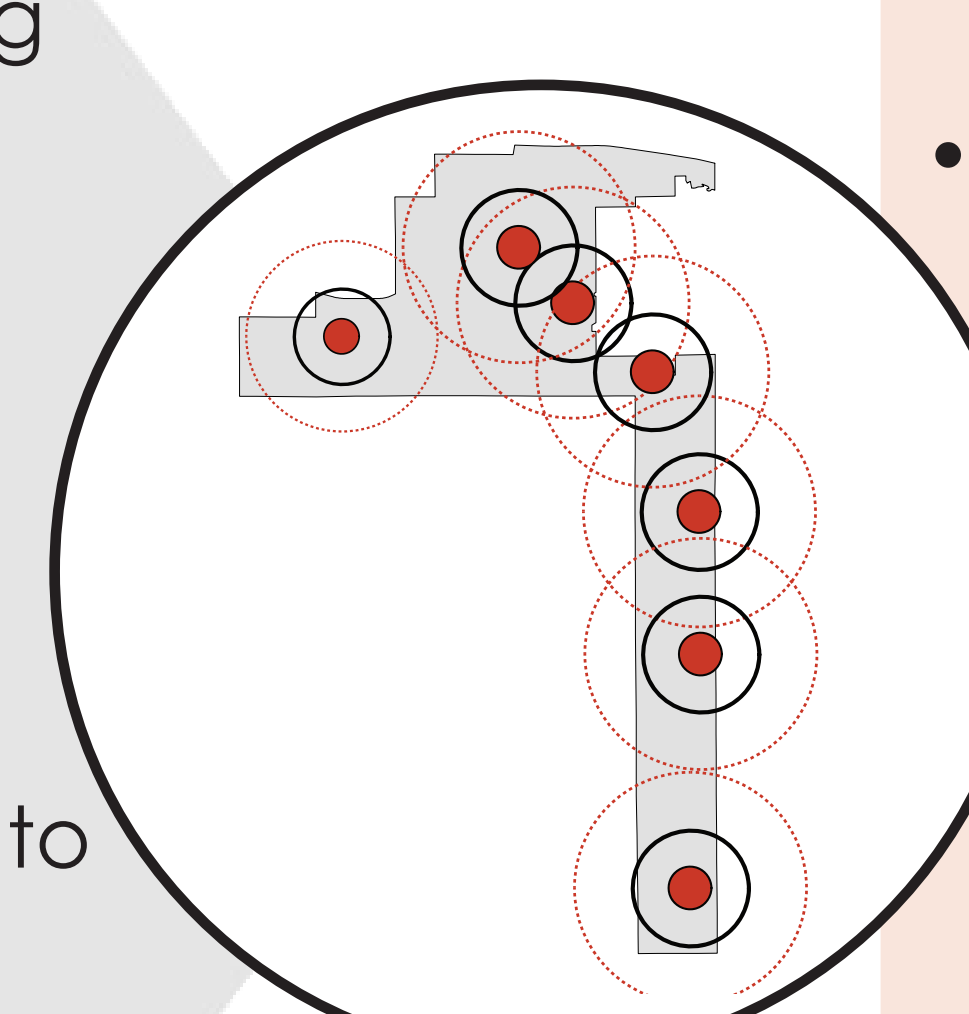
- **Memorandum of Understanding:** agreement between the Parks and Recreation Board and the YMCA in 2016.
- **Amenities:** 3 gyms, fitness center, 9 ice skating rinks, aquatic center, picnic shelters, and nature center
- **Satellite Centers:** Cater Community Gym, Edgerton Community Gym, Maplewood Community Nature Center, and neighboring parks
- **Partnerships:** YMCA, local elementary school, Jr. Polar Football, Maplewood Area Historical Society, NEU Soccer Club, North Polars Fastpitch

The City of Maplewood has a variety of **partnerships with local nonprofits and community organizations** which allow the City to provide specific programming **without having to commit additional staffing and be responsible for all costs**.

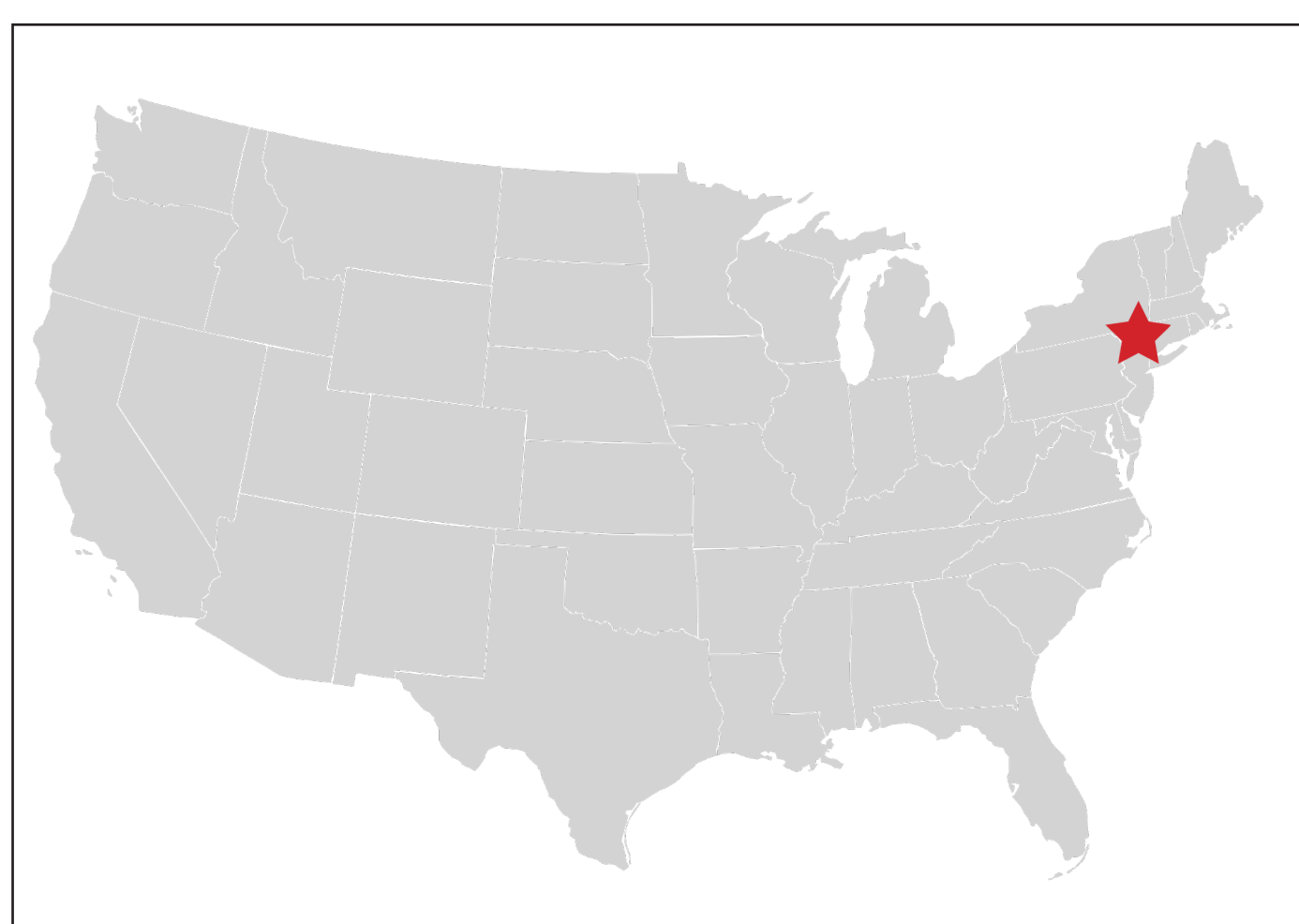
The Memorandum of Understanding (MOU) enables the City to provide its building while all operational costs are covered by the YMCA. This strategic partnership has helped the City to **broaden their services and effectively respond to the net loss** they were experiencing.

By offering programming through satellite centers, the City has also been able to **bring activities and programs closer** to its residents.

For more information see: <http://bit.ly/2BEdhFw>



### Queens, NY



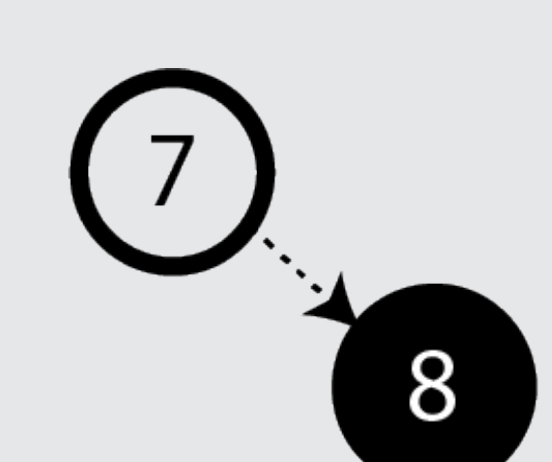
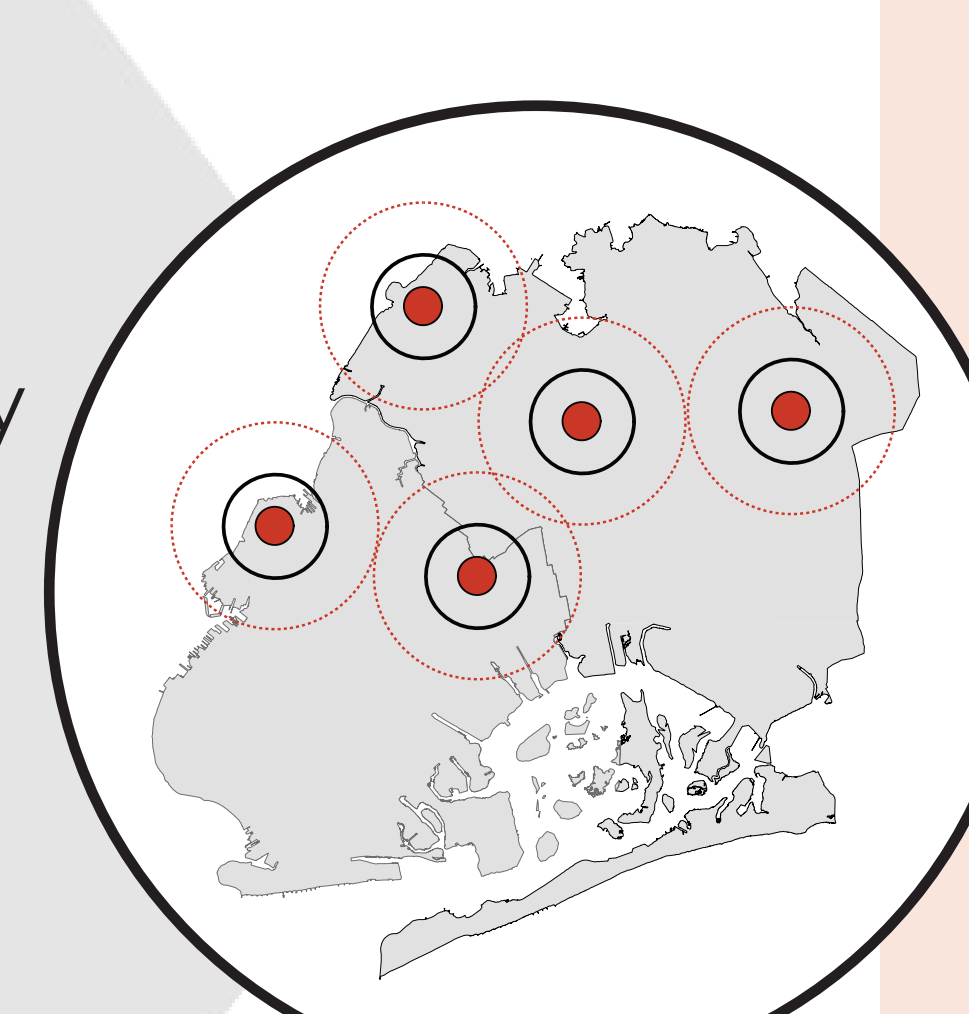
#### Unique Community Center Attributes

- **Operation:** Run exclusively by Catholic Charities.
- **Amenities:** classrooms, meeting spaces, and worship spaces
- **Programming:** food pantry; educational programs for Latino children, youth, and families; programs for low-income parents; employment support programs; health education; and financial literacy
- **Opportunities:** While the geographic area is different from Ramsey, mainly in relation to population size, the model that is adopted across Queens still offers unique features that are applicable to Ramsey.

The community center in Queens offers **core social services including food and shelter; financial assistance; and youth and adult education to facilitate community empowerment**. This model exemplifies how community centers can incorporate **impactful programming that go beyond traditional programming** by taking into consideration the **local context and unique needs of residents**.

Such programming can make community centers a **welcoming place for all residents**, especially for **socially disadvantaged and marginalized populations**.

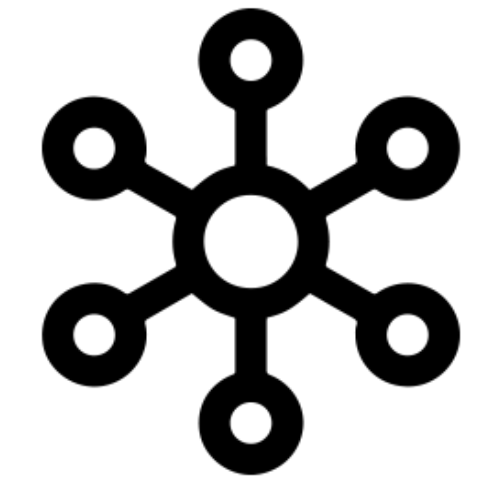
For more information see: <http://bit.ly/2jhYr0R>



**Managing Costs and Addressing Needs:** The satellite geographic model and nonprofit governance strategies presented in this poster **highlight the advantages of partnerships in managing operational costs** and ways in which community centers **can serve the unique needs of the community**. It is important that Ramsey **conduct meaningful community engagement at the grassroots level** to identify resident needs and develop programming that can benefit all populations. The next poster highlights existing community resources in Ramsey that can present valuable opportunities for partnerships and serve as satellite centers that offer specialized community services.

# Comm[UNITY] Centered

People, Places & Play in Ramsey



8. Existing Resources

## EXISTING COMMUNITY RESOURCES

The City of Ramsey currently offers multiple community spaces with a range of facilities, amenities, and programming for outdoor recreation, physical activity, community gatherings, and leisure. The map and information presented below highlight six such community resources that include parks, playgrounds, sports fields, gymnasiums, meeting spaces, and event venues. These resources indicate the investments the City of Ramsey has already made in providing components of a traditional community center.



### Central Park

7925 161st Ave NW  
<http://bit.ly/2zDNixG>

- Outdoor pavilion and building
- Common area
- Playground
- Ice rinks with hockey nets
- Six softball fields



### The Draw

7401 E Ramsey Parkway  
<http://bit.ly/2i7Q9HW>

- Amphitheater
- Picnic tables
- Open green space
- Passive recreation programming
- Regional trails access



### Municipal Center

7550 Sunwood Dr NW A  
<http://bit.ly/2AiBroF>

- Five rentable meeting rooms
- Overhead projectors
- WiFi availability
- Multiple kitchens
- Flat screen TVs



### Ramsey Elementary

15000 County Hwy 5  
<http://bit.ly/2zV4bri>

- Two gymnasiums
- Outdoor fields
- Auditoriums
- Cafeterias and kitchens
- Classrooms



### Adrenaline Sports

SW Bunker & Armstrong Blvd.  
<http://bit.ly/2j7JXAB>

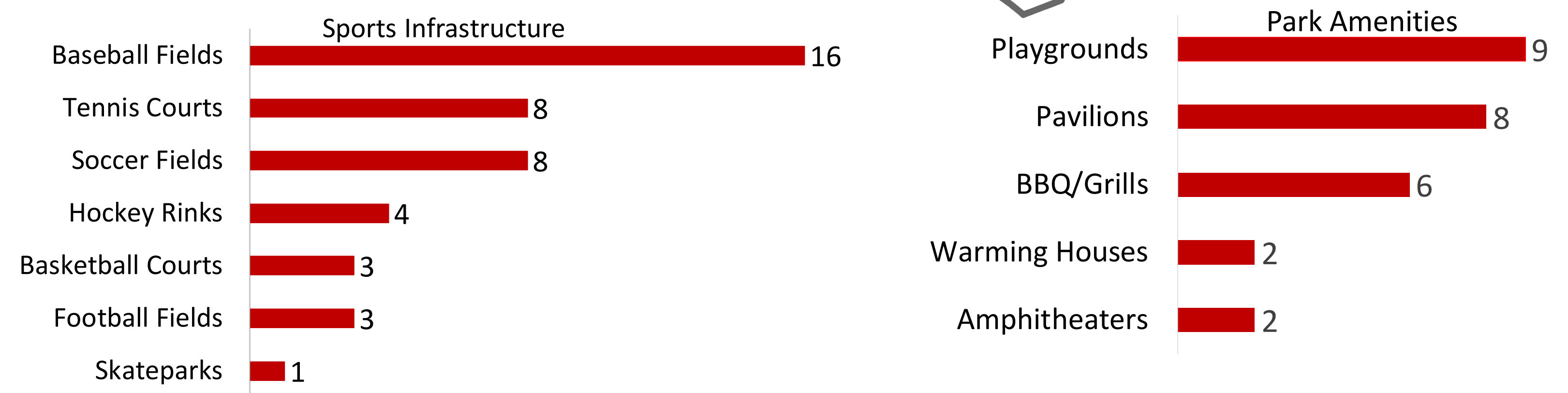
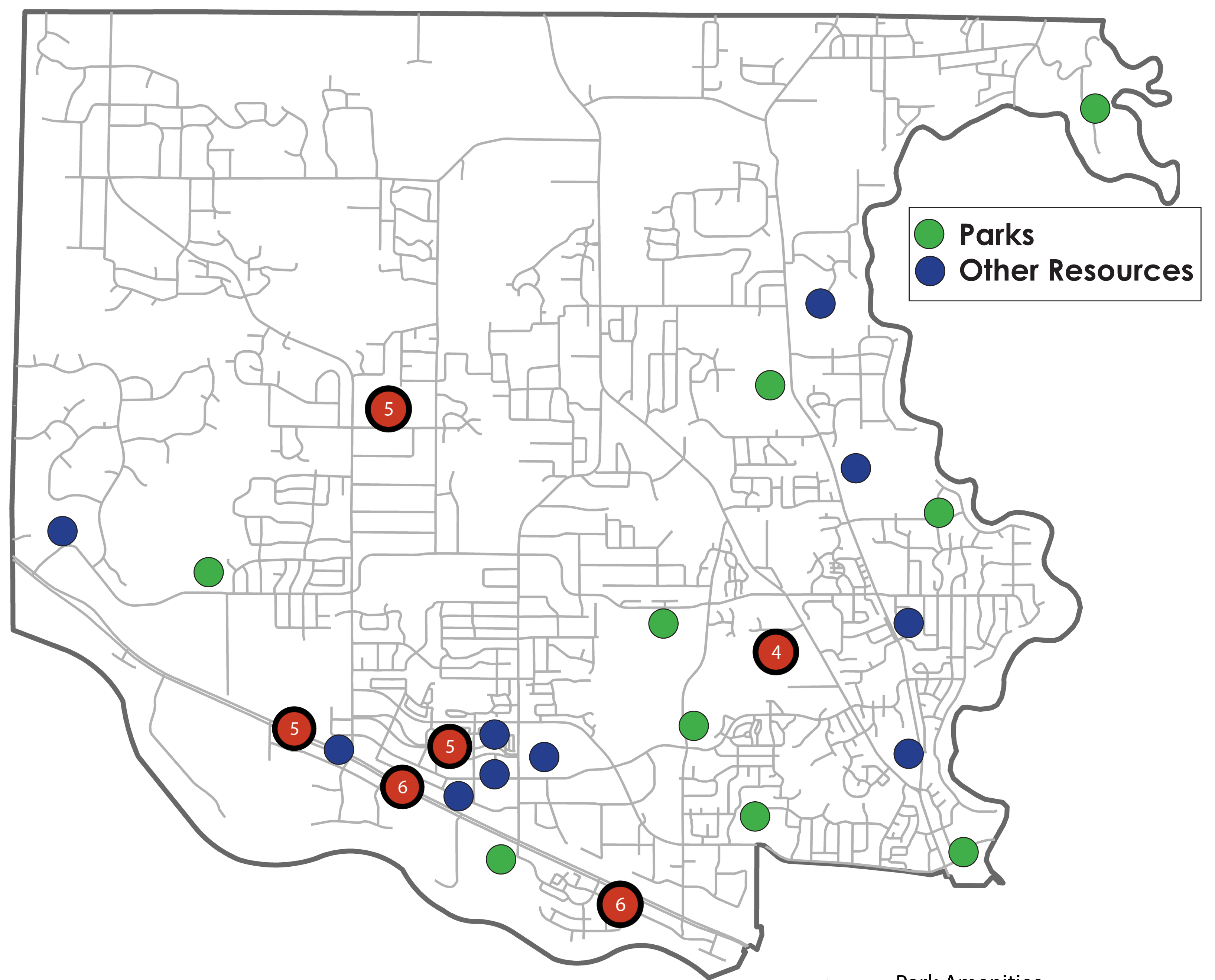
- Three basketball courts
- Three volleyball courts
- Three 80' x 170' turf fields
- 52,000 sq ft of rentable space
- Opens in January 2018



### Youth First

6701 Hwy 10 NW  
<http://bit.ly/2ik1bdi>

- Free afterschool programs
- Volunteer programs
- Teen movie nights
- Soccer field & volleyball court
- Outdoor recreation events

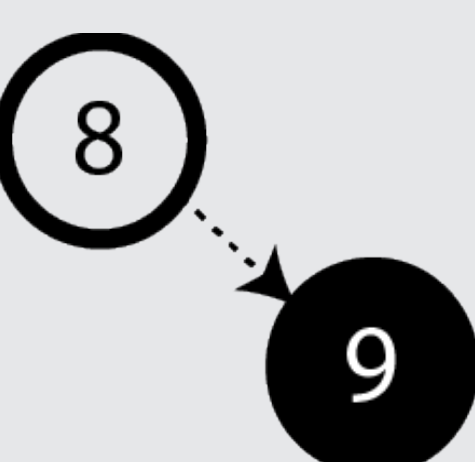


### An expanded inventory of community resources

The list of community resources highlighted on the left of this poster is by no means comprehensive. Ramsey currently offers a **myriad of community resources that are already accessible to residents**. The locations of these resources and the types of facilities and programming offered provide **valuable considerations when envisioning a community center model for Ramsey**. Below are some additional outdoor spaces, facilities, and programming that could potentially be incorporated into the City's community center model.

**Parks and open spaces:** Ramsey has approximately **565 acres of parks and trail corridors**. Aside from Central Park and The Draw, several other City parks including, **Elmcrest, Alpine, Lake Itasca, Emerald Pond, Sunfish Lake, and Woodland Green**; and regional parks including **Rum River Central Park and Mississippi West Regional Park** offer facilities and space for both active and passive recreation. They also serve as gathering spaces for residents and provide a variety of amenities, including ones that are listed in the graphs above.

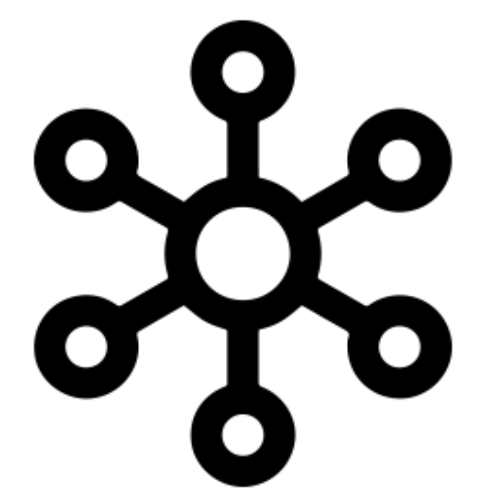
**Other facilities and programming:** Residents in Ramsey can access facilities and programming offered by several **privately-run** institutions and businesses including the **PACT Charter School, Anytime Fitness, Fountains of Ramsey, Links at Northfork Golf Course, Lord of Life Church, Northgate Church, Rum River Scout Camp, and Northern Starz Children's Theater** to utilize a variety of facilities and programming including gymnasiums, multi-purpose event rentals, outdoor activities, and performing arts programming that can benefit children, youth, and adults.



**Incorporating Existing Resources into the Community Center Model:** If the City of Ramsey pursues a satellite community center model, the City can **capitalize on existing community gathering spaces and facilities** to incorporate and expand components of a centralized community center. Having community center services dispersed throughout the City can also **increase access to resources for communities across Ramsey**. The City can repurpose already existing infrastructure and/or expand existing infrastructure to integrate community center resources that are currently lacking in Ramsey to meet the needs and desires of residents.

# Comm[UNITY] Centered

People, Places & Play in Ramsey



9. Recommendations

## RECOMMENDATIONS

This poster presents **important considerations for the City of Ramsey** as they move forward with in-depth planning for a community center model as well as associated programming and activities. Here we highlight **gaps in facilities and programming offered in Ramsey**, possible opportunities for **partnerships and funding**, a **framework for site selection**, and **recommended next steps** that will help the City develop a community center model that will **serve the needs and interests of all residents in Ramsey**.

### Gaps in Facilities and Programming Offered in Ramsey

While the City has **not conducted a formal needs assessment**, the City's Parks and Recreation website includes **a survey** that allows residents to provide feedback on what recreation programs the City should offer. This feedback can **help inform the type of programs and amenities to include in a community center**. The following section categorizes gaps in current facilities and programs offered in Ramsey based on the survey responses, a comparison of facilities and activities offered in other cities discussed in the project, and information obtained from key informants.

#### Facilities and activities for children and youth

- Splash pad
- Sports programs
- Music and theater
- More playgrounds
- Arts and crafts



#### Facilities and programs for families

- Day camps
- Pool & swimming lessons
- Winter activities
- Movie nights
- Nature hikes & outdoor programs



#### Programs for adults

- Fitness classes
- Nutrition education
- Swimming lessons
- Yoga
- Evening/weekend recreation programs



#### Other facilities and programs

- Community/rec center
- Gardening programs
- Childcare
- Indoor walking tracks
- Improved biking & walking trails



We also gathered that residents in Ramsey **currently utilize community centers, YMCAs, and other facilities in neighboring cities** including Andover, Elk River, Rogers, Champlin, and Otsego **for family/child-oriented programming**. Residents have also shared their preference for **sports and fitness programs provided by the City** over the long-term fee-based services offered by athletic associations and private fitness clubs.

### Opportunities for Partnerships

Partnerships can offer **valuable and cost-effective strategies** for **expanding and supplementing programming and facilities** offered by the City. However, they should fit within the community's needs and align well with the City's overall goals. Partnerships should also provide the City with a high-level of control over programs, services, and rates to ensure affordability and accessibility to all residents.

- **Government entities**  
e.g. Parks and Recreation Department, neighboring cities
- **Nonprofit organizations**  
e.g. YMCA Twin Cities, Youth First Community of Promise
- **Schools**  
e.g. Ramsey Elementary, PACT Charter School
- **Private fitness & athletic clubs**  
e.g. Adrenaline Sports Center, Anytime Fitness
- **Local businesses**  
e.g. Fountains of Ramsey, Links at Northfolk Golf Course

### Opportunities for Funding and Managing Costs

Ramsey should explore **diverse funding streams** in addition to City funds to support community center services. Having multiple sources of funding can effectively **address cost issues related to construction, operation, maintenance, programming, and facility updates**. Below are several opportunities that can potentially be used to finance community center services and ensure the continuity of programs.

- **Facility use agreements**  
e.g. Ramsey elementary, PACT Charter School
- **Grants from government/public entities**  
e.g. Land & Water Conservation Fund, Ramsey Foundation
- **Grants from private/nonprofit entities**  
e.g. Anoka Area Chamber of Commerce, Ramsey Lions
- **Facility re-use programs/policy**  
e.g. community-based organizations and service providers
- **Donations & fundraisers**  
e.g. in-kind and monetary donations, walk-a-thon fundraisers

## A Framework for Selecting a Site for a Centralized Community Center or Hub

- Assets:** What does the site bring as an asset?  
e.g. large site, easy access, parking space
- Action Needed:** What has to be done to ensure that all needs are met?  
e.g. determine wetland mitigation, street and sidewalk modifications
- Gaps:** What gaps does the site have?  
e.g. no room for expansion, not centrally located
- Partnerships:** What are some options for partnerships?  
e.g. formal agreements with YMCA, school district, senior center, and local businesses
- Benefits:** What are the advantages of choosing this site?  
e.g. adjacent to playground, can incorporate park
- Funding Options:** What funding options are available?  
e.g. donations, sponsorships, cost-sharing agreements, fundraisers
- Consequences:** What are the negative impacts of using this site?  
e.g. increased traffic, loss of trees

Note: This framework is adapted from the City of Bloomington's *Community Center Taskforce Report to the Bloomington City Council* (Oct. 10, 2016). For more information see: <http://bit.ly/2zDNixG>

## Recommended Next Steps



**Economic Development Authority (EDA)**

3. 2.

**Meeting Date:** 01/25/2018

**By:** Tim Gladhill, Community Development

**Title:**

Review Draft Economic Development Chapter of Comprehensive Plan

**Purpose/Background:**

**UPDATE:** At the 01/11 EDA meeting, it was requested the EDA bring this case back for a second review. Specifically, the EDA wanted to provide feedback and direction regarding long-term goals. As the Comprehensive Plan reads today, most EDA goals are short-term/ mid-term. Community Development Director Tim Gladhill will be leading a long-term goal setting session at this EDA meeting.

The purpose of this case is to review a draft of the Economic Development Chapter of the Comprehensive Plan and make a recommendation to the Planning Commission. This Chapter will be an iterative review process as subsequent chapters are completed. This will not be the last time the Committee will review this chapter.

**Observations/Alternatives:**

Please see the attached document for specifics.

**Recommendation:**

Staff recommends that the Committee provide input on this draft and make recommendations to the Planning Commission.

**Action:**

Provide input and recommendations on the draft chapter.

**Attachments**

Economic Development Plan

**Form Review**

Inbox	Reviewed By	Date
Tim Gladhill	Katie Schmidt	01/22/2018 09:08 AM
Tim Gladhill	Katie Schmidt	01/22/2018 09:09 AM
Form Started By: Patrick Brama		Started On: 01/05/2018 08:21 AM
Final Approval Date: 01/22/2018		

# City of Ramsey 2040 Comprehensive Plan Update

Economic Development Plan

## Background on this Document

This document is a draft of the narrative to be used in the 2040 Comprehensive Plan Update. This is not a final version or actual layout. This document will be reviewed and revised multiple times. The City will try to add additional maps and figures to better tell the story of this vision.

## Our Mission

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

## Our Vision

Ramsey will evolve through citizen-driven, collaborative processes that respect the balance and connectivity between its unique urban, rural, and natural environment for current and future generations.

## Core Values

- 1) Encourage new pedestrian friendly neighborhoods and balanced transportation.
- 2) Maintain landowner rights.
- 3) Employ careful foresight that involves all citizens in decisions that affect their lives, property, and neighborhoods through collaborative public engagement.
- 4) Nurture neighborhood and community interactions with flexibility to meet future needs without compromising the needs and interests of current residents.
- 5) Develop and maintain a well-connected park and public space system for all ages.
- 6) Attract and retain businesses that support the whole community.

## 2030 Plan Accomplishments

The last plan was adopted in 2010. While a number of factors changed since the last plan was adopted, the City can celebrate a number of successes as it relates to our land use vision. Subsequent chapters of the 2040 Comprehensive Plan will celebrate their own successes.

- Add accomplishments here. This section will be completed at a later date.
- 

DRAFT

## Goals and Strategies

The following represents goals and strategies for future land uses. Subsequent chapters will include their own goals and strategies that integrate with the above. Resources above and beyond current budget approvals are indicated in the ‘Additional Resources’ column.

Strategic Imperatives (4 key themes from Phase I of update)

1. Rural Character and Urban Growth Balance
2. An Active Community (Parks, Recreation, and Open Space)
3. A Connected Community (Transportation)
4. A positive learning environment

Goal/Initiative	Tactic	Timeframe	Key Outcomes	Additional Resources
	<p><u>1) Business Retention &amp; Expansion</u>                      The large majority local economic growth comes from existing Ramsey businesses. The purpose of this goal is to develop and maintain positive relationships with existing Ramsey businesses (establish trust). This goal is implemented through quality customer service, businesses visits, and facilitating business events.</p> <p>In 2017, staff would like to review the option of utilizing the University of Minnesota’s BRE program (<a href="#">link</a>). If the EDA was interested in the program, Connexus Energy has indicated a willingness to sponsor the program (2018).</p>	Ongoing	<p>Complete 24 business visits annually.</p> <p>Execute EDA business expo, business appreciation golf tournament, and fall networking event. Participate in Anoka County Broker Event and MN Marketing Partnership.</p> <p><i>This tactic fits within EDA objectives 2 and 3.</i></p>	Currently Sufficient: assuming moderate customer service demand levels, sufficient resources exist to complete this tactic as proposed.
	<p><u>2) Future Business Park</u>                      Continue to move along the City’s future business park initiative. Below are major work items to be addressed:</p> <ol style="list-style-type: none"> <li>1. Finalize Economic Development Analysis</li> <li>2. Develop and solidify the City’s position/ involvement/ policy.</li> <li>3. Attain shovel ready status.</li> </ol>	Complete/Ongoing	<p>“Ready-to-go” business park and clear position of City involvement.</p> <p><i>This tactic fits within EDA objectives 2 and 3 and the City’s strategic plan.</i></p>	<p>Currently Sufficient: assuming moderate customer service demand levels, sufficient resources exist to complete this tactic as proposed.</p> <p>This work item does require use of third-party professional services (Shovel Ready Certifications, Economic Development Analysis, and subsequent due-diligence). TIF #1 and the EDA Fund have been identified as funding sources for this work in the past by the EDA and City Council.</p>

	<p><u>(3) Old Municipal Center Redevelopment</u> Facilitate redevelopment of old municipal center site. Below are major work items to be completed:</p> <ol style="list-style-type: none"> <li>1. Remove former Fire Station #2 and clean site</li> <li>2. Close on sale of property, phase #2</li> <li>3. Close out land-swap agreement with Meadow Creek Builders</li> </ol>	Complete/Ongoing	<p>Old municipal center site cleaned and ready for sale by Winter 2016.</p> <p><i>This tactic fits within EDA objectives 1 and the Council's strategic plan.</i></p>	<p>Currently Sufficient: assuming moderate customer service demand levels, sufficient resources exist to complete this tactic as proposed.</p> <p>The Anoka County HRA account has been identified as a funding source for the demolition and site clean-up work in the past.</p>
	<p><u>(4) Recruit new industry and major retail businesses to Ramsey</u></p>	Ongoing	<p>Secure two new 30,000 square foot retail, and two new 30,000 square foot industrial facilities.</p> <p><i>This tactic fits within EDA objective 1. This tactic fits within the City's strategic plan and Council policy discussions.</i></p>	<p>Currently Sufficient: this tactic requires assistance from the City's real estate broker CBRE; and demand from the development market.</p> <p>In order to provide latitude on which method is selected to tackle this goal (several exist), staff is requesting an increase of the EDA marketing budget line item from \$3,000 to \$30,000 in 2017.</p>
	<p><u>(5) Sell Surplus City Owned Land</u> The City owns a large inventory of surplus land available for development.</p> <p>Attain shovel ready status for all listed City owned property (including cut/fill estimations and identifying major costs for development—such as required extension of public infrastructure).</p>	Ongoing	<p>Land sales are closed. Staff shall provide an annual overview.</p> <p><i>This tactic fits within EDA objective 1. This tactic fits within the City's strategic plan and Council policy discussions.</i></p>	<p>Currently Sufficient: assuming moderate customer service demand levels, sufficient resources exist to complete this tactic as proposed.</p> <p>This work item does require use of third-party professional services (Shovel Ready Certifications and subsequent due-diligence). TIF #1 has been identified as a funding source for this work.</p>
	<p><u>(7) COR Development Pro-Forma and Policy</u> The City of Ramsey has taken the role of master developer for The COR. From a development perspective, the list of City obligations (expenditures) for The COR is relatively long, and at this point not well-defined. Additionally, the list of revenue streams from The COR is relatively straight forward, but have been committed informally in several instances. Staff would like to develop a pro-forma for The COR outlining all anticipated expenses and all anticipated revenues for the project.</p>	2018	Completed development pro-forma.	<p>This work will require assistance from third party professionals:</p> <p>(A) infrastructure analysis for The COR--\$20,000-\$30,000.</p> <p>(B) regional stormwater plan for The COR--\$15,000-\$30,000.</p> <p>(C) updated sign plan and cost estimates for The COR--\$5,000-\$15,000.</p> <p>At this point, the numbers outlined above a very preliminary. Staff would like to get quotes for EDA review.</p>

	<p>NOTE: this work has been partially completed in the past in many different forms (i.e. Landform, Ehlers, City C.I.P., etc.).</p> <p>This discussion also warrants the City to take policy positions on various items (i.e. expenses) and how they will be paid for (all city, all developer, split, etc.), and roughly when various improvements will be made.</p> <p>Completion of this pro-forma will put the City in a much better position to effectively analyze development proposals, strategize marketing efforts (i.e. pricing of land), budget discussions, and various policy items.</p>			<p>Staff anticipates various funding sources will be utilized to implement this work.</p>
	<p><u>(8) RALF</u> The Metropolitan Council reinstated the RALF (revolving acquisition loan fund) program in 2015 with eligibility modifications which significantly affect cities' ability to use this program. In fact, since the 2015 rule change, no RALF awards have been made by the Metropolitan Council, to any city</p> <p>Staff would like the EDA/ City Council to consider pursuing amendments/ exceptions to the RALF program criteria. Staff is receiving requests/ inquiries from Highway 10 property owners RE this subject; which are intensifying with time.</p> <p>Staff would like to submit a RALF application to the Metropolitan Council to test/ challenge their new policies and positions. Additionally, said application will serve as a base point for future policy discussions for the City of Ramsey.</p>	<p>2018</p>	<p>A RALF program that can actually be utilized by the City of Ramsey.</p>	<p>No additional resources requested. Normal staff duties.</p>
	<p><u>(9) Business Incubator</u> Consider utilizing vacant space on the second floor of the Ramsey Municipal Center for a business incubator</p>	<p>2018</p>	<p>Decide if the City has a genuine interest in starting a business incubator.</p>	<p>At this point, no additional resources are being requested. Based on the scope of this project, additional resources will be needed.</p>

	<p>program—(or a cowork space, COCO).</p> <p>Staff would like to kick the process with a scoping meeting (i.e. how should we approach this task).</p>		<p>Have a general scope for what a business incubator means in Ramsey.</p>	
	<p><u>(10) ZIP Code</u>          In 2015, the City of Ramsey did open its doors to the first ever Ramsey substation USPS Post Office. Although this is a positive step for Ramsey, the need for an independent zip code still exists. The purpose of this tactic is to pursue an independent zip code for our community.</p> <p>Process:</p> <ol style="list-style-type: none"> <li>1. Meet USPS minimum standards for obtaining a new zipcode (delivery points, deliver routes, scheme items, sectors). The City needs to submit a request for an audit.</li> <li>2. USPS audit made— Ramsey either meets minimum thresholds or not. If they do, move on to step 3.</li> <li>3. USPS conducts a survey of community to gather feedback/ support for a new zip code.</li> <li>4. USPS grants Ramsey a new zip code.</li> </ol>	<p>2018</p>	<p>Approval or denial of a new Ramsey zip code.</p>	<p>No additional resources requested. Normal staff duties.</p>

## Existing Industrial Opportunities

Put something here.

### Ramsey/Anoka Industrial Park.

Put a description here. It is 1,000 acres.

- About 1,000 acres
- About 15,000 jobs
- Hundreds of businesses, with a high concentration of manufacturing

## Future Industrial Opportunities

Put something here.

- New 115-acre business park NW of new interchange
- 15-acre Connexus site, within existing business park.
- 9.3-acre city owned site, within existing business park.

### Bunker Lake Industrial Park

Put a description here.

Figure 1: Map of Bunker Lake Industrial Park

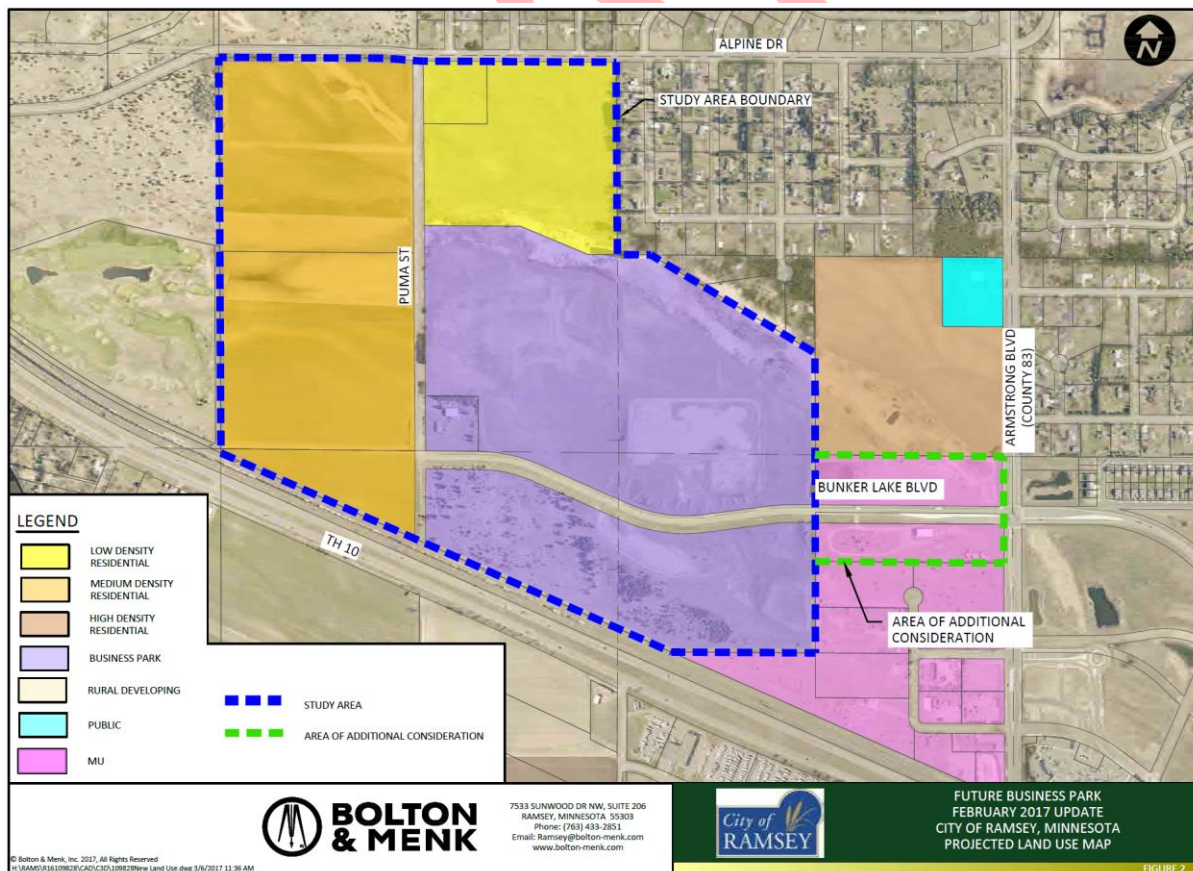


Figure 2: PSD, LLC Master Plan

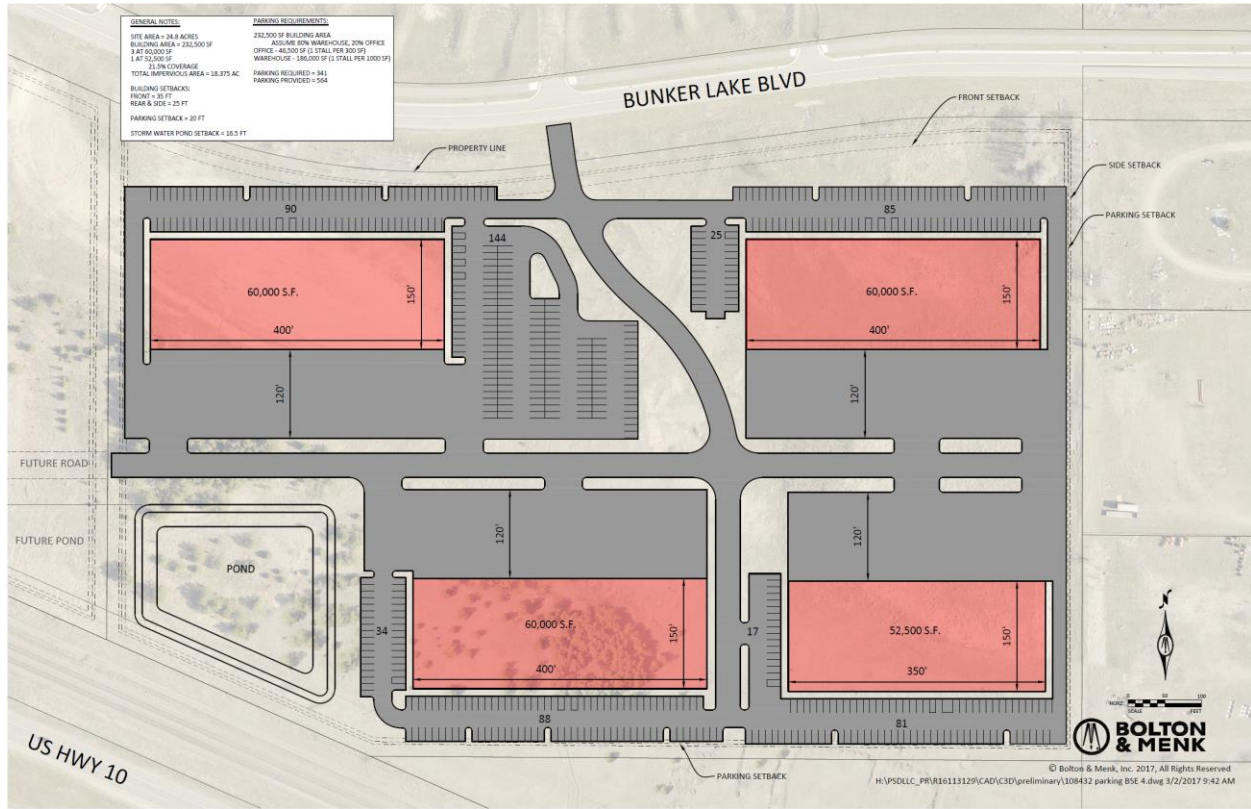


Figure 3: Hageman Holdings



## Retail Development Goals

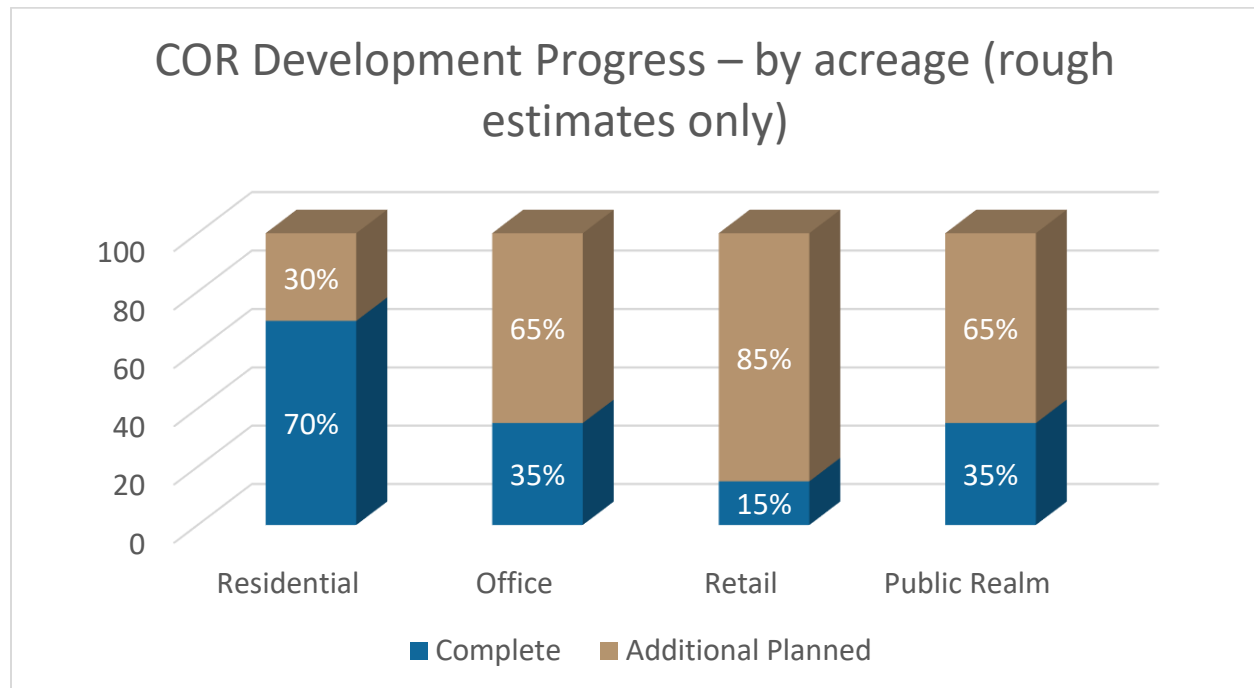
Describe our retail goals here. 115 acres guided for future retail development.

Figure 4: Retail Guided Areas

Create a map of the areas guided for retail.

## Retail Goals in The COR

Table 1: Planned Growth in The COR



## Rum River Hills

This is the 167<sup>th</sup> Node.

## Background

The retail node located at 167th Avenue and Trunk Highway 47 has been a topic of discussion with City Councils and EDA boards for several years (“167/47 Node”). The 167/47 Node has struggled to become economically viable for some time, is experiencing high vacancy rates, an increase of blighted building conditions and escalating crime.

The City has received a significant number of inquiries from property and business owners located in the 167/47 Node from 2012 to 2013 requesting assistance to address concerns. Additionally, the City of Ramsey owns an inventory of real property located adjacent to the 167/47 Node totaling 16.52 acres. Said property was identified as surplus City owned land in 2012 and is available for sale.

The EDA, Planning Commission and City Council have expressed interest in addressing the 167/47 Node.

## Purpose

Guide City participation in the redevelopment of the 167/47 Node; and, specifically identify a common goal, vision, working parameters and garner public input.

The desired outcome of this document is to develop a clear, consistent, transparent and fair process the City, prospective developers, property owners and Staff can rely on as proposals are received. The Ramsey Economic Development Authority (EDA) shall act as first point of contact for City in relation to the 167/47 Node by utilizing this Statement of Goals.

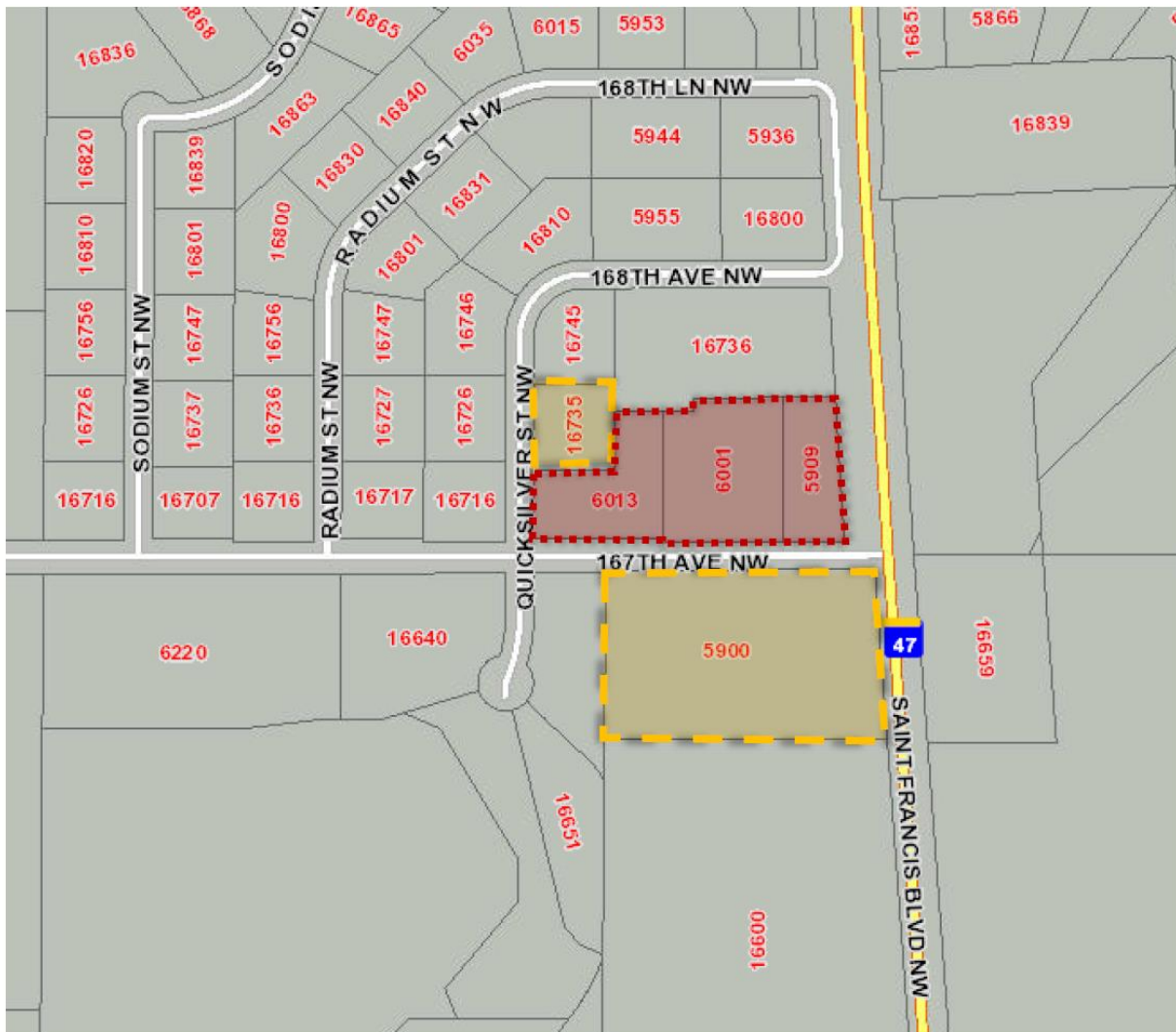
Note: The City Council makes all final policy decisions; which may deviate from this document. This document is not a legally binding agreement.

### Goal

To improve and/or remove blight from *properties-of-concern* and encourage sustainable market-driven redevelopment of the 167/47 Node that will benefit the entire City of Ramsey.

Figure 5: Area of Concern

RED [Sort Dash]: Primary Area of Concern  
YELLOW [Long Dash]: Secondary Area of Concern



## Vision

A mixture of residential and retail uses. Residential users may include single family residential, townhomes, or senior living units as directed by the market. Retail will include a market driven neighborhood commercial node. Redevelopment of the 167/47 Node should include a connection to Elmcrest Park and/or nearby trails where feasible.

## Parameters

Listed below are a number of parameters intended to develop a clear, consistent, transparent and fair process the City, prospective developers, property owners and Staff can rely on as proposals and inquiries are received.

- A. CITY LAND ACQUISITION: The City does not support purchasing property to redevelop the 167/47 retail node.
- B. MARKETING: The Ramsey EDA does support facilitating a professional marketing package for the 167/47 retail node to entice redevelopment/investment; which would include:
  - I. Information matrix: asking prices, County valuations, tax information, utility information, ownership buy-in, maps, current zoning information, future land use information, etc.
  - II. An inventory of what City and State financial assistance options exist for a potential redevelopment project.
  - III. List of desirable uses (i.e. retail and wide range of residential); and, other allowable uses (i.e. compatible to surrounding residential)
  - IV. Professional material developed in partnership with the City and proactively marketed by a third party broker. Broker will be chosen by ownership group.
  - V. Marketing material shall be paid for by the ownership group. The Ramsey EDA is willing to considering financially contributing to this effort.
- C. ZONING:
  - I. The City would support a Comprehensive Plan and Zoning Amendment to allow retail or residential (of the appropriate density that balances compatibility of the surrounding area and market viability) land uses at 167/47 Node.
  - II. The Planning Commission will review requests for additional Permitted or Conditional Uses.
- D. CITY FINANCIAL ASSISTANCE:
  - I. AVAILABLE TOOLS:  
The City has a number of financial assistance programs potentially available for qualified projects; including

2. Tax Abatement
3. EDA Revolving Loan Fund (RLF)
4. Anoka County HRA Account
5. State Redevelopment Grant and Loan Program
6. Land Write Down (City Owned Parcels)

The City will consider all financial assistance programs listed above only for projects that directly address existing blighted properties; see Appendix A: Primary Area of Concern.

Utilization of financial assistance requires completion and approval of a Business Subsidy Application by the Ramsey EDA and City Council. Consideration will be based on the merits of an individual project and community benefit.

*II. EDA REVOLVING LOAN FUND (RLF)*

Upon adoption of this Statement of Goals, the Ramsey EDA will review alternatives to utilize the City’s existing Revolving Loan Fund (RLF) to stimulate cleanup and revitalization of the 167/47 Node. This *may* include, but is not limited to the following:

- i. Storefront Matching grants to help encourage/spark the ‘clean-up’ or improved ‘curb-appeal’ of properties. For example, a matching grant with a \$10,000 maximum City contribution.
- ii. Revitalization Loan Program: low interest loans that are tied to revitalizing properties to a marketable condition.

NOTE: the City has about \$275,000 available for these types of programs. This effort would require the creation and adoption of new program policies.

*III. PEDESTRIAN UNDERPASS*

It has been requested, for the City to consider funding a pedestrian underpass to connect the east and west side of MN trunk Highway 47. A pedestrian underpass would increase public safety, enhance connectivity to and from Elmcrest Park and increase foot traffic to retail businesses.

At this point, the City will not pre-commit a specific funding source, or specific dollar amount, to a pedestrian underpass. The City would react to this specific request at the time of future development; and, would base their response on the merits of a project—and the value it will bring to the community. Examples of potential funding solutions below:

- i. Cost Share Agreement with developer (most desired)
- ii. Redevelopment TIF District proceeds
- iii. Grant Programs (various)
- iv. Park/Trail Dedication Fees (from 167/47 area, new development)
- v. Land Write Down Contribution (city owned parcels)
- vi. Anoka County HRA Account

NOTE: When future development occurs, the City will consider methods beyond a pedestrian underpass for increasing safety at the 167/47 intersection.

#### IV. SEWER TRUNK FUND

The 167/47 Node is not currently connected to City sanitary sewer service. Extending sanitary sewer service to this node will make properties more attractive for future development and will provide existing property owners with an alternative to the use of septic tanks.

Presently, the City of Ramsey is not willing to *fully* fund a special sanitary sewer service line to the 167/47 Node. However, if a property owner (or developer) was willing to share the cost of extending sewer service, the City would be willing to discuss an agreement.

##### NOTES:

The cost of extending a special 8” force main sanitary sewer line to the 167/47 Node is estimated to be \$1.5M. It is estimated, at full build out, the special 167/47 Node sewer trunk line would recapture \$500,000-\$750,000 in sewer trunk fees (based on 2012 adopted sewer trunk fees). Therefore, a shortfall of \$750,000-\$1M in funding would occur.

Additionally, extending an undersized, special, sanitary sewer line to the 167/47 node may result in extra costs (in the long run) if the City ever decided to serve the north east portion of the Ramsey with sanitary sewer service.

Today, the City does have sufficient trunk fund dollars to pay for the 167/47 Node special sanitary sewer line. However, the City is planning for sanitary sewer service in three other future growth locations in Ramsey. Unlike the 167/47 Node, said areas do have sufficient forecasted development capacity to fully recapture the cost of proposed future sanitary sewer trunk lines.

#### Public Input

Two levels of public input were critical to this Statement of Goals: (A) Primary Property Owners; and (B) Surrounding Property Owners.

##### A. Primary Property Owners:

Primary property owners are outlined in Appendix B.

The City does support facilitating an ownership meeting group to brainstorm options, share information and to investigate opportunities for redevelopment and additional uses that are compatible with the surrounding residential area. This effort will be led by the Economic Development Authority (EDA).

The City desires a consistent, collaborative approach with a single voice amongst all property owners. Several separate messages per individual property owner is not a desired nor effective approach.

The City has received direction from surrounding property owners to market the entire 167/47 Node as an opportunity to developers—rather than only marketing properties individually. Through the EDA, the City will explore options to support a joint marketing effort for the 167/47 Node.

B. Surrounding Property Owners:

On September 26, 2013, the City of Ramsey hosted a collaborative public process with residents to discuss opportunities and barriers for redevelopment of the 167/47 Node. The intent of this process was to garner general public input before specific development proposals were crafted and reviewed by the City; and, before this Statement of Goals was adopted. The planning and facilitation of this public input process was led by the Planning Commission. 232 nearby property owners were invited via direct mailing, 26 participants registered and staff estimates over 30 people attended.

The following summarized public input was received:

I. PUBLIC UN-DESIRED USES

- Manufacturing
- Warehousing (in most cases)
- High density housing

II. PUBLIC DESIRED USES/IMPROVEMENTS

- Grocery store, coffee shop, convenience store, gun range, bar/lounge, hardware store, restaurant
- Anchor businesses
- Single family homes, retirement homes
- Townhomes are acceptable (in most cases)
- City support, light at intersection, address septic/sewer
- More rooftops and population needed

Continued on next page.

## Rum River Hills Redevelopment Plan

The Rum River Hills has proposed a redevelopment plan to the City.

Figure 6: Rum River Hills Development Plan



## Economic Development 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:

1. Ramsey Revolving Loan Fund (RLF)
2. Minnesota Investment Fund (MIF)

The City's RLF and the DEED MIF programs are used to fill the financial "gap" of a particular project. A financial gap occurs when private financing and/or owner equity cannot fund an entire project. Commonly, these programs are used to purchase equipment; however, other eligible uses exist. Interest rates and terms are negotiable.

### DEED JOB CREATION FUND:

3. Capital Investment Rebate
4. Job Creation Rebate

DEED assistance to projects that have capital investment and provide well-paying jobs. Program would allow for a company to receive a 5% rebate on capital expenditures (construction costs, materials etc.) up

to \$500,000. In addition, this program allows for up to \$500,000 in job creation rebates based upon jobs created and their salary levels.

**PROPERTY TAX PROGRAMS:**

- 5. Tax Abatement
- 6. Tax Increment Financing (TIF)

Tax abatement and TIF are local tax programs typically used for development or land acquisition costs. In general, both programs work by capturing property taxes generated by a particular parcel then dedicating said tax revenue for a specific project cost.

**PRIMARY FINANCING:**

- 7. Private Primary Lender and/or Owner Equity [no involvement from City]
- 8. Industrial Revenue Bonds (IRB)

Typically, projects are funded in large part by a private primary lender and with some level of owner equity. Certain manufacturing projects are eligible for complete funding via Industrial Revenue Bonds (IRB). IRBs are have a tax exempt status—which results in a lower interest rate for the borrower.

**HOW DO I KNOW WHAT TOOLS I AM ELIGIBLE FOR?**

Identifying finical tools your business may be eligible for is a clearer and cleaner process if project specs can be provided to the City (i.e. project budget, job details, building specs, etc.).

**DISCLAIMER:** Eligibility for financing tools 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 require owner equity and/or private financing. Most programs require specific job creation goals and annual reporting. The following pages provide detailed information on each program.

**Tax Increment Financing**

Description goes here.

*Figure 7: Development District No. 1*

A map of Development District No. 1.

*Figure 8: Tax Increment Financing Districts*

A map of TIF Districts.

**Economic Development Implementation**

The Metropolitan Council’s Regional Development Framework, ThriveMSP 2040, outlines roles for the Metropolitan Council and Ramsey for land use policy. Specific to land use policy, the Metropolitan Council has set a goal for the region to achieve Economic Competitiveness.

Ramsey Role	Metropolitan Council Role
<ul style="list-style-type: none"> <li>• Consider how local efforts to focus economic development strategies along existing commercial centers (historic downtowns or commercial corridors) can contribute to the region’s overall economic</li> </ul>	<ul style="list-style-type: none"> <li>• Invest in regional amenities and services,</li> <li>• including transit, regional parks and trails, and bikeways to support the Emerging Suburban Edge area as an attractive place to locate and do business.</li> </ul>

<p>competitiveness through enhanced integration of local and regional planning efforts.</p> <ul style="list-style-type: none"> <li>• Protect sites for highway-, river- and rail-dependent manufacturing and freight transportation needs from incompatible uses and identify local land supply and transportation needs for effective use of those sites.</li> <li>• Identify important multimodal intersections, alternative freight routes, key intersections, and other existing opportunities that may contribute to local and regional economic competitiveness.</li> </ul>	<ul style="list-style-type: none"> <li>• Promote local planning around key intersections, regional infrastructure, and business needs.</li> <li>• Support the development of workforce housing to provide nearby housing options for employees of local employers.</li> <li>• Convene interested partners to further strategies towards increasing regional competitiveness and include discussion of how Emerging Suburban Edge communities can contribute to the region’s overall economic growth.</li> </ul>
---	---

Action	Priority	Timeframe

DRAFT

List of Tables

Table 1: Planned Growth in The COR ..... 9

List of Figures

Figure 1: Map of Bunker Lake Industrial Park..... 7  
Figure 2: PSD, LLC Master Plan..... 8  
Figure 3: Hageman Holdings ..... 8  
Figure 4: Retail Guided Areas ..... 9  
Figure 5: Area of Concen ..... 10  
Figure 6: Rum River Hills Development Plan ..... 15  
Figure 7: Development District No. 1 ..... 16  
Figure 8: Tax Increment Financing Districts ..... 16

DRAFT