

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



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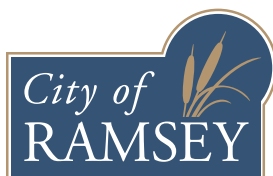
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Resilient Communities Project

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.

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PA 5511 Community Economic Development
Fall 2017

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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.¹ 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.

¹ 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.

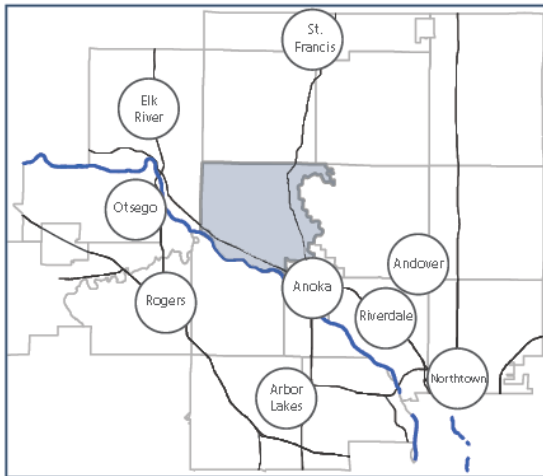
Retail Market Competition²

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.

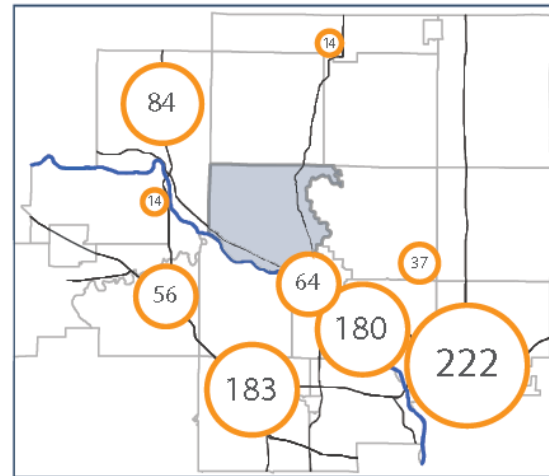
² Information gathered and maps created by HHH MURP Candidate Joshua Pansch, October 2017

Location of Retail Nodes Near Ramsey



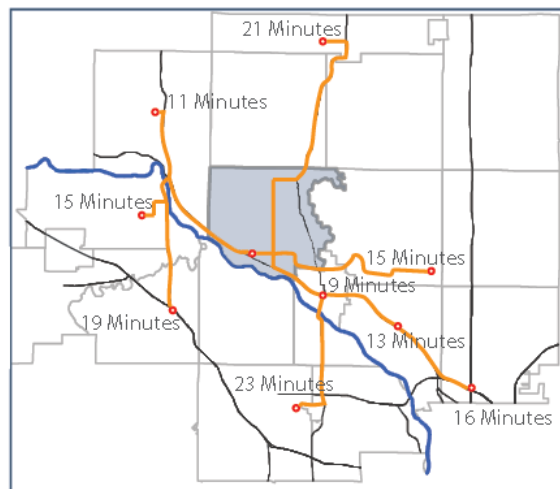
Ramsey sits between 9 competitive retail nodes

Quantity of Retail and Restaurants



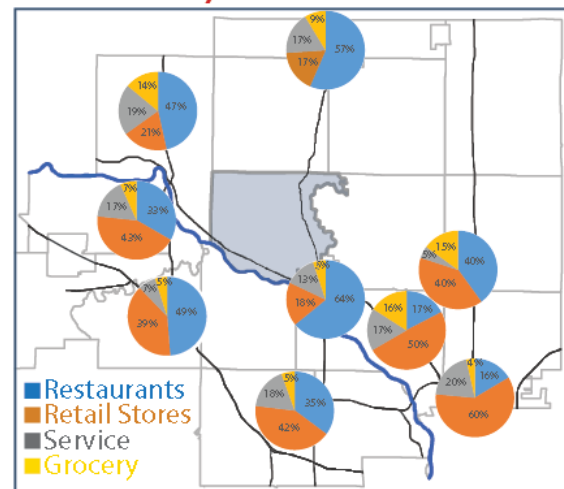
These 9 nodes have 854 retail locations combined

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 CommunityID³

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,

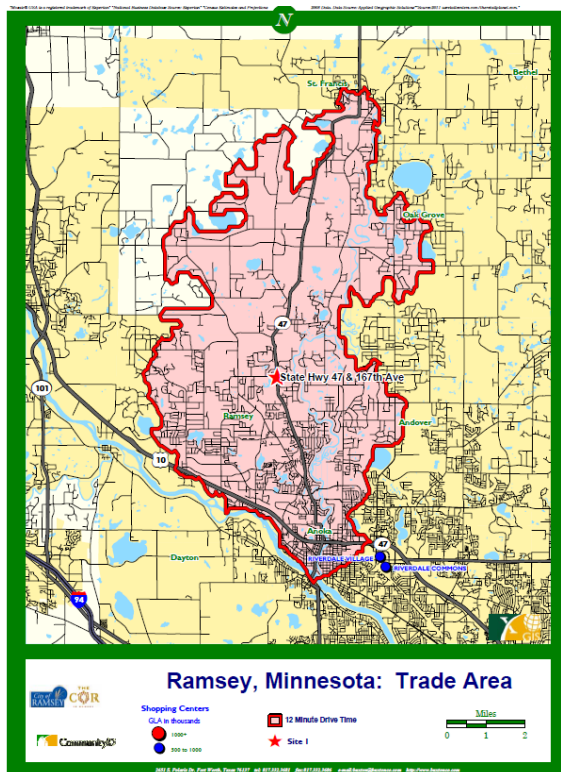


Figure 1: Hwy 47 & 167th Ave NW Retail Trade Area

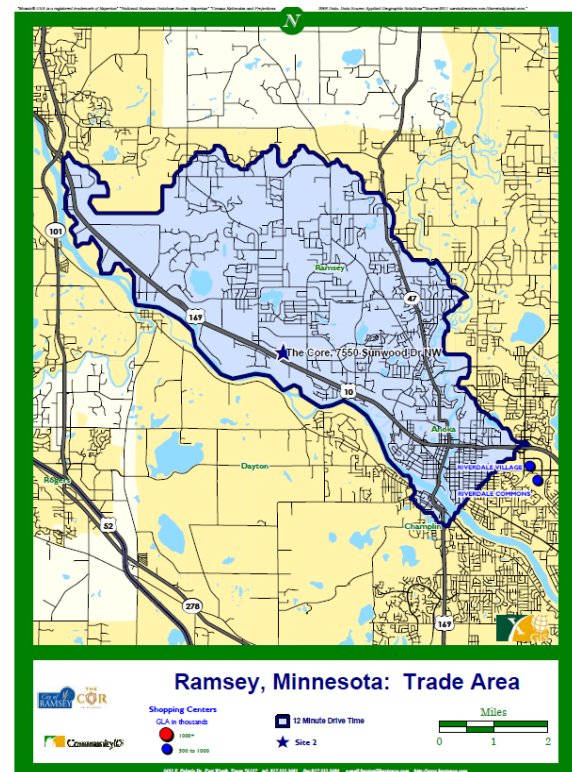


Figure 2: The COR Retail Trade Area

³ 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

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 Analysis⁴

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.

⁴ 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

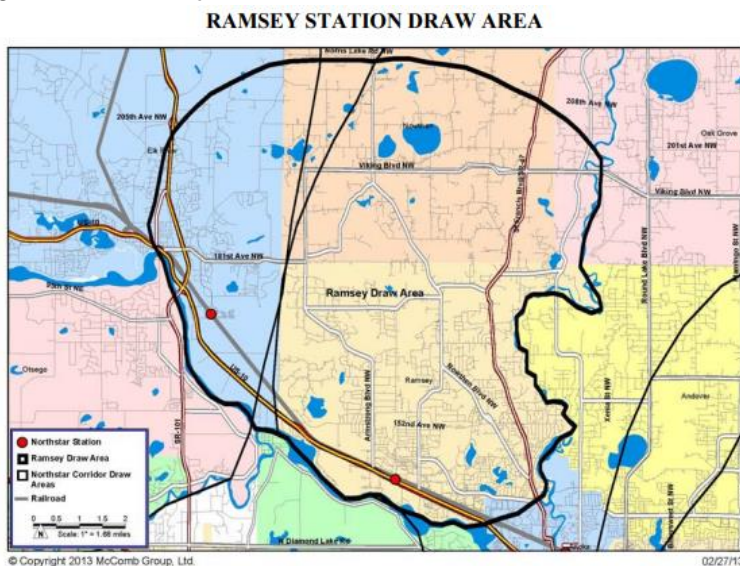
Results

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 Rule⁵

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.

⁵Steuteville, 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.

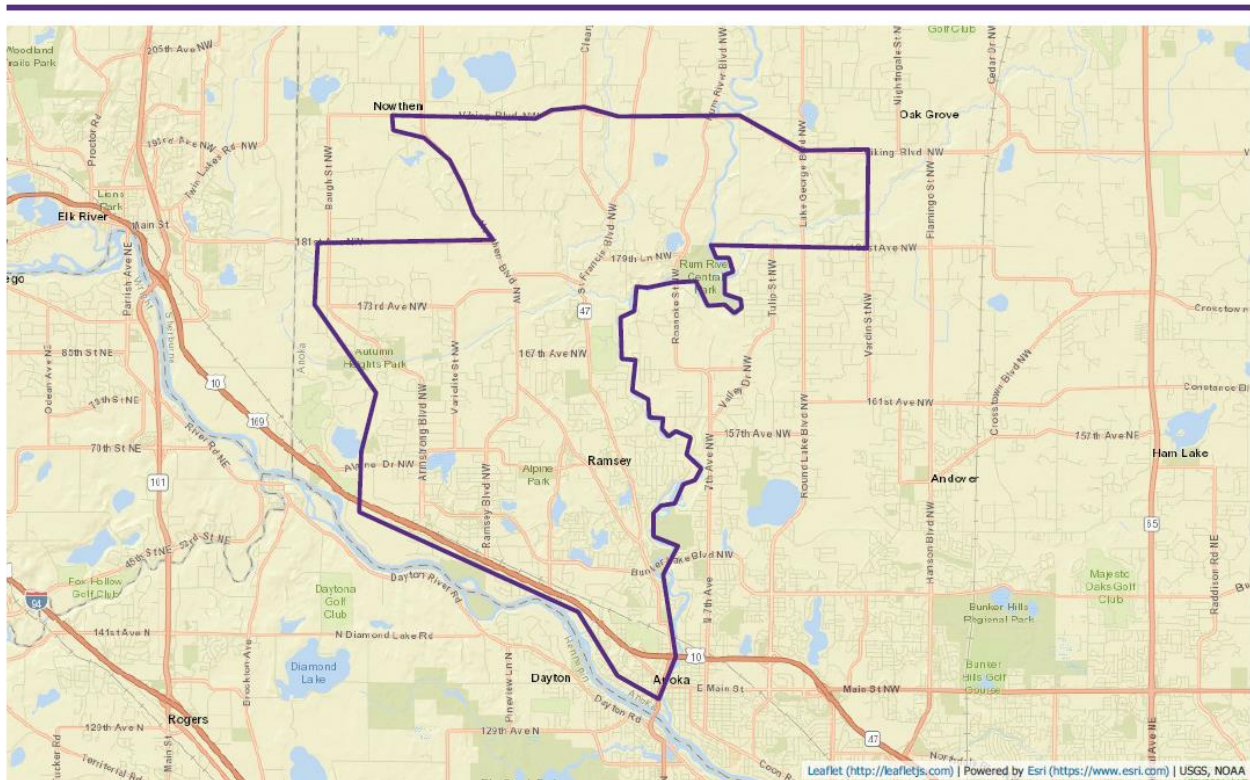
The trade area is shown below, as defined by the City of Ramsey:

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.

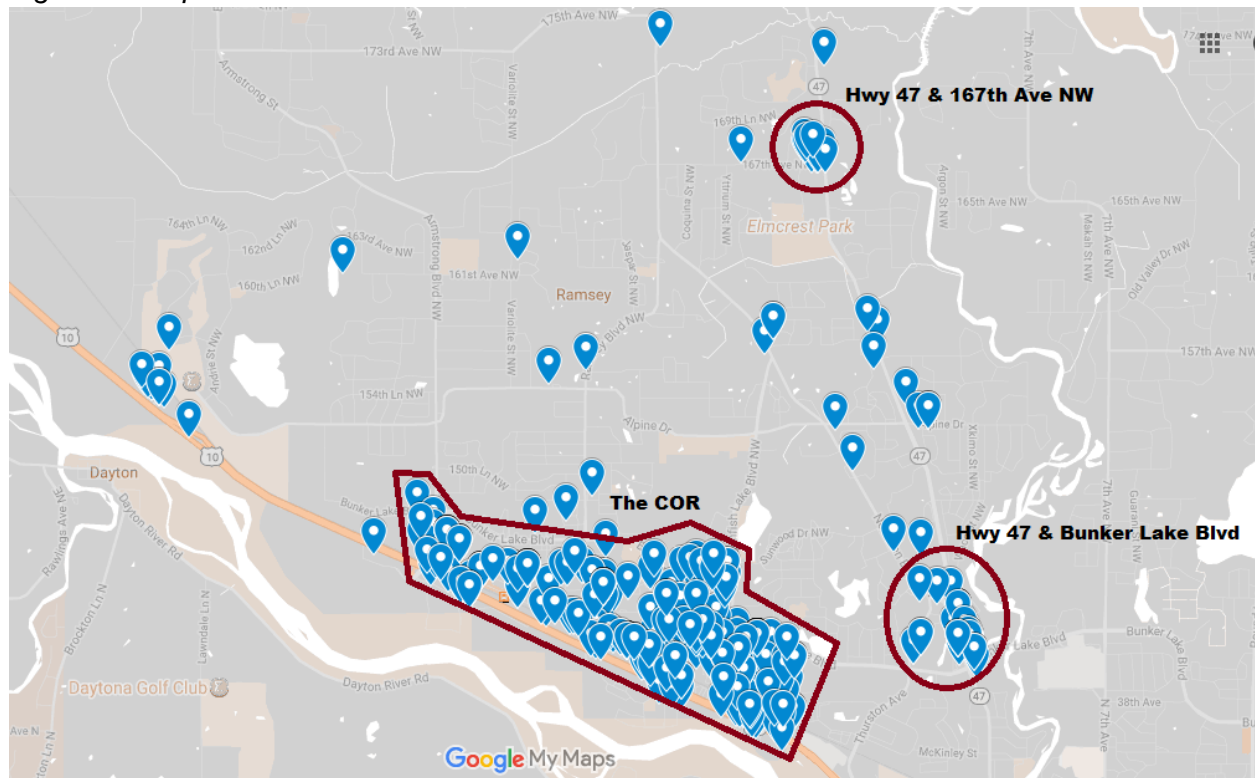
Niches

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 Businesses⁶⁷

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

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

⁷<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

Niche	Existing Businesses	Potential Businesses
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 167th 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.

Zoning Districts by Node	
Node 1: 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
Node 2: Highway 47 and 167th Ave NW	Business-1 (B-1) and PUD (golf course)
Node 3: 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 Local⁸

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 Input⁹

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

⁸ 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/>

⁹ 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

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 Destination¹⁰

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

¹⁰ 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

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 Housing¹¹¹²

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.

¹¹ 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

¹² 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 (\$)
Demand by Store Type			
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
Motor Vehicle & Parts Dealers			
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
Furniture & Home Furnishings Stores			
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
Electronics & Appliance Stores			
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
Building Material & Garden Equipment & Supply Dealers			
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
Building Material & Supply Dealers			
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
Food & Beverage Stores			
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
Health & Personal Care Stores			
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
Gasoline Stations			
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

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Retail Market Power | Retail Stores Opportunity

Trade Area: Ramsey, MN

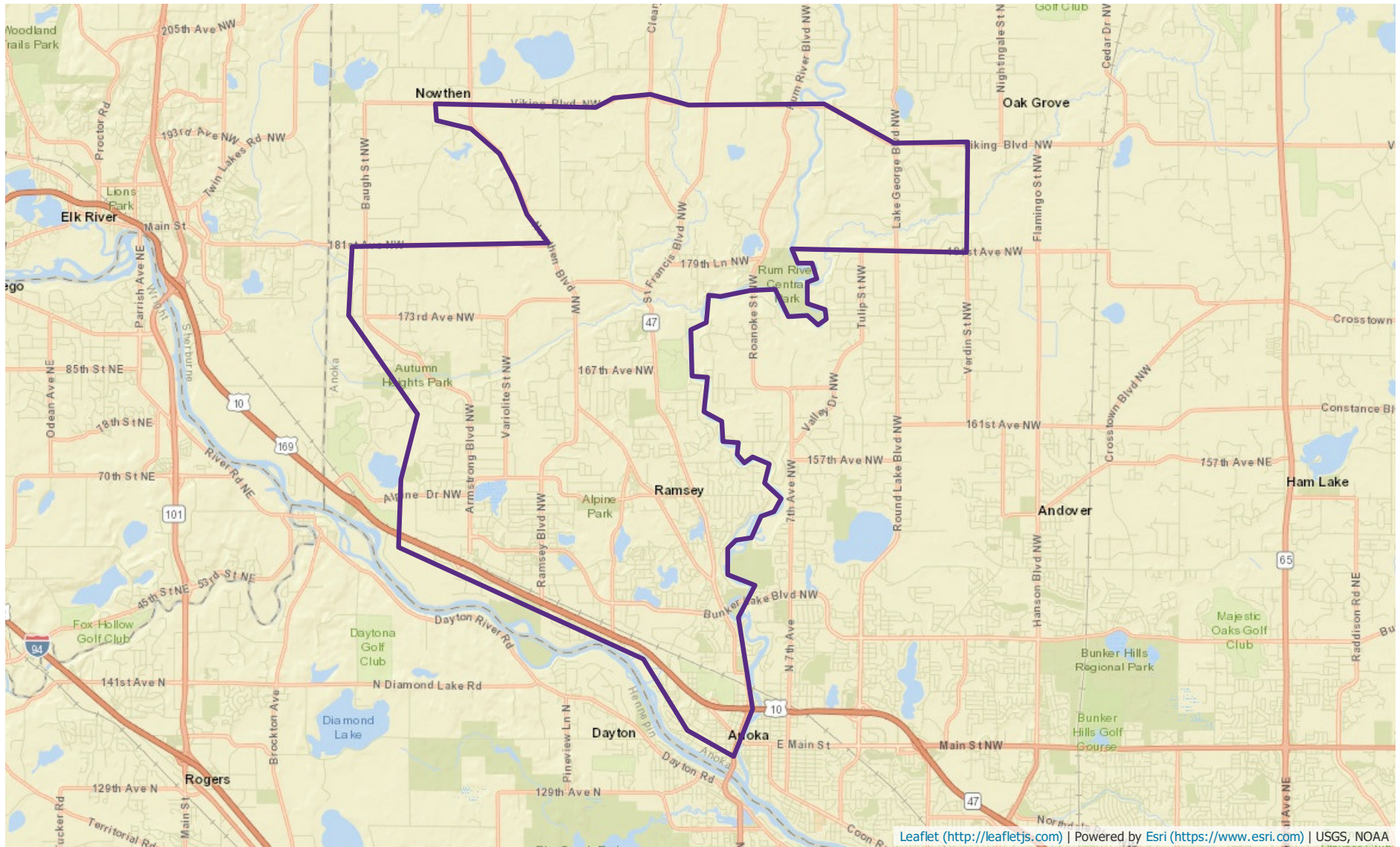
Retail Store Types	2017 Demand (Consumer Expenditures) Aggregate Dollars \$	2017 Supply (Retail Sales) Aggregate Dollars \$	2017 Opportunity Gap/Surplus Aggregate Dollars \$
Clothing & Clothing Accessories Stores			
Clothing & Clothing Accessories Stores - 448	27,572,065	1,699,856	25,872,209
Clothing 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
Sporting Goods, Hobby, Book, & Music Stores			
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
General Merchandise Stores			
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
Miscellaneous Store Retailers			
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
Non-store Retailers			
Non-store Retailers - 454	53,206,096	4,704,068	48,502,028
Foodservice & Drinking Places			
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
GAFO			
GAFO (General merchandise, Apparel, Furniture & Other) - (452, 448, 442, 443, 451, 4532)	133,539,176	51,668,293	81,870,883

Benchmark: USA

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Retail Market Power | Map

Trade Area: Ramsey, MN



Retail Market Power | Merchandise Lines Opportunity

Trade Area: Ramsey, MN

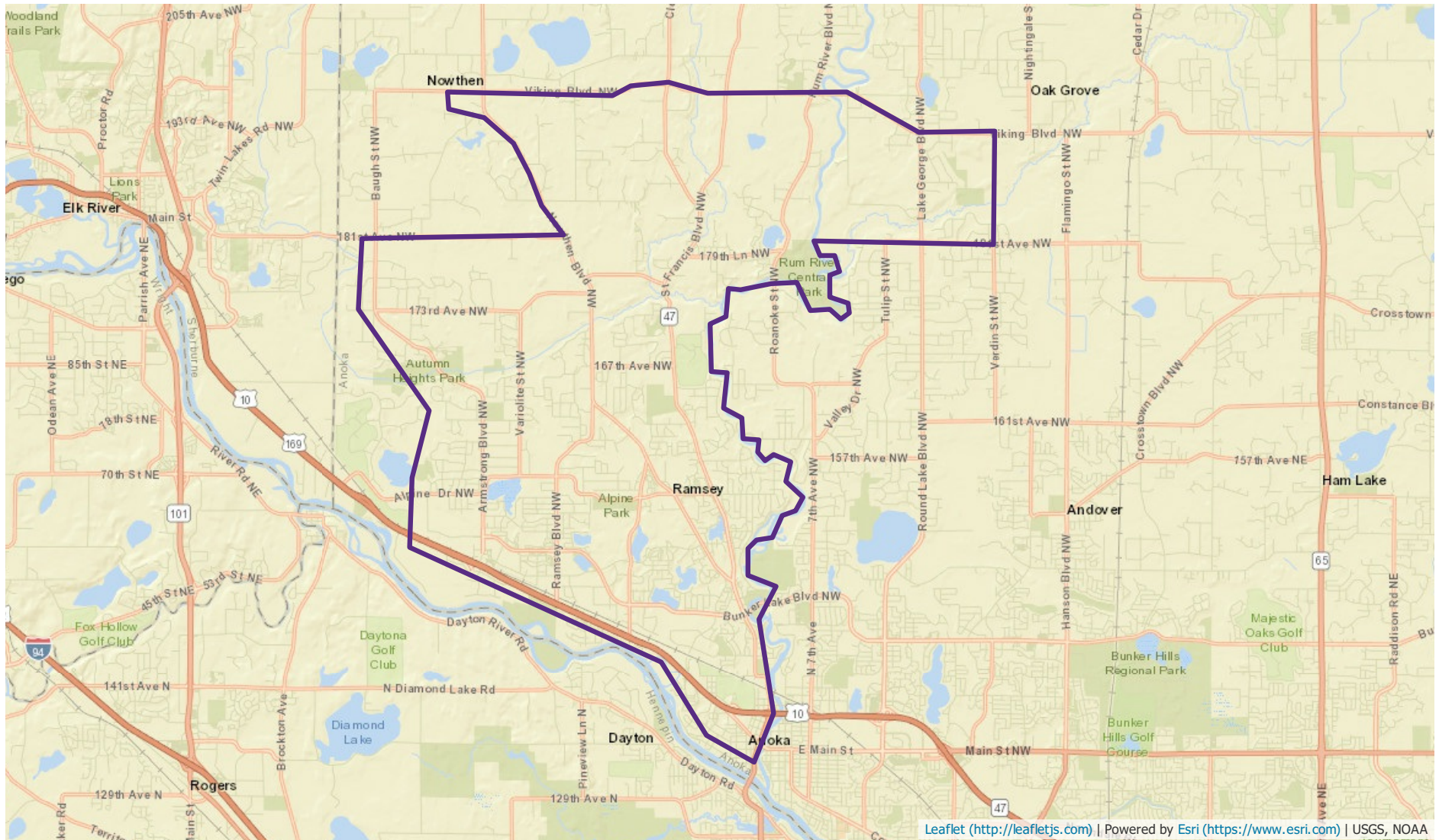
Merchandise Lines	2017 Demand (Consumer Expenditures)	2017 Supply (Retail Sales)	2017 Opportunity Gap/Surplus
	Aggregate Dollars (\$)	Aggregate Dollars (\$)	Aggregate Dollars (\$)
Groceries and Other Foods	99,857,921	30,797,687	69,060,234
Meals and Snacks	58,073,506	12,173,101	45,900,405
Alcoholic Drinks	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

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Retail Market Power | Map

Trade Area: Ramsey, MN



Benchmark: USA

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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
Food At Home								
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
Food Away From Home & Alcohol								
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
Day Care, Education & Contributions								
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
Health Care								
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
Household Furnishings & Appliances								
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

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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
Housing Related & Personal								
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
Personal Care & Smoking Products								
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
Pet Expenses								
Pet Expenses	7,731,138	100.00	8,763,881	100.00	687	735	2.54	123
Sports & Entertainment								
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
Transportation & Auto Expenses								
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
Total Apparel								
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

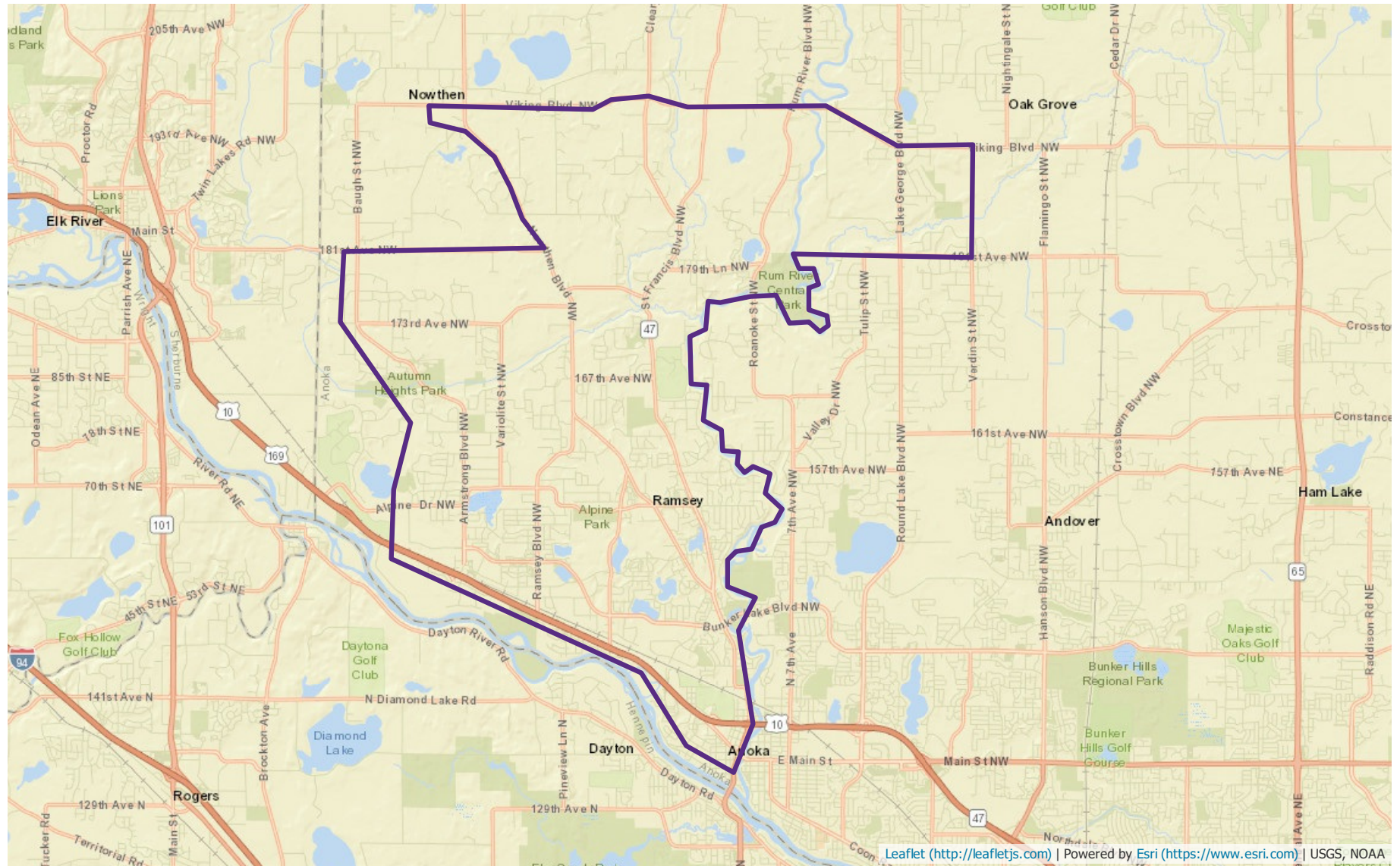
Benchmark:USA

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Consumer Buying Power | Map

Trade Area: Ramsey, MN

Population: 31,650 | Households: 11,254



Benchmark:USA

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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

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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

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Pop-Facts Demographics Trend | Population & Household Trends

Trade Area: Ramsey, MN

	2000* / 2010**		2017		2022	
	Census	%	Estimate	%	Projection	%
Population by Age**						
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
Population by Sex**						
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
Pop. by Single-Class. Race by Hispanic/Latino**						
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
Households by Age of Householder**						
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

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Pop-Facts Demographics Trend | Income Trends

Trade Area: Ramsey, MN

	2000		2017		2022	
	Census	%	Estimate	%	Projection	%
Households by Household Income						
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
Median HH Inc. by Single-Classification Race						
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

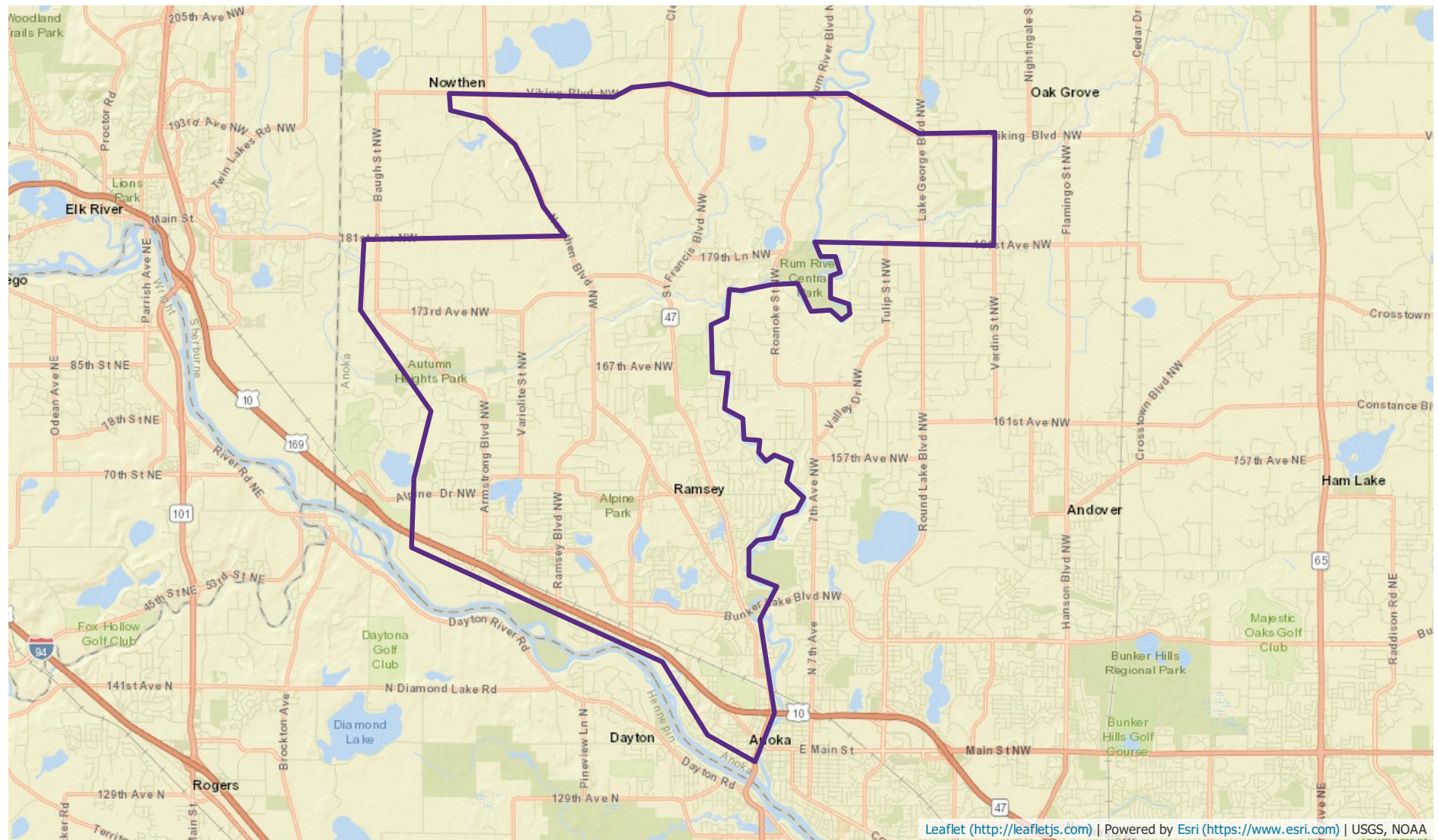
Benchmark: USA

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Pop-Facts Demographics Trend | Map

Trade Area: Ramsey, MN

TRADE AREA MAP



Benchmark: USA

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Retail Site Assessment

July 2011

DRAFT

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Appendix A: Leakage and Demand Analysis	
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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.

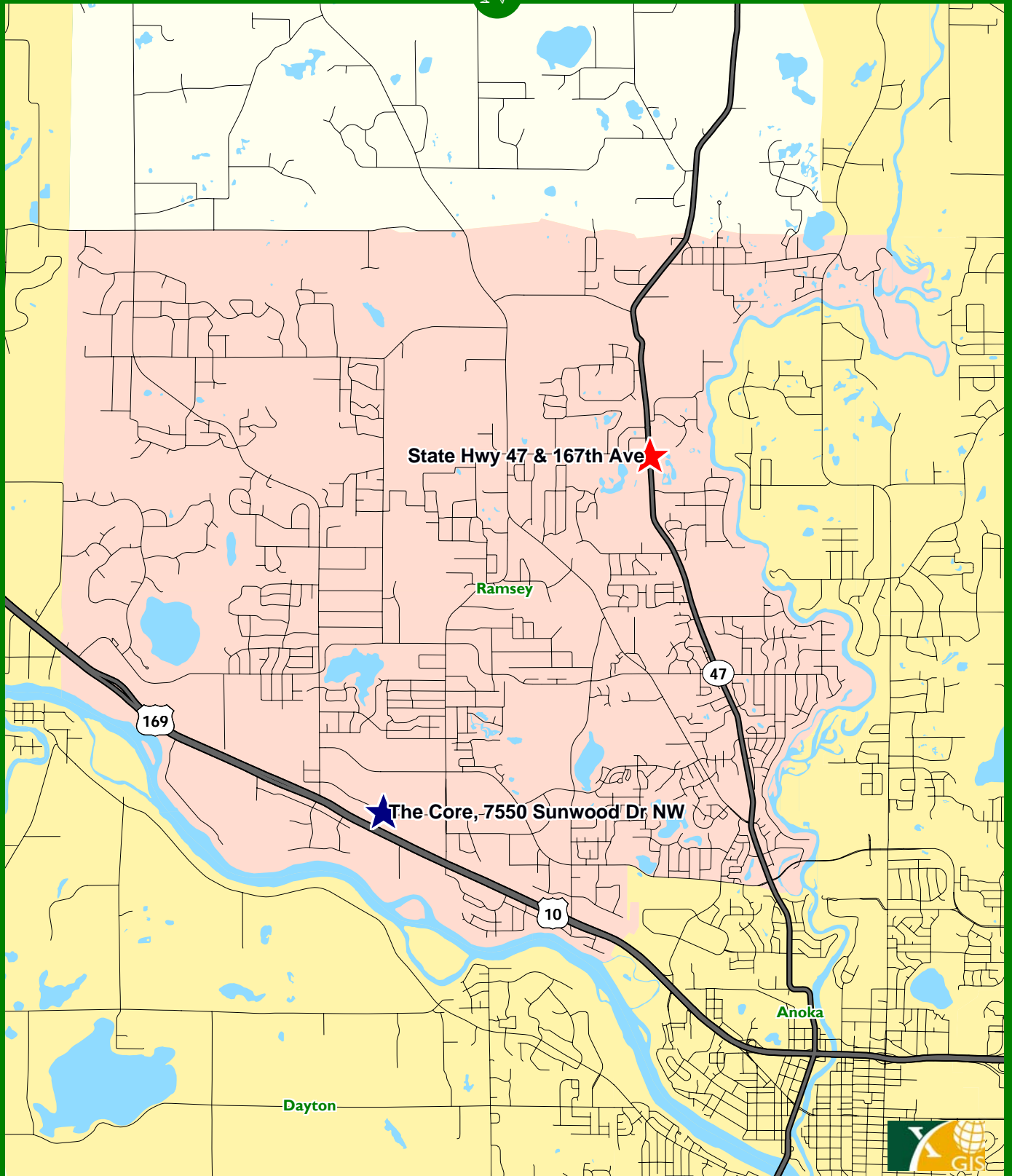
Buxton has examined the retail potential of the two sites based on the following analyses:

- 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

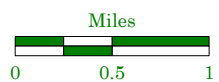
GLA in thousands

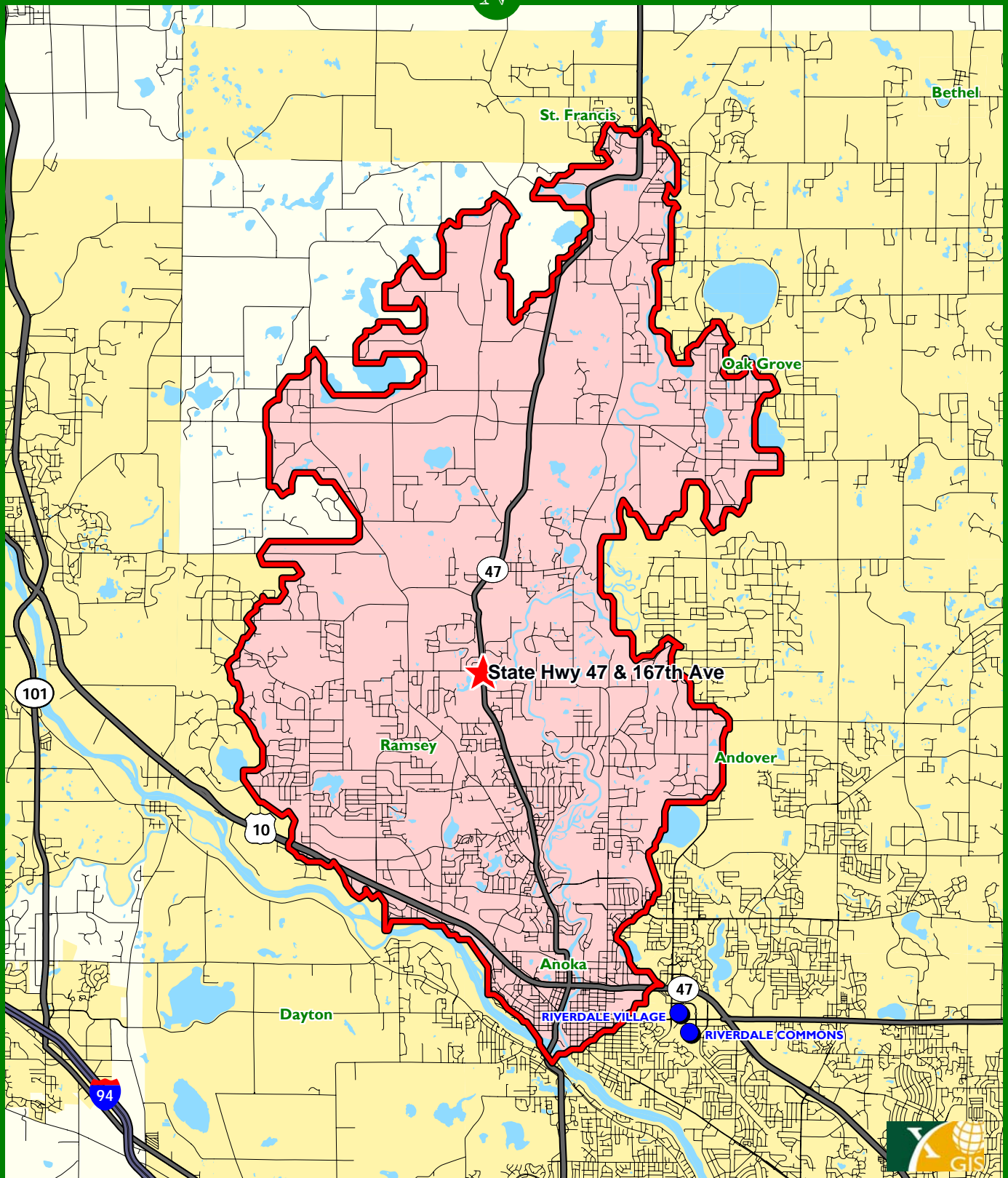


City Limits

Site 2

Site 1





Ramsey, Minnesota: Trade Area



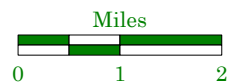
Shopping Centers

GLA in thousands



 12 Minute Drive Time

 Site 1



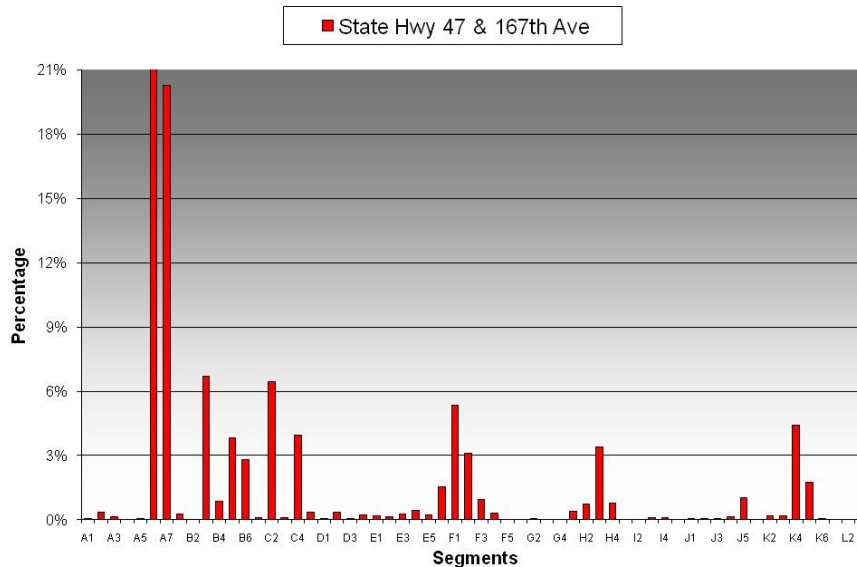
Site 1 Analysis: State Highway 47 & 167th Avenue

Drive-Time Trade Area

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

Psychographics

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



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

Dominant Segments

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

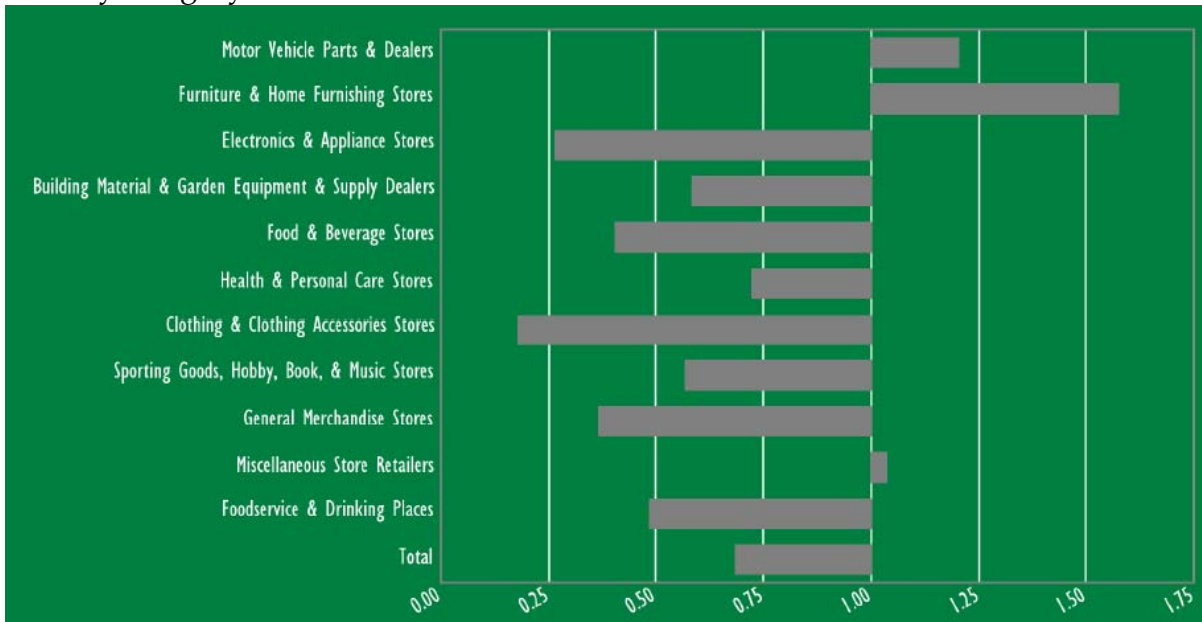
Dominant Segments	Description	Households
A06	Small-town Success	5,050
A07	New Suburbia Families	3,786
B03	Urban Commuter Families	1,249
B05	Second-generation Success	711
C02	Prime Middle America	1,208
C04	Family Convenience	741
F01	Steadfast Conservatives	999
F02	Moderate Conventionalists	581
H03	Stable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

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Site 1 Analysis (continued)

Leakage Analysis

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

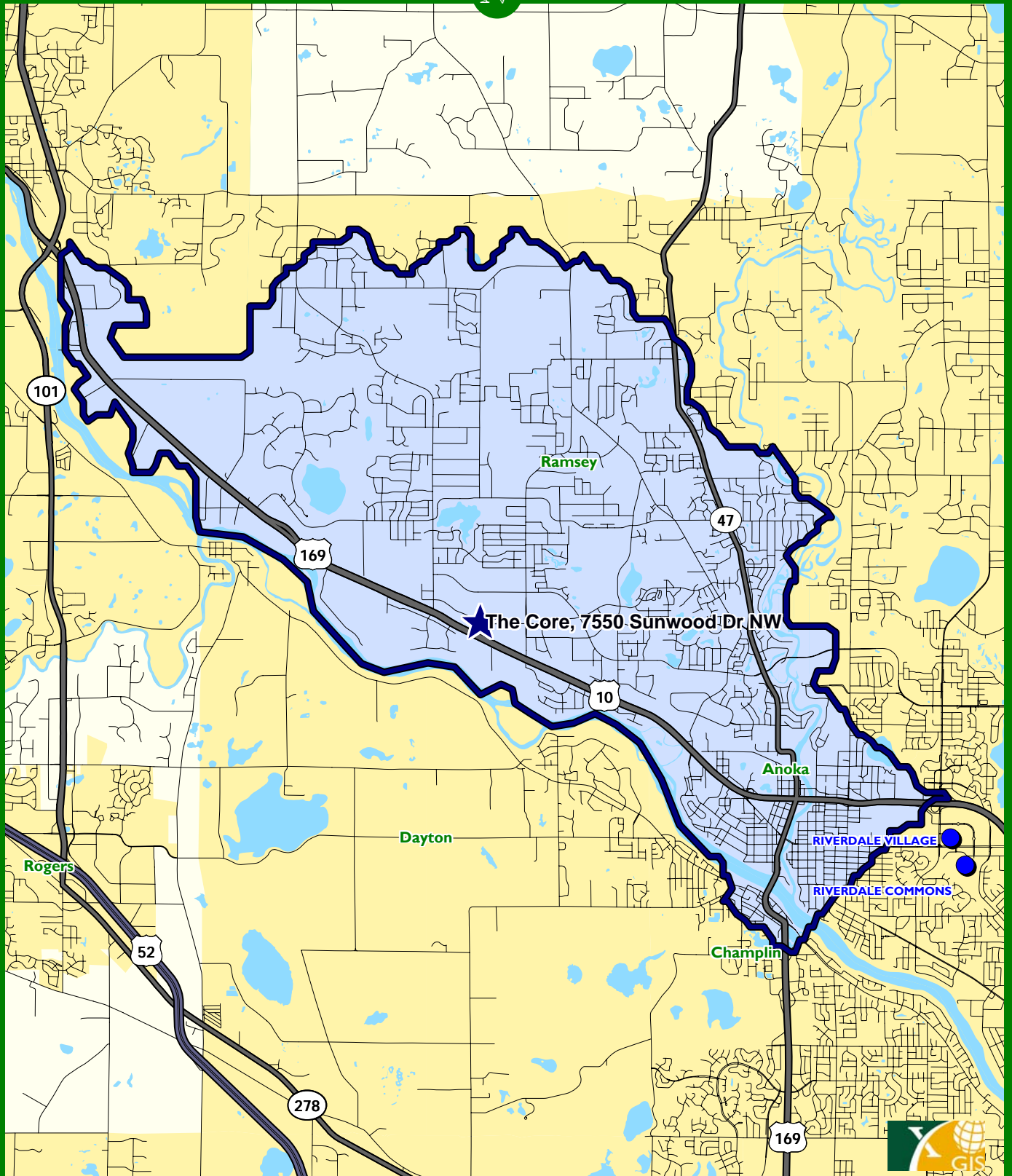


Source: Mosaic® USA is a registered trademark of Experian; Census Data. Data Source: Applied Geographic Solutions, 2000; Census Estimates and Projections 2008 Data

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

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

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Ramsey, Minnesota: Trade Area



Shopping Centers

GLA in thousands



 12 Minute Drive Time

 Site 2

Miles



0 1 2

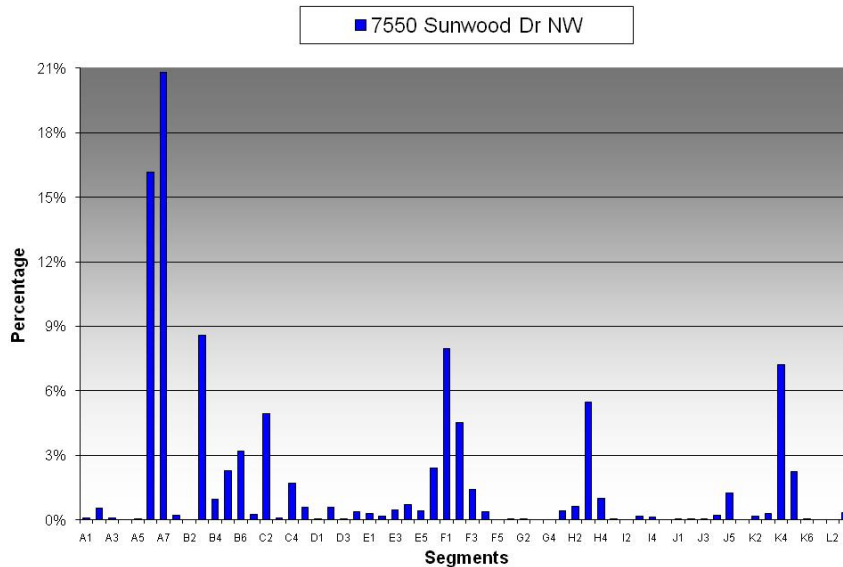
Site 2 Analysis: 7550 Sunwood Drive NW

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.



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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.

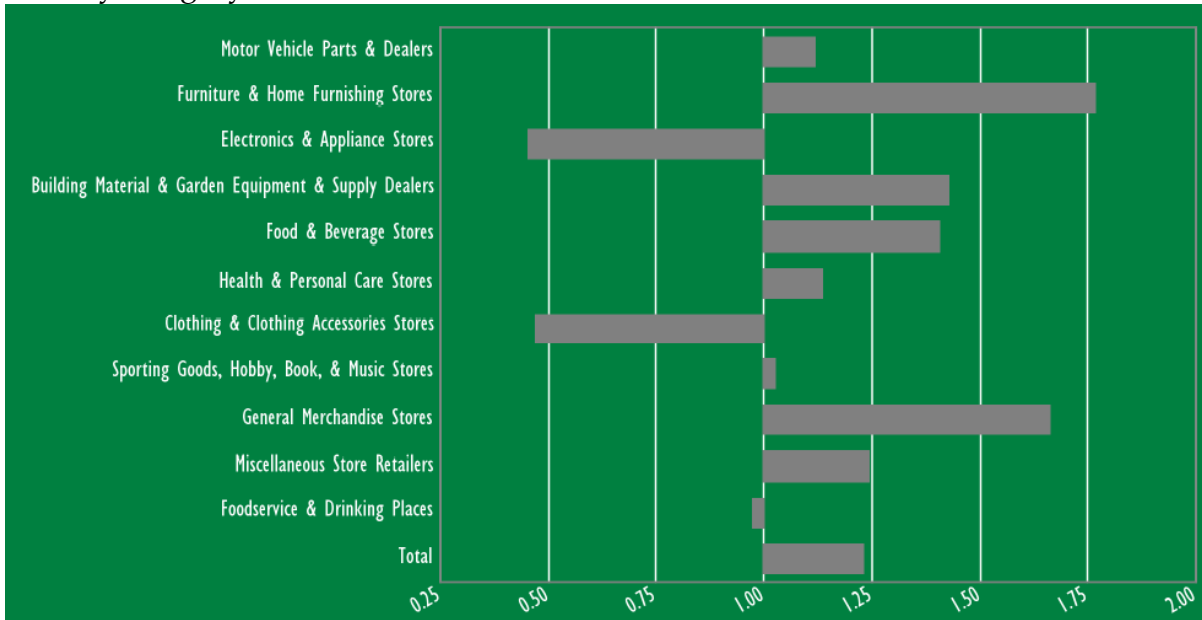
Dominant Segments	Description	Households
A06	Small-town Success	2,188
A07	New Suburbia Families	2,812
B03	Urban Commuter Families	1,158
B06	Successful Suburbia	430
C02	Prime Middle America	669
F01	Steadfast Conservatives	1,074
F02	Moderate Conventionalists	613
H03	Stable Careers	742
K04	Urban Diversity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

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Site 2 Analysis (continued)

Leakage Analysis

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



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

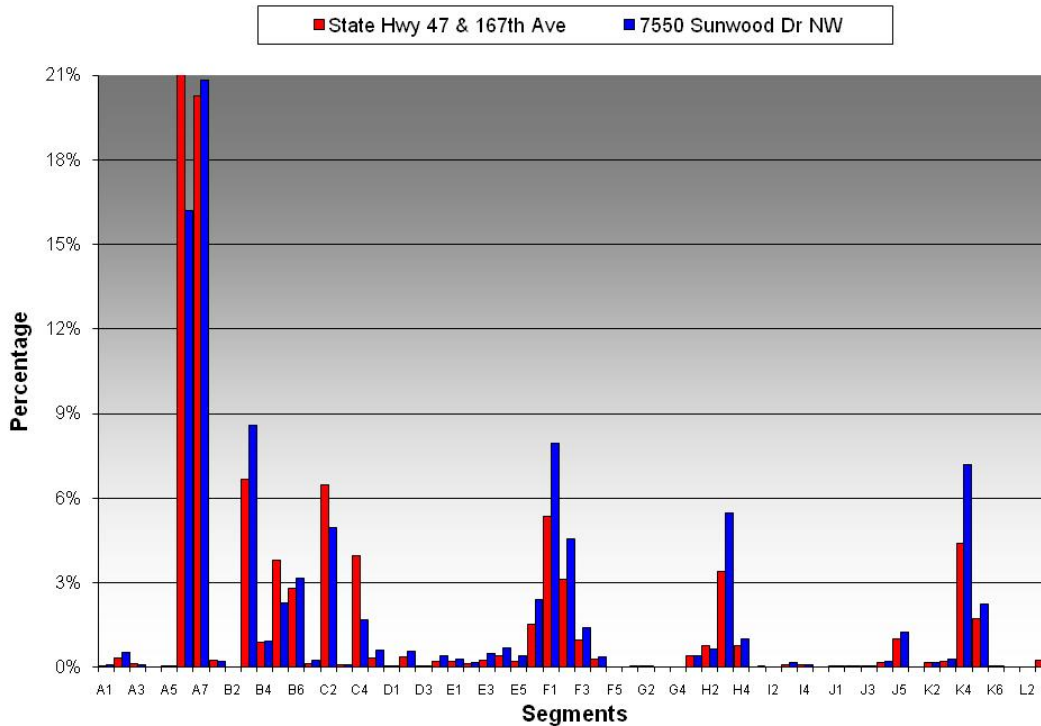
Trade Potential Variables	Site 2
Estimated Household Count	13,514
Number of Households in Dominant Segments	10,659
Traffic Count	37,500
Total Demand	\$955,227,451
Total Supply	\$1,175,177,367
Surplus	\$219,949,916

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

Site Comparison

Trade Area Segmentation

This side by side comparison of the two trade areas shows the compositions and characteristics of the households to be very similar. This is not unusual and can be expected in an area with potential sites in close proximity.

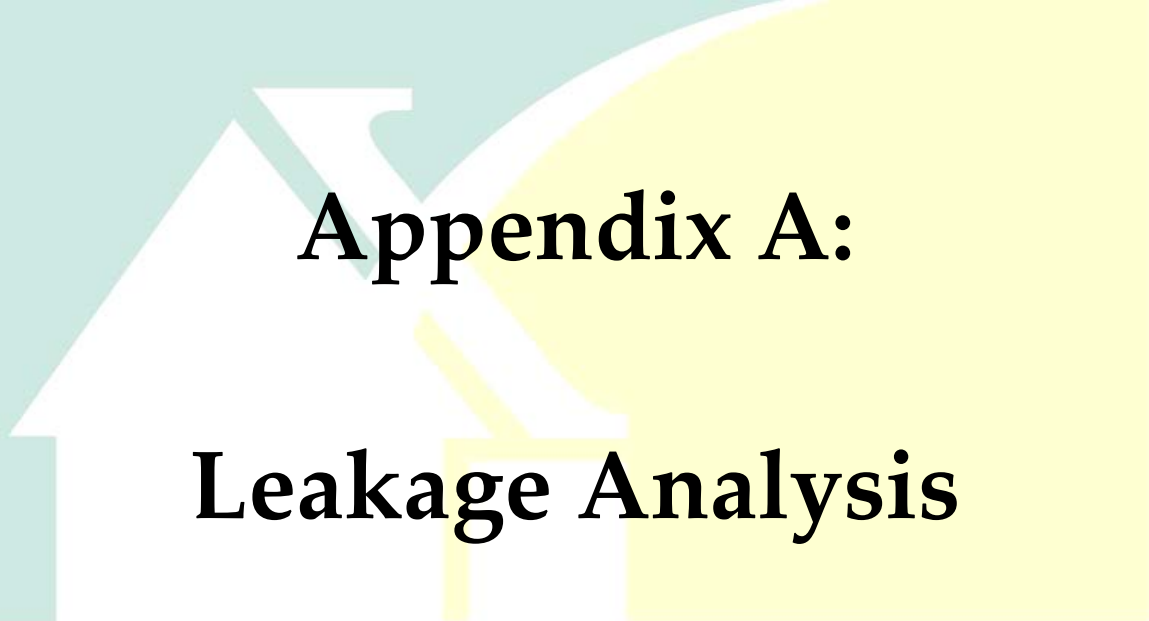


Mosaic® USA is a registered trademark of Experian; Census Data. Data Source: Applied Geographic Solutions, 2000: Census Estimates and Projections 2008 Data

12- Minute Trade Area Statistics

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

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



Appendix A:
Leakage Analysis



Retail Leakage and Surplus Analysis

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

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

Understanding Retail Leakage

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

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

Understanding Retail Surplus

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

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

Interpreting Leakage Index

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

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

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

Leakage/Surplus Index by Major Store Type

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

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

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



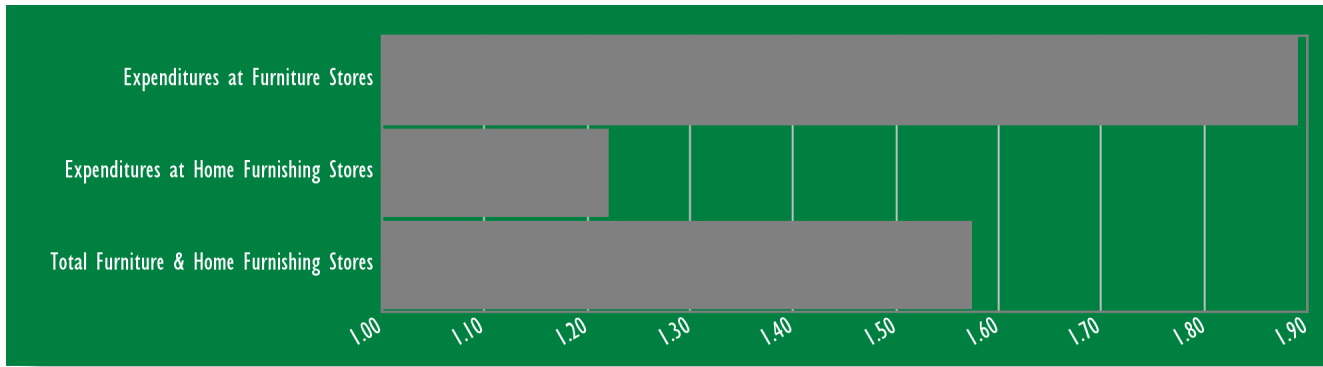
Store Type	Potential	Actual Sales	Leakage
Motor Vehicle Parts & Dealers	149,660,406	179,996,510	1.2
Furniture & Home Furnishing Stores	20,483,996	32,254,984	1.6
Electronics & Appliance Stores	18,142,728	4,881,670	0.3
Building Material & Garden Equipment & Supply Dealers	95,030,755	55,623,887	0.6
Food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

Sub-Categories of Motor Vehicle Parts & Dealers



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

Sub-Categories of Furniture & Home Furnishing Stores



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

Sub-Categories of Electronics & Appliance Stores



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

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



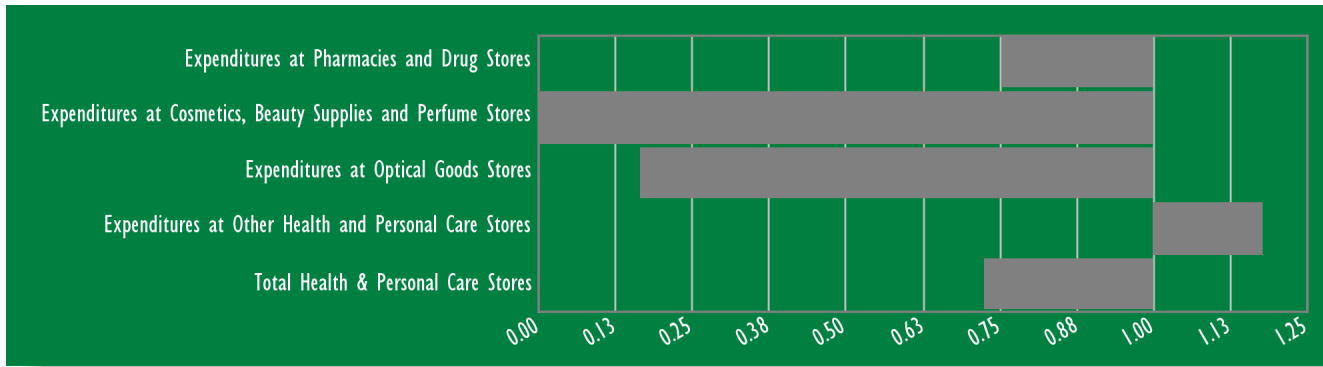
Store Type	Potential	Actual Sales	Leakage
Expenditures at Home Centers	34,575,783	12,371,415	0.4
Expenditures at Paint and Wallpaper Stores	1,958,246	0	0.0
Expenditures at Hardware Stores	6,934,600	13,533,357	2.0
Expenditures at Other Building Materials Dealers	44,049,036	26,201,508	0.6
Expenditures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

Sub-Categories of Food & Beverage Stores



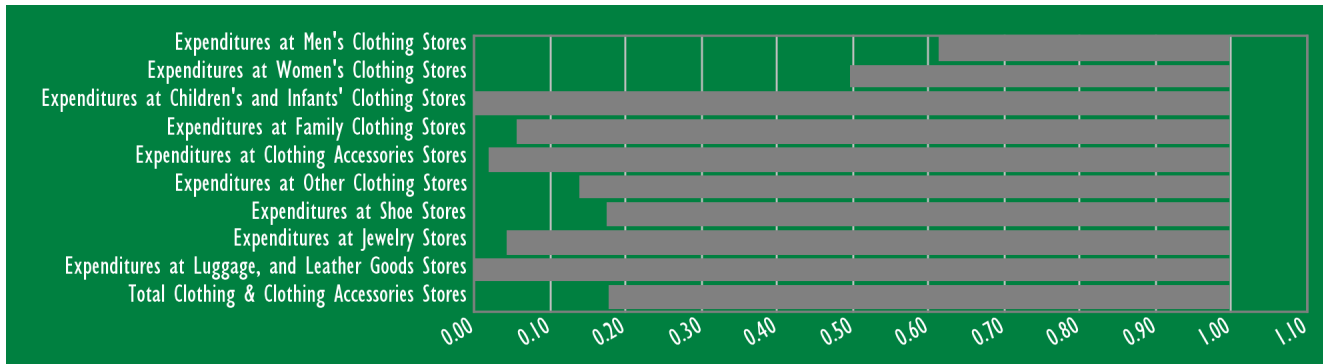
Store Type	Potential	Actual Sales	Leakage
Expenditures at Supermarkets and Other Grocery (except Convenience) Stores	70,980,489	26,613,050	0.4
Expenditures at Convenience Stores	3,969,048	748,888	0.2
Expenditures at Specialty Food Stores	2,285,507	770,966	0.3
Expenditures at Beer, Wine, and Liquor Stores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

Sub-Categories of Health & Personal Care Stores



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

Sub-Categories of Clothing & Clothing Accessories Stores



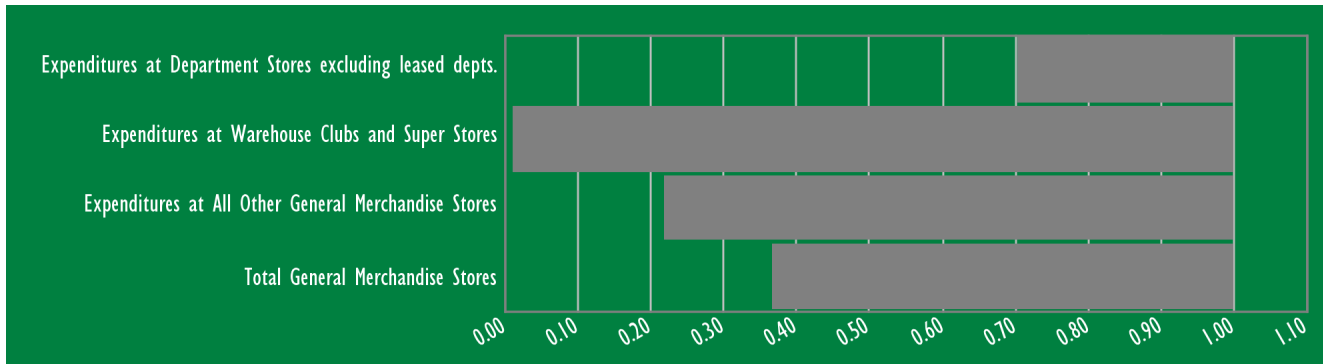
Store Type	Potential	Actual Sales	Leakage
Expenditures at Men's Clothing Stores	1,736,422	1,067,917	0.6
Expenditures at Women's Clothing Stores	6,864,316	3,415,189	0.5
Expenditures at Children's and Infants' Clothing Stores	1,443,296	0	0.0
Expenditures at Family Clothing Stores	14,380,184	817,601	0.1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

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



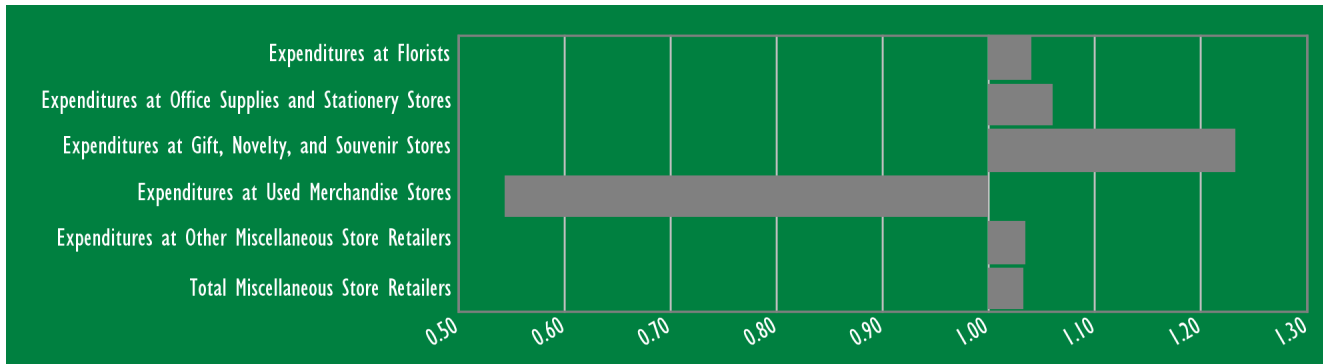
Store Type	Potential	Actual Sales	Leakage
Expenditures at Sporting Goods Stores	5,569,216	5,491,546	1.0
Expenditures at Hobby, Toys and Games Stores	3,314,160	1,304,947	0.4
Expenditures at Sew/Needlework/Piece Goods Stores	749,262	889,467	1.2
Expenditures at Musical Instrument and Supplies Stores	947,358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

Sub-Categories of General Merchandise Stores



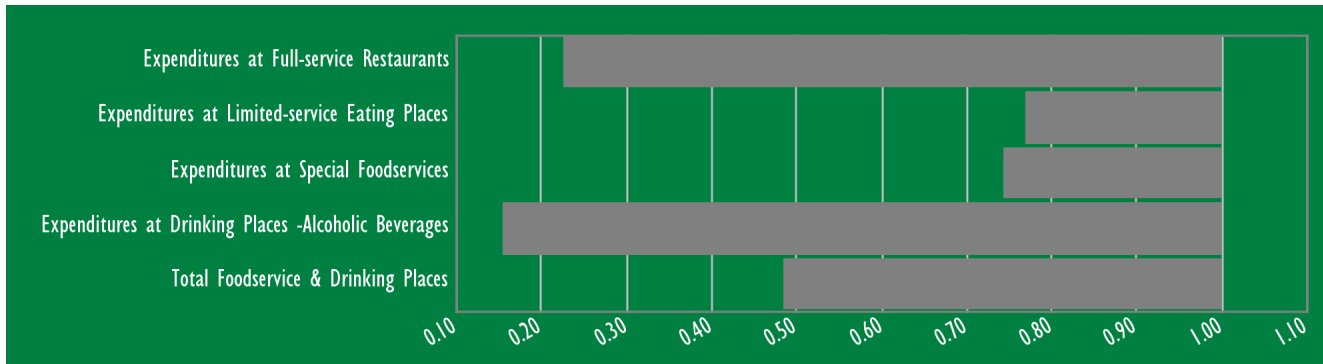
Store Type	Potential	Actual Sales	Leakage
Expenditures at Department Stores excluding leased depts.	44,271,577	31,197,433	0.7
Expenditures at Warehouse Clubs and Super Stores	39,204,104	436,278	0.0
Expenditures at All Other General Merchandise Stores	6,889,865	1,496,860	0.2
Total General Merchandise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

Sub-Categories of Miscellaneous Store Retailers



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

Sub-Categories of Foodservice & Drinking Places



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

Sources and Methodology

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

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

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

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

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



Retail Leakage and Surplus Analysis

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.

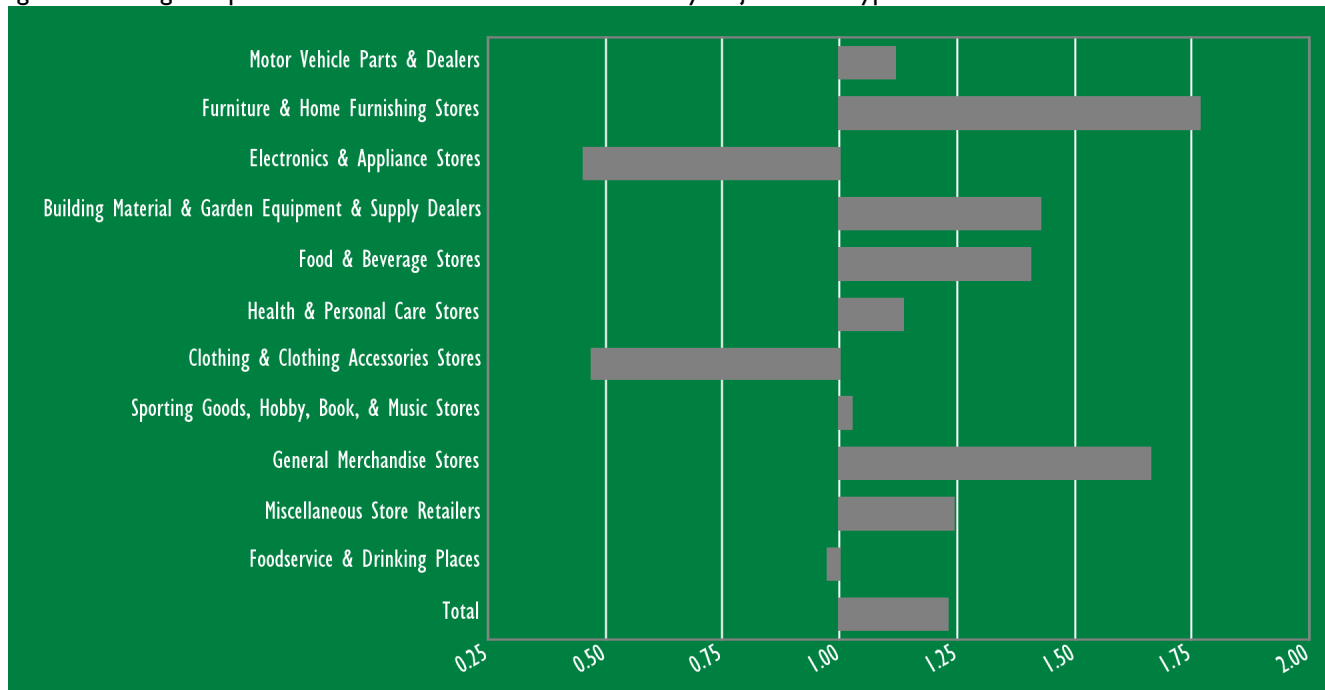
1.2 = sales exceed demand by 20%, meaning that consumers are coming from outside the area being analyzed.

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



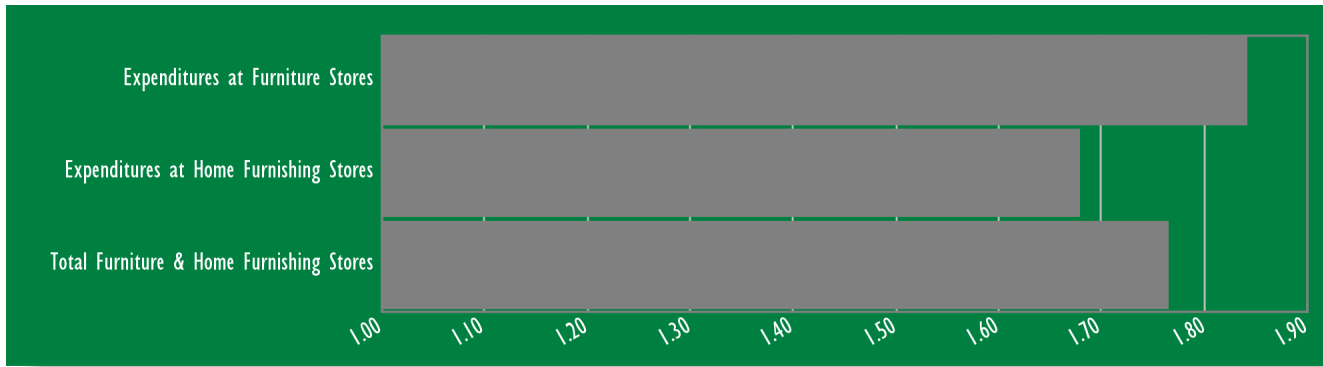
Store Type	Potential	Actual Sales	Leakage
Motor Vehicle Parts & Dealers	228,607,369	255,401,791	1.1
Furniture & Home Furnishing Stores	29,917,339	52,836,985	1.8
Electronics & Appliance Stores	27,318,974	12,428,000	0.5
Building Material & Garden Equipment & Supply Dealers	137,590,373	196,251,012	1.4
Food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

Sub-Categories of Motor Vehicle Parts & Dealers



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

Sub-Categories of Furniture & Home Furnishing Stores



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

Sub-Categories of Electronics & Appliance Stores



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

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



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

Sub-Categories of Food & Beverage Stores



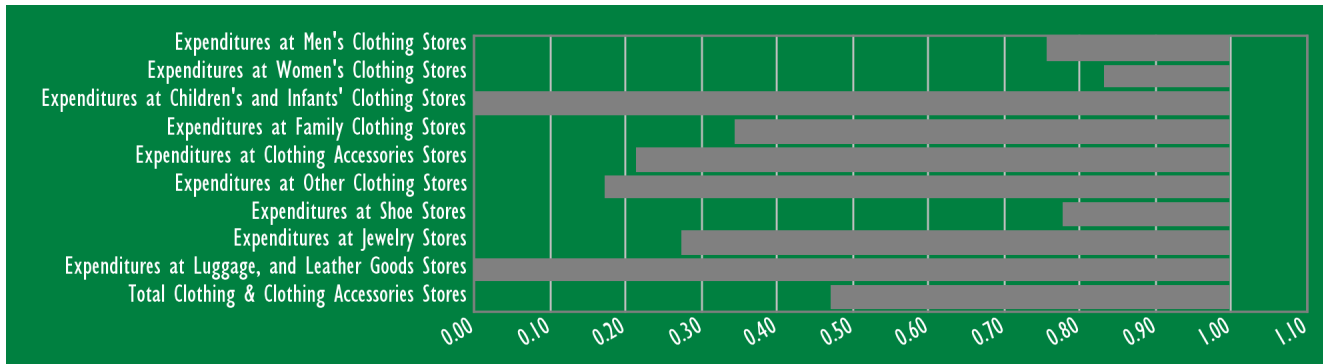
Store Type	Potential	Actual Sales	Leakage
Expenditures at Supermarkets and Other Grocery (except Convenience) Stores	110,821,801	164,646,839	1.5
Expenditures at Convenience Stores	6,278,217	1,695,858	0.3
Expenditures at Specialty Food Stores	3,551,918	1,960,832	0.6
Expenditures at Beer, Wine, and Liquor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

Sub-Categories of Health & Personal Care Stores



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

Sub-Categories of Clothing & Clothing Accessories Stores



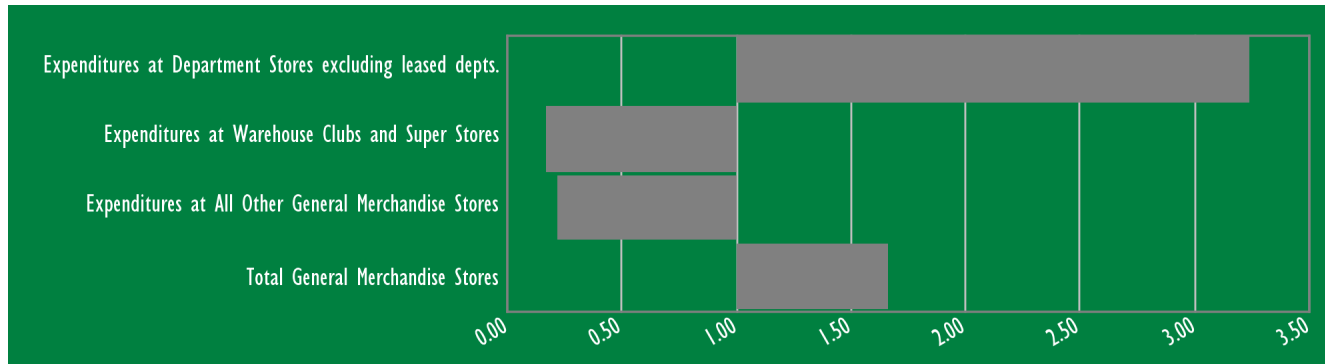
Store Type	Potential	Actual Sales	Leakage
Expenditures at Men's Clothing Stores	2,565,104	1,942,868	0.8
Expenditures at Women's Clothing Stores	9,993,395	8,331,835	0.8
Expenditures at Children's and Infants' Clothing Stores	2,208,647	0	0.0
Expenditures at Family Clothing Stores	21,224,352	7,313,832	0.3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

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



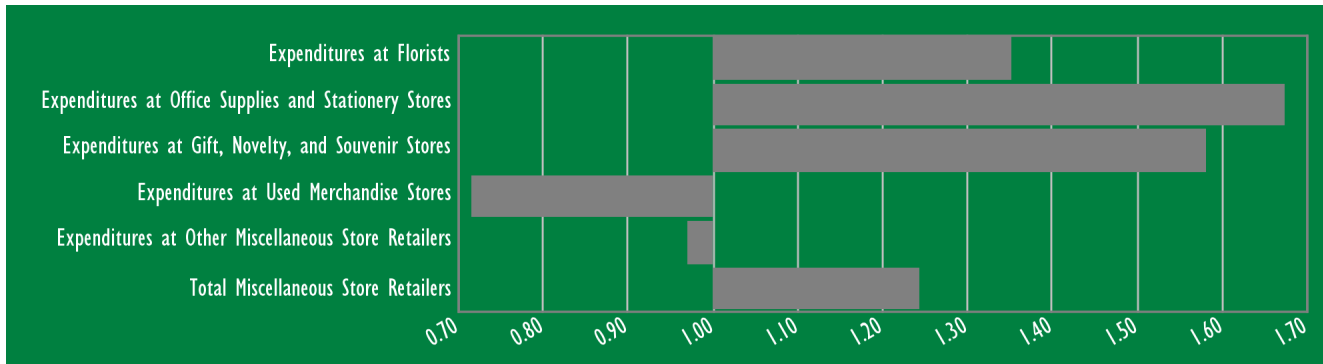
Store Type	Potential	Actual Sales	Leakage
Expenditures at Sporting Goods Stores	8,214,638	9,525,227	1.2
Expenditures at Hobby, Toys and Games Stores	4,979,785	6,062,766	1.2
Expenditures at Sew/Needlework/Piece Goods Stores	1,121,349	1,241,456	1.1
Expenditures at Musical Instrument and Supplies Stores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

Sub-Categories of General Merchandise Stores



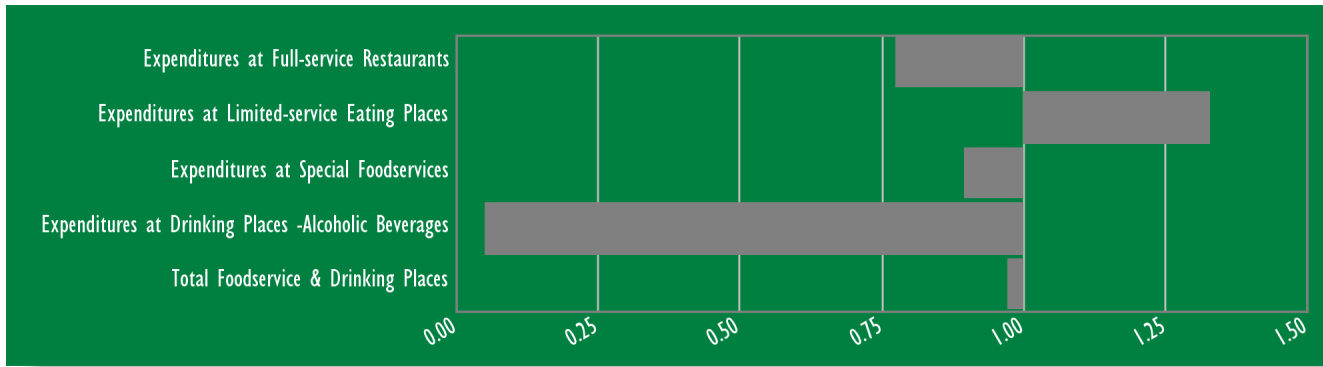
Store Type	Potential	Actual Sales	Leakage
Expenditures at Department Stores excluding leased depts.	66,378,948	215,263,870	3.2
Expenditures at Warehouse Clubs and Super Stores	60,296,373	10,131,549	0.2
Expenditures at All Other General Merchandise Stores	10,365,307	2,318,068	0.2
Total General Merchandise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

Sub-Categories of Miscellaneous Store Retailers



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

Sub-Categories of Foodservice & Drinking Places



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

Sources and Methodology

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

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

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

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

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



Appendix B:
Segmentation Guide

Group Structure

Segment Group	Label	Segment Name	% of US Households	Page #	
A	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	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
C	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
D	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
E	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
F	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
G	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
H	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
I	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
J	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
K	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
L	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

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

SCOUT

No Site Selected

City of RAMSEY THE COR

Psychographic Site Analysis

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

0 mi 1.5 Miles

45.24353, -93.35426

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Sites Files Saved Maps Resource Links Geocoder

Overlay Transparency:

Map View Misc. Map Features Demographics Mosaic@ Guide Options...

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



<i>Retailer</i>	<i>Concept</i>	<i>Website</i>	<i>Preferred Square Footage</i>	<i>Franchise?</i>	<i>Percent Franchise</i>	<i>Operating in MN?</i>	<i>Targeting MN for expansion?</i>
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.**

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[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.”

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EXECUTIVE SUMMARY

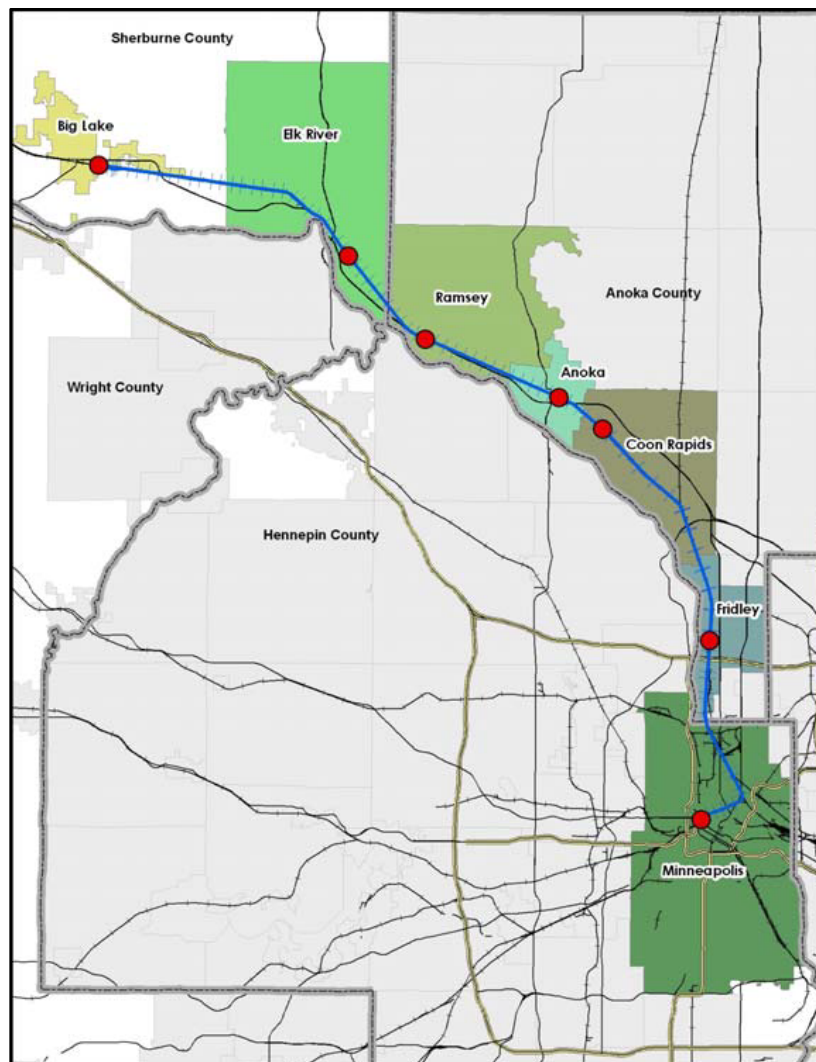
This report summarizes the analysis and conclusions regarding the market for transit oriented development (TOD) at the Ramsey Station and other station areas on the Northstar commuter rail line in the Twin Cities area. The study was completed under a contract with the Northstar Corridor Development Authority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

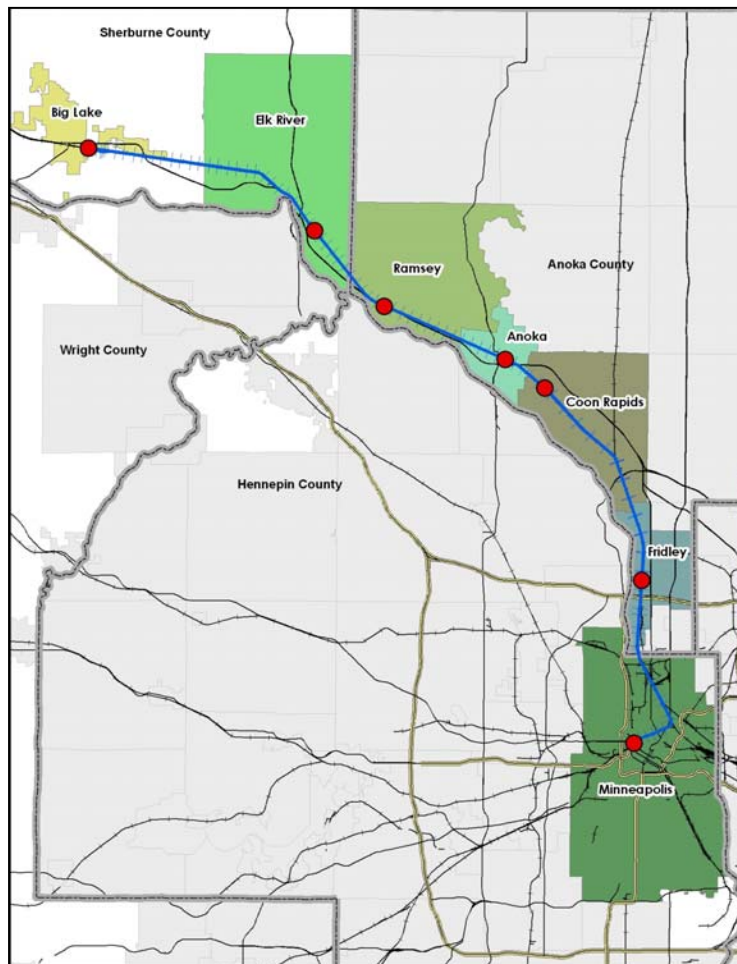
INTRODUCTION

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
More Commercial/ Employment	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
More Residential	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
Special Uses	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
21	Northstar Line	Minneapolis	2,000	40.00	6	2009
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.

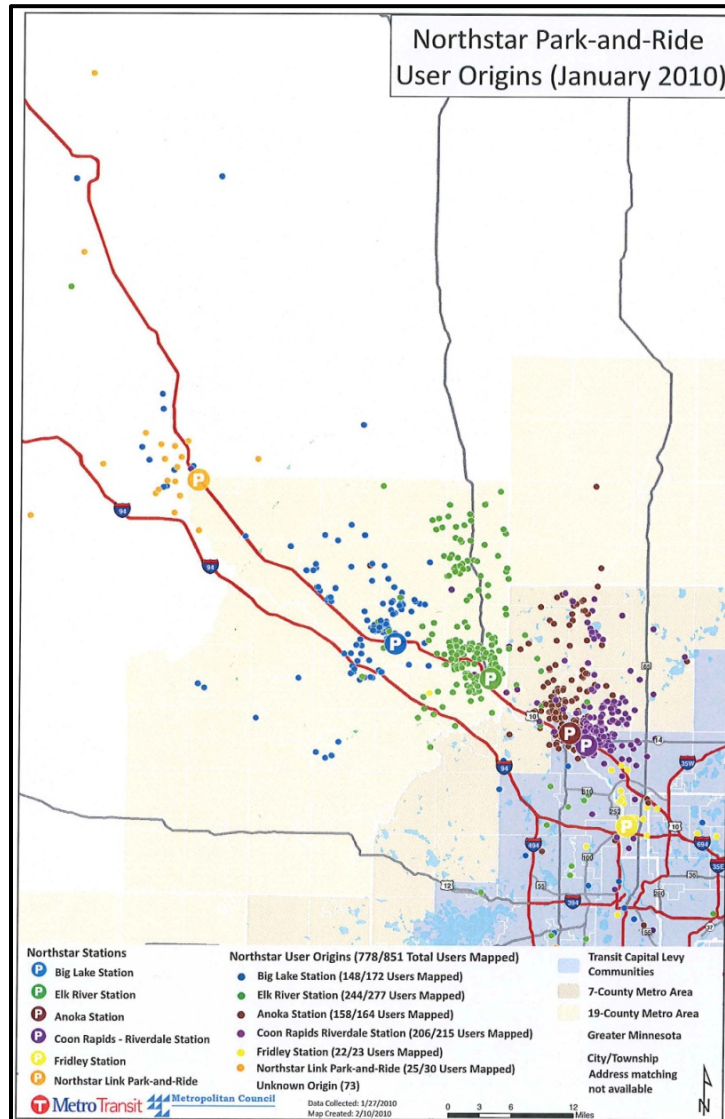
Short of a land constraint for imminent development, the plan should prioritize redeveloping or removing the most incompatible land uses and developing vacant land. The plan should also prioritize public investments on addressing infrastructure deficiencies and urban design improvements to improve the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

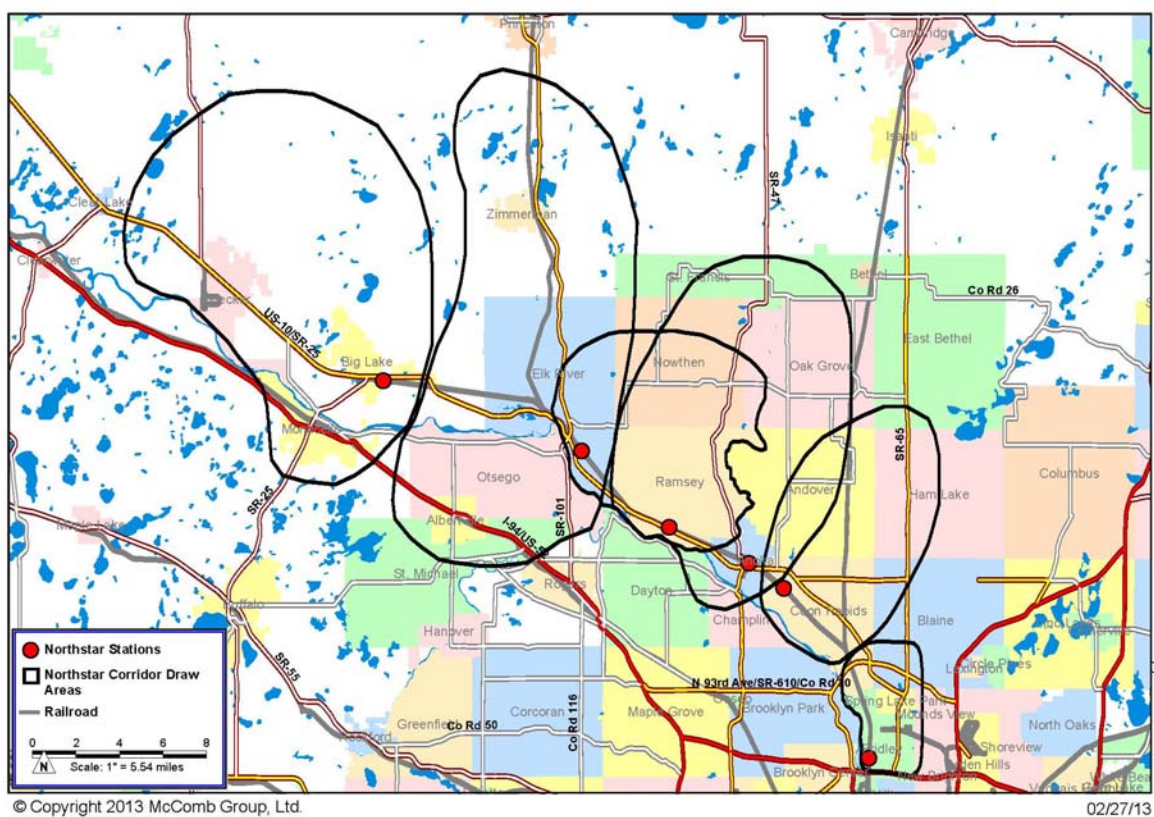
Figure 2-1



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 15th largest MSA. Employment growth in the MSA¹, 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.¹

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

¹ 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
Total Employment	2,072,916	2,063,216	2,070,706	2,102,568	2,146,233	2,179,756	2,209,659	2,204,264	2,134,490	2,127,674	2,168,451
Percent Change		(0.47) %	0.36 %	1.54 %	2.08 %	1.56 %	1.37 %	(0.24) %	(3.17) %	(0.32) %	1.92 %
Non-Farm Employment	2,061,194	2,052,440	2,060,158	2,092,573	2,136,373	2,170,489	2,200,473	2,195,369	2,124,940	2,118,015	2,159,266
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
Total Employment	148,362	148,660	151,693	154,939	159,570	161,558	163,248	160,397	154,041	150,589	153,523
Percent Change		0.20 %	2.04 %	2.14 %	2.99 %	1.25 %	1.05 %	(1.75) %	(3.96) %	(2.24) %	1.95 %
Non-Farm Employment	147,517	147,875	150,921	154,226	158,878	160,928	162,635	159,817	153,392	149,929	152,908
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
Total Employment	28,577	29,538	30,915	31,904	32,926	33,346	33,918	33,312	32,393	32,329	32,931
Percent Change		3.36 %	4.66 %	3.20 %	3.20 %	1.28 %	1.72 %	(1.79) %	(2.76) %	(0.20) %	1.86 %
Non-Farm Employment	27,739	28,764	30,176	31,218	32,265	32,738	33,330	32,741	31,784	31,714	32,344
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 %

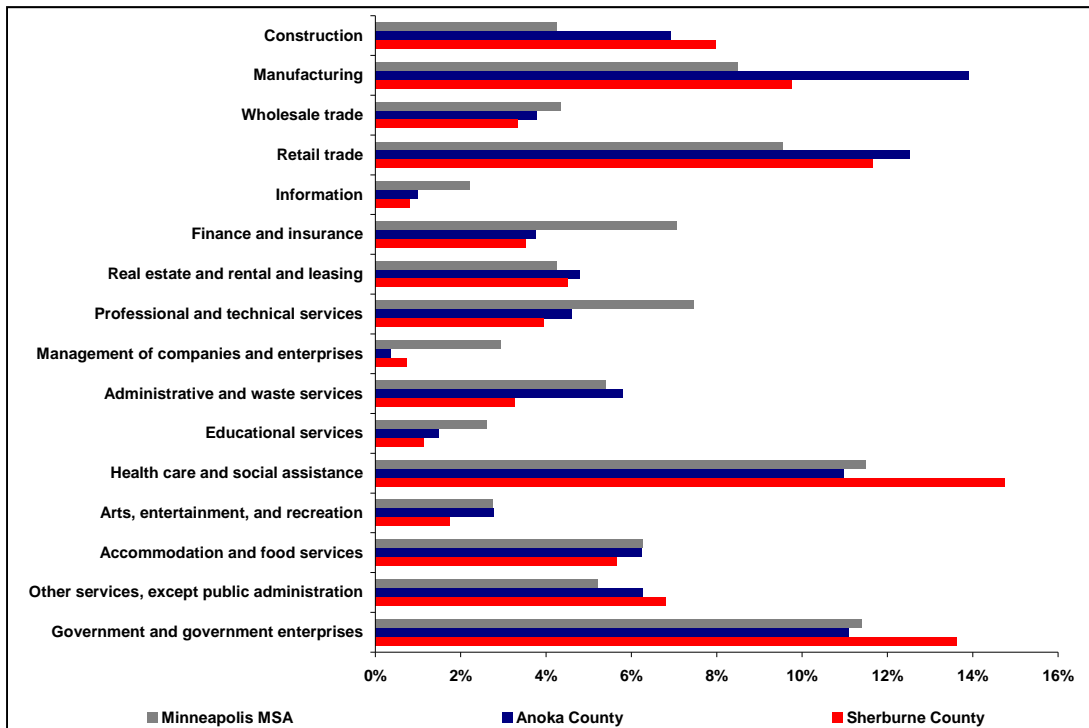
Source: Minnesota Department of Employment and Economic Development (QCEW data).

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



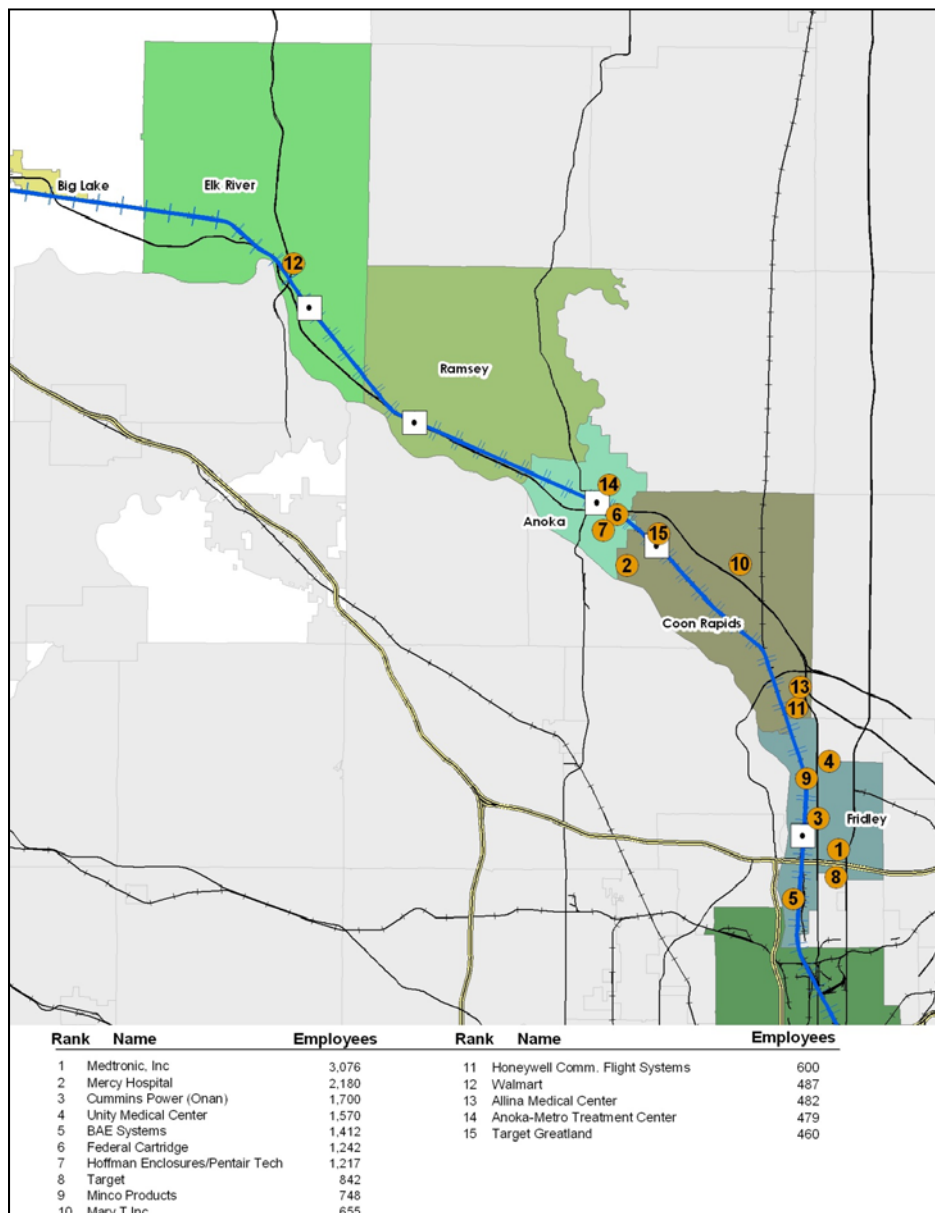
Source: Economic & Planning Systems, Inc.

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
Office Inclined Industries										
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
POPULATION						
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 %
HOUSEHOLDS						
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
POPULATION						
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
HOUSEHOLDS						
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
Minneapolis-St. Paul MSA														
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 %
Anoka County														
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%	
Sherburne County														
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 & 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 %

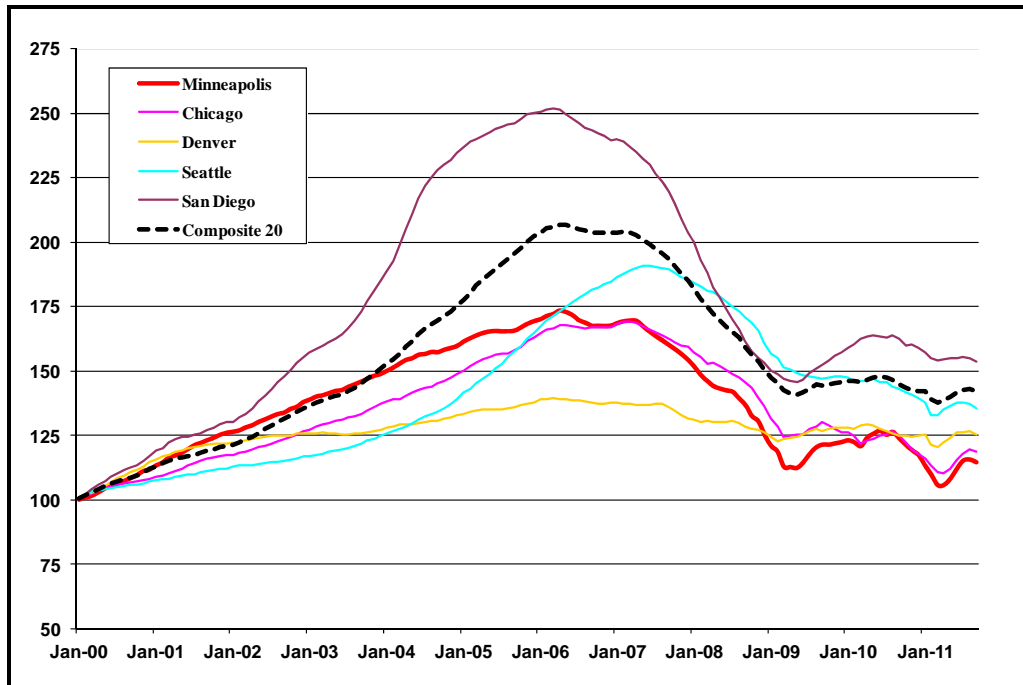
Source: US Census, Northstar Corridor Communities, Economic & Planning Systems, Inc., and McComb Group, Ltd.

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
New Construction								
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%	
Previously Owned								
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 2nd 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 2nd 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 2nd 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
Ramsey		
Renters	2.5 %	8.5 %
Owners	97.5	91.5
Total	100.0 %	100.0 %
Minneapolis-St. Paul MSA		
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

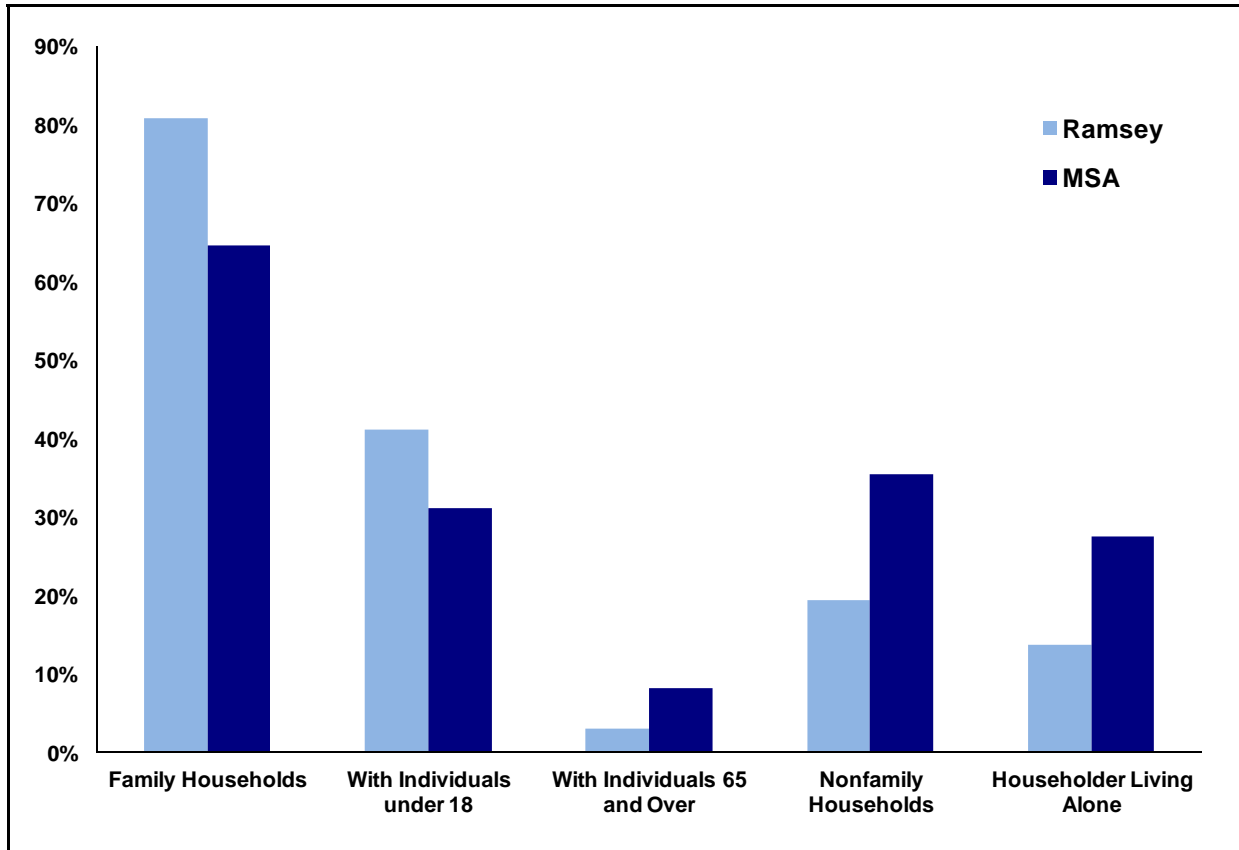
Household Type	2000		2010		Change	Growth Rate
	Number	Percent	Number	Percent		
Total Households	5,906		8,033		2,127	3.1 %
Family Households	5,101	86.4 %	6,484	80.7 %	1,383	2.4
With Individuals under 18	2,927	49.6	3,301	41.1	374	1.2
With Individuals 65 and Over	82	1.4	245	3.0	163	11.6
Non-Family Households	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**

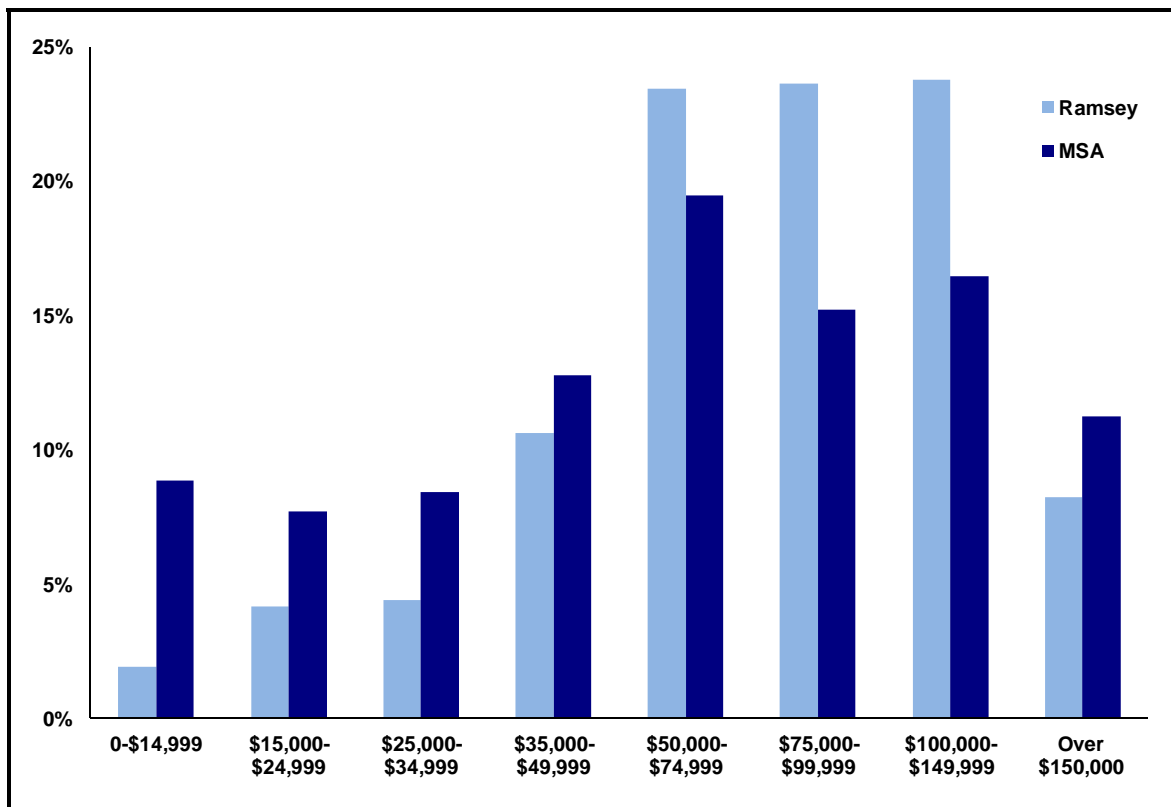
<u>Category</u>	<u>City of Ramsey</u>	<u>MSA</u>
Average Household Income	\$ 87,096	\$ 83,023
Median Household Income	81,598	65,181
Per Capita Income	30,365	32,852

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
New Construction										
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 %
Previously Owned										
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 %
Total	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
New Construction									
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%	---	---	---	---	
Previously Owned									
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
Ramsey								
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 %
Twin Cities Area								
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 %

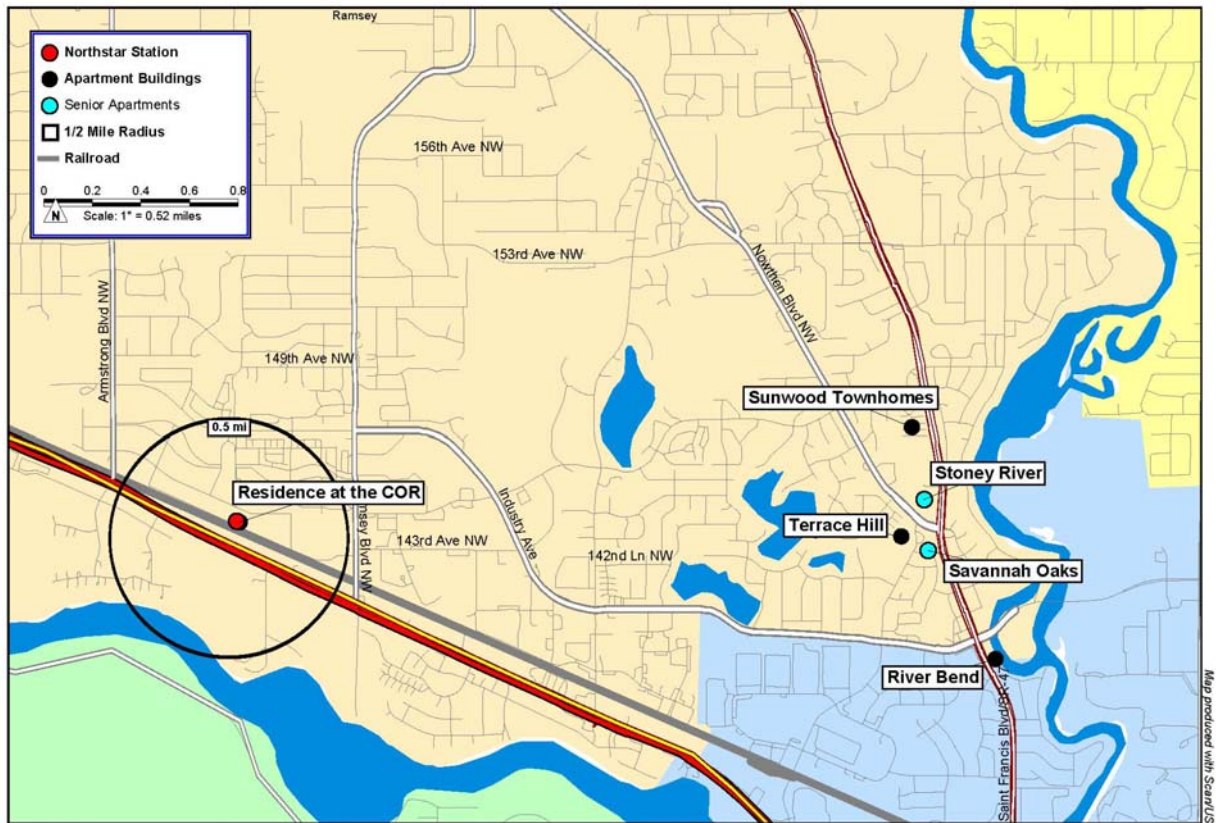
Source: Minneapolis Area Association of Realtors and Economic & Planning Systems, Inc.

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



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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>
General Occupancy		
River Bend	1991	32
Sunwood Townhomes	2002	32
Terrace Hill Apartments	2008	63
Residence at The COR	2013	230
Senior		
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>
Square Feet			
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	
Rental Rates			
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	
Rent per Square Foot			
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.

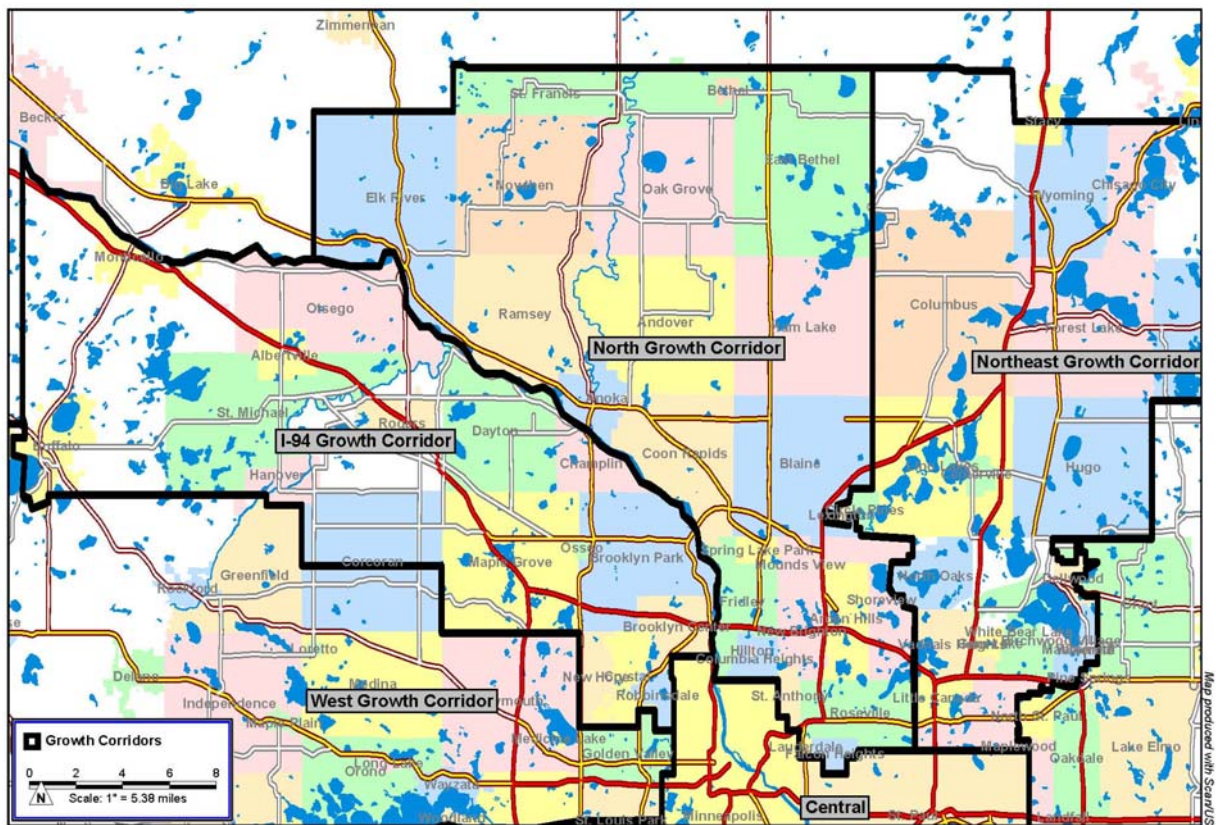
RESIDENTIAL GROWTH ESTIMATES

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



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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.

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

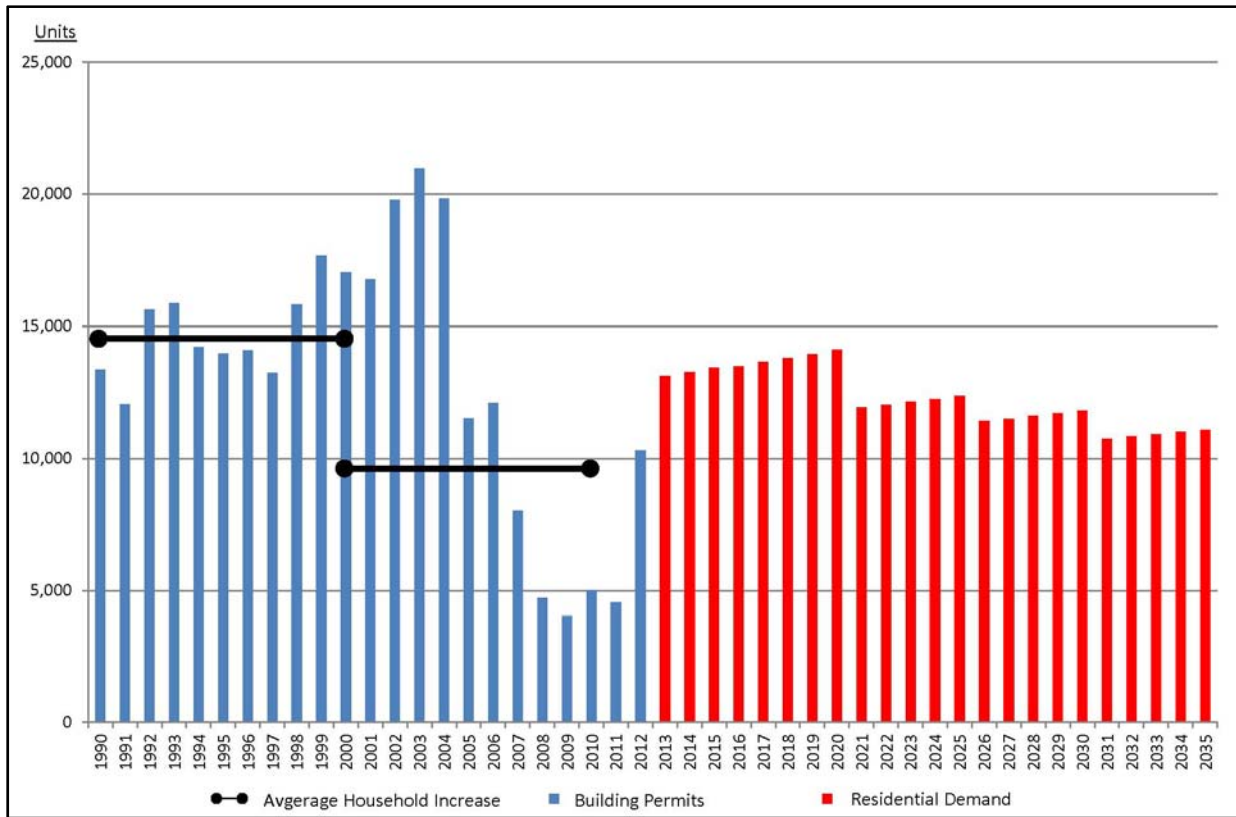
The estimates of future housing demand incorporate State Demographer estimates of future household growth for 10-year periods. These estimates represent stabilized residential demand based on long-term household growth estimates and do not reflect cyclical changes in household formations.

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 3rd 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.

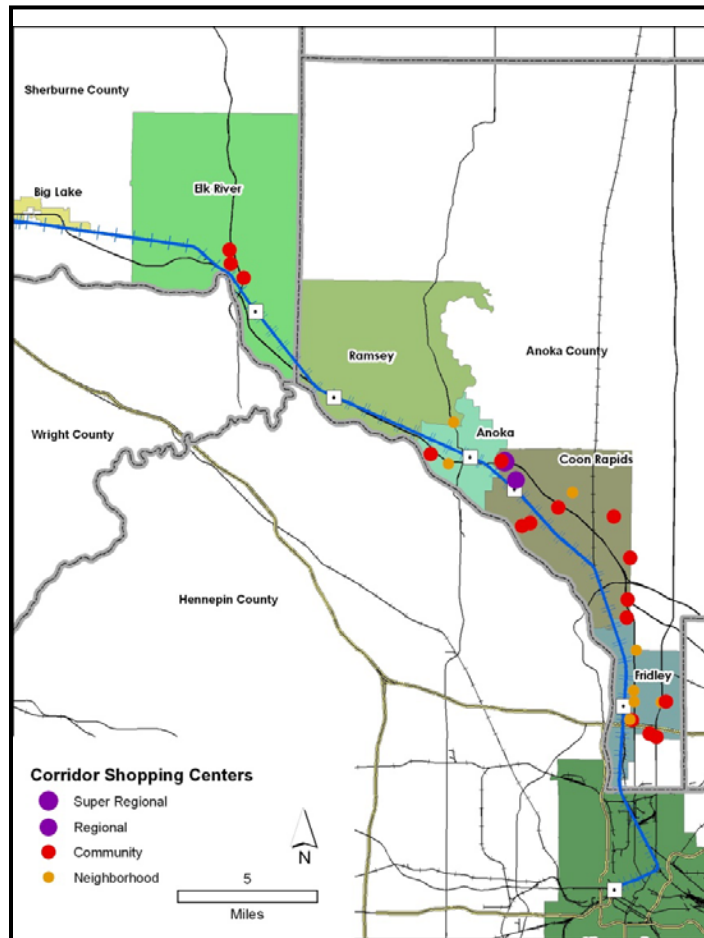
Table 5-2

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

Shopping Center	Address	Center Type	Year Opened	Stores	Square Feet
Anoka					
Riverview Plaza	2830 Cutters Grove Ave	Community	1990		109,499
Coon Rapids					
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
Elk River					
Elk River Center	18185 Zane St NW	Community	2005		349,610
Elk Park Center	19112 NW Freepoint St	Community	1995		287,985
Elk River Mall	550 Freepoint Ave	Community		5	113,091
Fridley					
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 167th 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 167th 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
Retail				
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
CBD					
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
CBD Total	38,358,761	5,915,525	17.2 %	\$ 23.27	\$ 17.96
Suburban					
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
Suburban Total	32,034,949	5,881,701	18.4 %	\$ 23.49	\$ 19.68
Total Twin Cities Area	70,393,710	11,797,226	16.8 %	\$ 23.39	\$ 18.79

Source: Grubb & 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 3rd 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

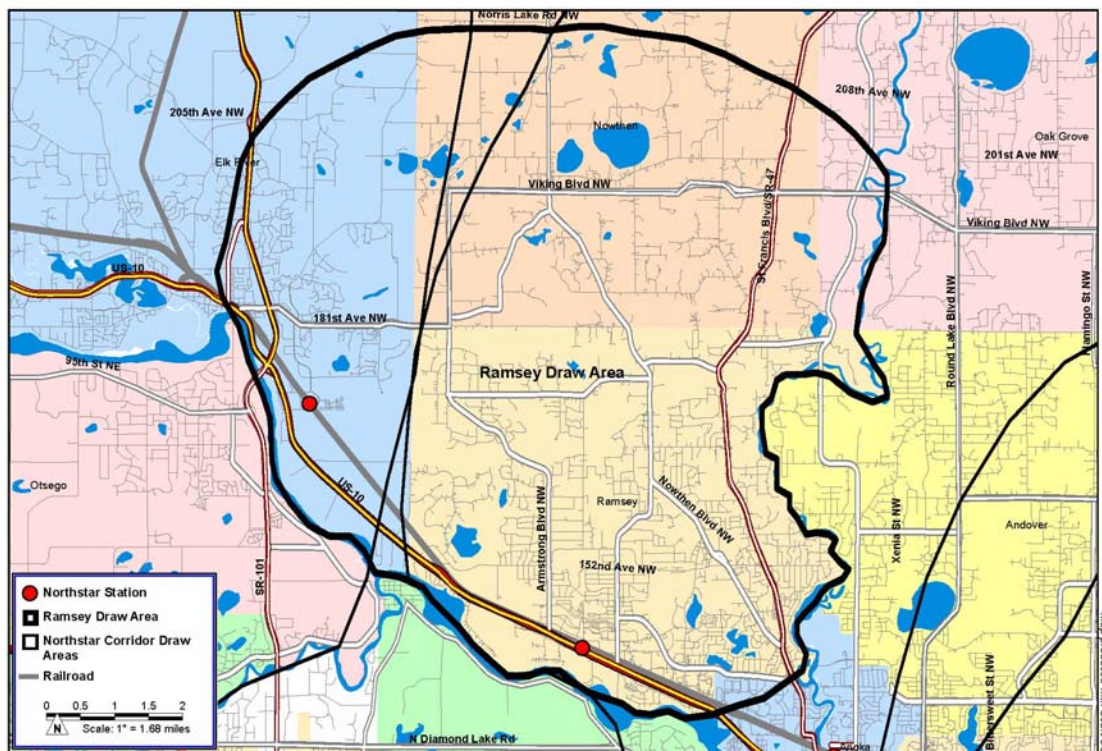
Draw areas for each of the Northstar station cities were delineated based on rider surveys conducted by the Metropolitan Council for each station community: Fridley, Coon Rapids, Anoka, Elk River, and Big Lake. The Ramsey Station Draw Area is based on a survey conducted in 2012 by Metro Transit.

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
Population			
2000	28,288	290,439	2,642,056
2011E	38,973	346,506	2,875,666
2016E	40,452	363,015	2,979,795
Annual Growth Rate			
2000-11	2.96 %	1.62 %	0.77 %
2011-16	0.75	0.94	0.71
Households			
2000	9,271	102,464	1,021,454
2011E	13,522	125,352	1,128,357
2016E	14,197	131,616	1,170,688
Annual Growth Rate			
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

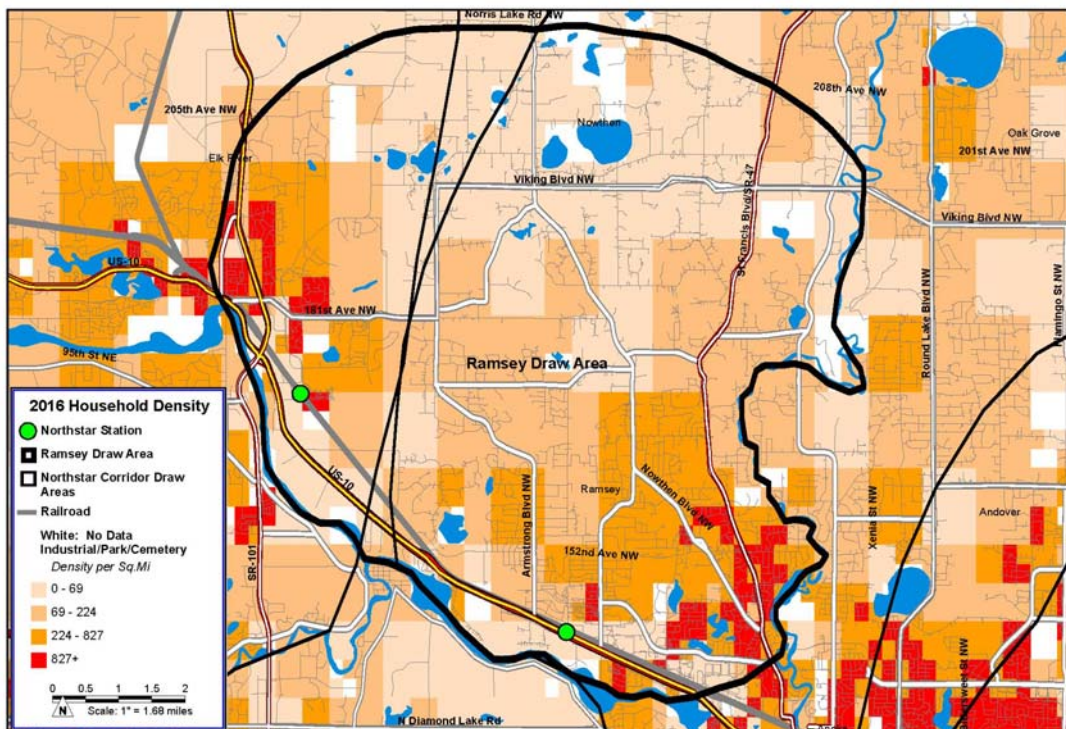
	Ramsey Station Draw Area	Northstar Corridor Draw Area	Metropolitan Area
Average Household Income			
2000	\$ 77,246	\$ 67,047	\$ 68,484
2011E	80,465	72,977	79,958
2016E	89,787	81,330	87,063
Median Household Income			
2000	\$ 65,189	\$ 58,141	\$ 54,667
2011E	73,745	66,487	62,465
2016E	79,548	71,581	66,464

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



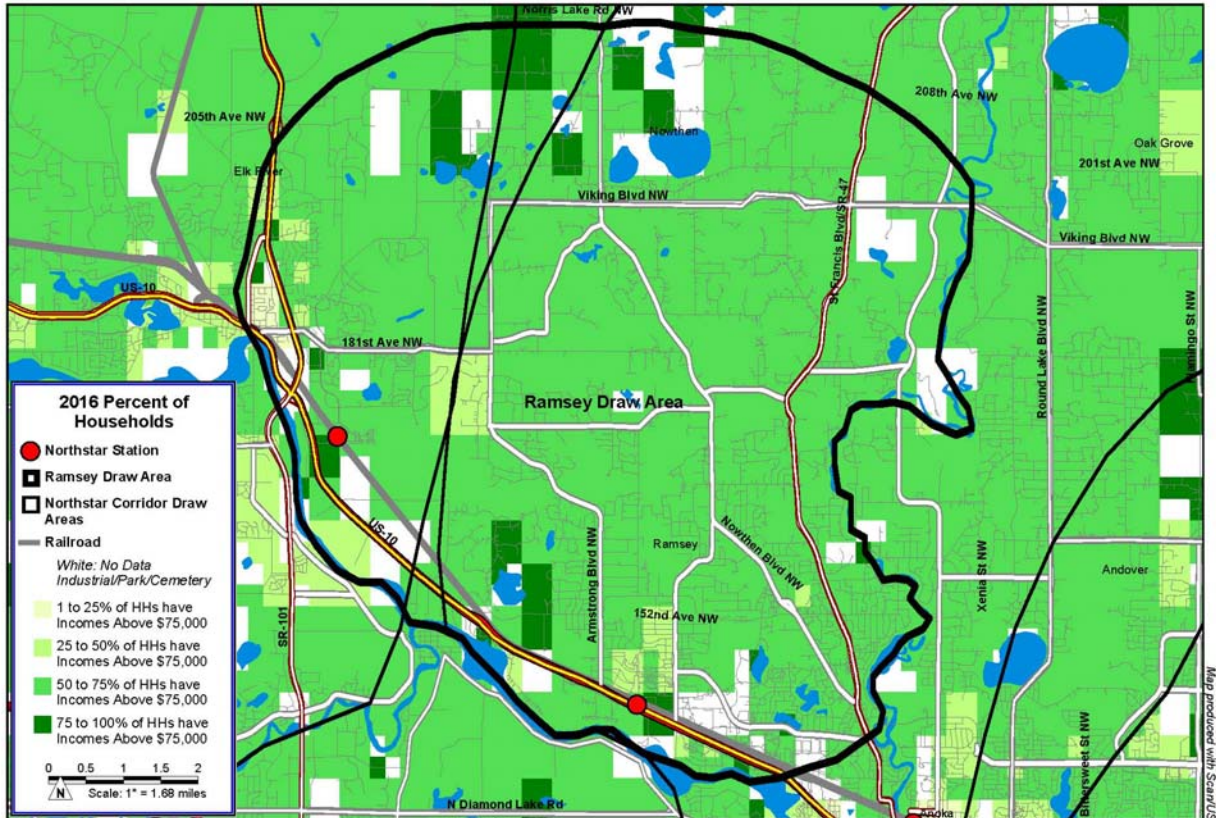
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02/27/13

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



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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
Households above \$75,000						
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
Households above \$100,000						
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
Households above \$150,000						
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	2000 Census		2011 Estimated		2016 Projected	
	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	2000 Census		2011 Estimated		2016 Projected	
	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
Convenience Goods						
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
Convenience Goods					
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
Food Service					
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
Services					
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
Health Care					
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

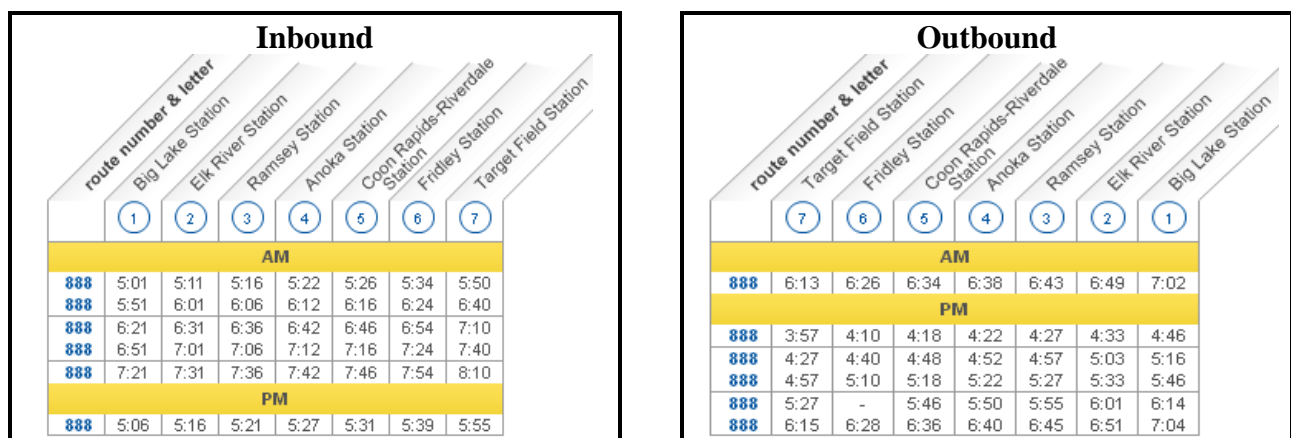
Station	Weekday		Weekend	
	Inbound	Outbound	Inbound	Outbound
Big Lake	360	290	200	200
Elk River	370	340	130	125
Ramsey	129	129	19	17
Anoka	250	250	90	85
Coon Rapids	250	230	120	115
Fridley	100	90	80	75

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**

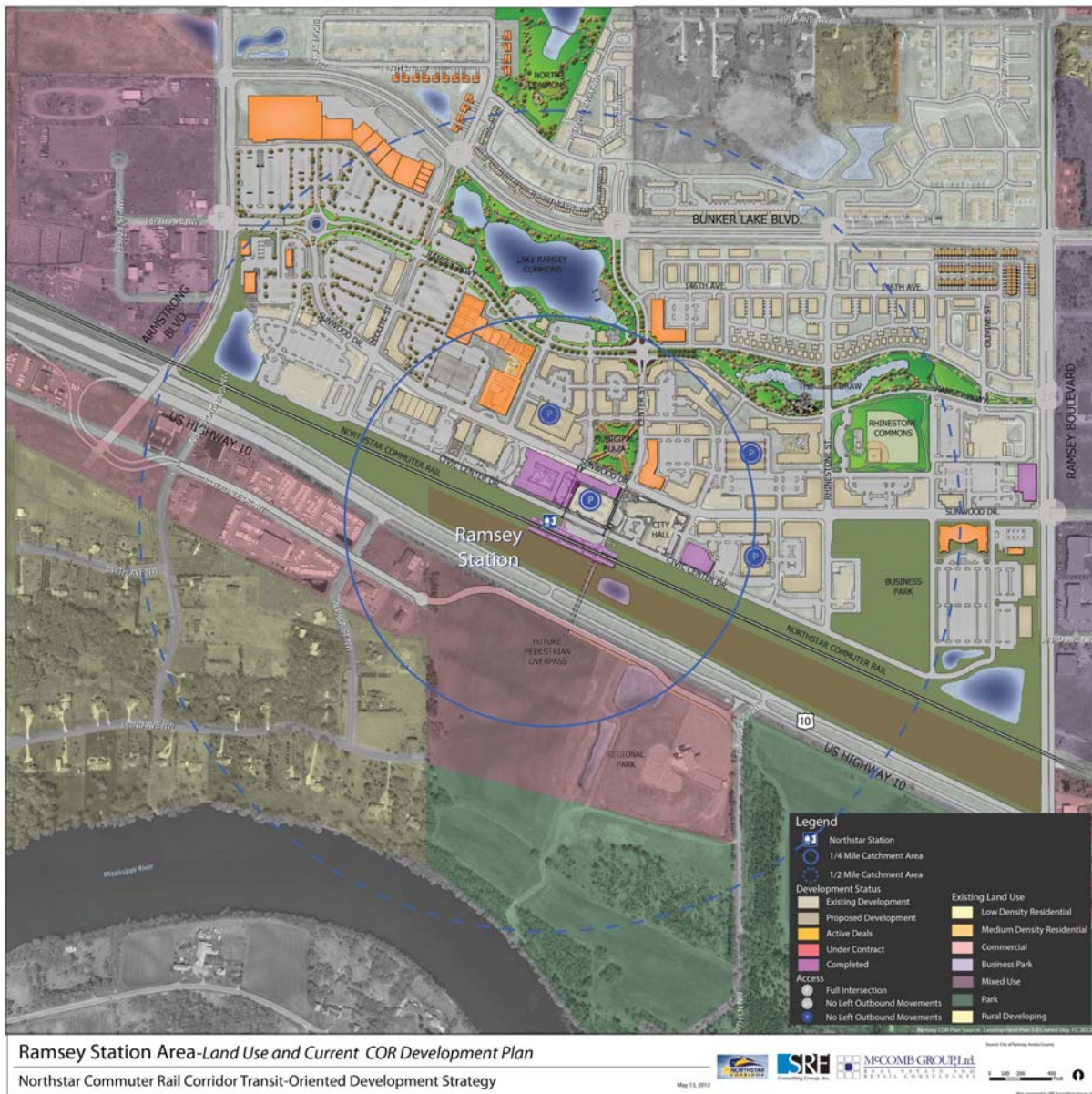
Location	Traffic Count
TH-10	
East of Ramsey Blvd	40,000
Between Ramsey and Armstrong Blvds	37,500
West of Armstrong Blvd	34,000
Ramsey Boulevard	
North of TH-10	7,000
Armstrong Boulevard	
North of TH-10	6,400
Sunwood Drive	
West of Ramsey Blvd	2,400

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 149th 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 147th 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	-	-
Total	180,294	178,827	64,035	450,071	402,708
In The COR	96,175	159,827	64,035		
Percent	53.3 %	89.4 %	100.0 %		

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>
RAMSEY STATION DRAW AREA				
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
NORTHSTAR CORRIDOR DRAW AREA				
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
SEVEN-COUNTY METRO AREA				
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
RAMSEY STATION DRAW AREA						
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
NORTHSTAR CORRIDOR DRAW AREA						
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
SEVEN-COUNTY METRO AREA						
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
RAMSEY STATION DRAW AREA						
Households	9,271		13,522		14,197	
Families	7,689		10,626		11,053	
As Percent of Households		82.9 %		78.6 %		77.9 %
Household Size						
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	
NORTHSTAR CORRIDOR DRAW AREA						
Households	102,464		125,352		131,616	
Families	77,618		92,167		96,124	
As Percent of Households		75.8 %		73.5 %		73.0 %
Household Size						
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	
SEVEN-COUNTY METRO AREA						
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 %
Household Size						
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
RAMSEY STATION DRAW AREA						
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
NORTHSTAR CORRIDOR DRAW AREA						
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
SEVEN-COUNTY METRO AREA						
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
RAMSEY STATION DRAW AREA						
Gender						
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
Marital Status						
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
NORTHSTAR CORRIDOR DRAW AREA						
Gender						
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
Marital Status						
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
SEVEN-COUNTY METRO AREA						
Gender						
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
Marital Status						
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
RAMSEY STATION DRAW AREA						
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
NORTHSTAR CORRIDOR DRAW AREA						
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
SEVEN-COUNTY METRO AREA						
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
RAMSEY STATION DRAW AREA						
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 %
NORTHSTAR CORRIDOR DRAW AREA						
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 %
SEVEN-COUNTY METRO AREA						
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

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

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
CONVENIENCE GOODS					
Food Stores					
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
Other Convenience Goods					
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
Food Service					
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	
Drinking Places	108	116		2,243	
Gasoline Svs Stations/Conv.					
Gas/Convenience Food Stores	380	409	1,500	2,933	6,121
OTHER RETAIL STORES					
Building Materials & Garden Supplies					
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
Motor Vehicles & Parts Dealers					
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
SHOPPING GOODS					
General Merchandise					
Department Stores (Incl. leased depts.)					
Discount Stores	104	111	57,720	94,788	141,986
Department Stores	38	40	89,641	148,796	243,167
Other General Merchandise Stores					
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
Apparel & Accessories					
Clothing Stores					
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
Shoe Stores					
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
Furniture & Home Furnishings					
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
Electronics & Appliances Stores					
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
Other Shopping Goods					
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
Personal Care Services					
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
Drycleaning & Laundry Services					
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
Other Personal Services					
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	
Rental and Leasing					
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
Household Goods Repair					
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	
Automotive Repair and Maintenance					
General Automotive Repair	355	390	2,400	6,200	10,624
Health Care					
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
CONVENIENCE GOODS						
Food Stores						
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
Other Convenience Goods						
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
Food Service & Drinking Places						
Food Service						
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	
Drinking Places	\$ 27,000	\$ 250	108		2,243	
Gasoline Svs Stations/Conv.						
Gas/Convenience food stores	\$ 532,000	\$ 1,400	380	1,500	2,933	6,121
OTHER RETAIL STORES						
Building Materials & Garden Supplies						
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
Motor Vehicles & Parts Dealers						
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
SHOPPING GOODS						
General Merchandise						
Department stores						
Discount stores	\$ 25,904	\$ 250	104	57,720	94,788	141,986
Department Stores	8,462	225	38	89,641	148,796	243,167
Other general merchandise stores						
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
Apparel & Accessories						
Clothing Stores						
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
Shoe Stores						
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
Furniture & Home Furnishings						
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
Electronics & Appliances Stores						
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
Other Shopping Goods						
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
CONVENIENCE GOODS						
Food Stores						
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
Other Convenience Goods						
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
Food Service & Drinking Places						
Food Service						
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	
Drinking Places	\$ 29,000	\$ 250	116		2,243	
Gasoline Svs Stations/Conv.						
Gas/Convenience food stores	\$ 572,000	\$ 1,400	409	1,500	2,933	6,121
OTHER RETAIL STORES						
Building Materials & Garden Supplies						
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
Motor Vehicles & Parts Dealers						
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
SHOPPING GOODS						
General Merchandise						
Department stores						
Discount stores	\$ 27,845	\$ 250	111	57,720	94,788	141,986
Department Stores	9,096	225	40	89,641	148,796	243,167
Other general merchandise stores						
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
Apparel & Accessories						
Clothing Stores						
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
Shoe Stores						
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
Furniture & Home Furnishings						
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
Electronics & Appliances Stores						
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
Other Shopping Goods						
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
Personal Care Services						
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
Drycleaning & Laundry Services						
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
Other Personal Services						
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	
Rental and Leasing						
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
Household Goods Repair						
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	
Automotive Repair and Maintenance						
General Automotive Repair	\$ 71,000	\$ 200	355	2,400	6,200	10,624
Health Care						
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
Personal Care Services						
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
Drycleaning & Laundry Services						
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
Other Personal Services						
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	
Rental and Leasing						
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
Household Goods Repair						
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	
Automotive Repair and Maintenance						
General Automotive Repair	\$ 78,000	\$ 200	390	2,400	6,200	10,624
Health Care						
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.