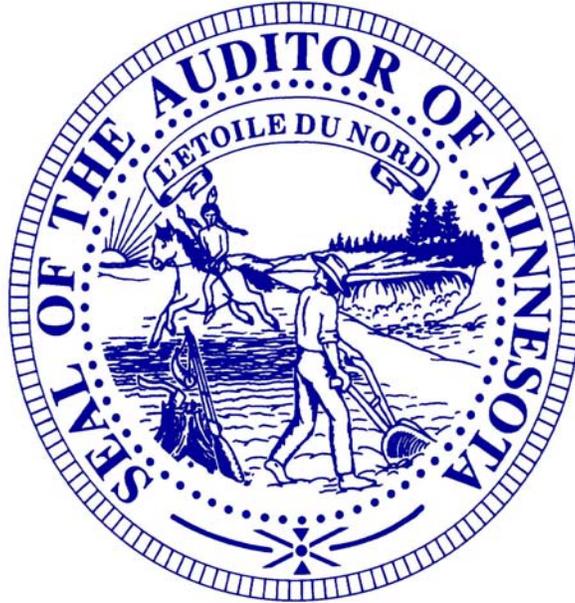


# STATE OF MINNESOTA

## Office of the State Auditor



**Rebecca Otto**  
**State Auditor**

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# **Analysis of Municipal Liquor Store Operations**

**For the Year Ended December 31, 2011**

## **Description of the Office of the State Auditor**

The mission of the Office of the State Auditor is to oversee local government finances for Minnesota taxpayers by helping to ensure financial integrity and accountability in local governmental financial activities.

Through financial, compliance, and special audits, the State Auditor oversees and ensures that local government funds are used for the purposes intended by law and that local governments hold themselves to the highest standards of financial accountability.

The State Auditor performs approximately 150 financial and compliance audits per year and has oversight responsibilities for over 3,300 local units of government throughout the state. The office currently maintains five divisions:

**Audit Practice** - conducts financial and legal compliance audits of local governments;

**Government Information** - collects and analyzes financial information for cities, towns, counties, and special districts;

**Legal/Special Investigations** - provides legal analysis and counsel to the Office and responds to outside inquiries about Minnesota local government law; as well as investigates allegations of misfeasance, malfeasance, and nonfeasance in local government;

**Pension** - monitors investment, financial, and actuarial reporting for approximately 730 public pension funds; and

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The State Auditor serves on the State Executive Council, State Board of Investment, Land Exchange Board, Public Employees Retirement Association Board, Minnesota Housing Finance Agency, and the Rural Finance Authority Board.

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# **Analysis of Minnesota Municipal Liquor Store Operations**

**For the Year Ended December 31, 2011**



**April 1, 2013**

**Government Information Division  
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## Background and Purpose

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This report provides comparative data on municipal liquor operations owned and operated by Minnesota cities.<sup>1</sup> In 2011, 208 Minnesota cities operated 240 municipal liquor stores, with 114 cities operating both on-sale and off-sale liquor establishments and 94 cities restricting their municipally-owned establishments to off-sale liquor stores.<sup>2</sup> While the majority of municipally-owned liquor stores are located in Greater Minnesota, 19 cities within the Seven-County Metro Area (Metro Area) own and operate liquor establishments (see maps on pages 5 and 6 for locations of establishments).

Minnesota municipalities were originally authorized to own and operate liquor establishments as a means of controlling the sale of alcohol. For many communities in Greater Minnesota, municipal liquor operations provide access and convenience in areas that might be unable to attract a privately-run establishment. In addition to these functions, profitable municipal liquor operations have provided another source of revenues to supplement traditional tax and fee revenues.

The underlying financial data provided in this report is compiled from audited and unaudited financial statements that are required to be filed annually with the Office of the State Auditor. The tables and analysis derived from this data provide a basis of comparison for municipal liquor operations to highlight the current trends and financial condition of these operations. This report provides comparative data to city officials to assist them in the management of their municipal liquor store operations. In addition, it provides information to the public and policymakers, enabling them to evaluate the financial condition of these operations.

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<sup>1</sup>Minn. Stat. § 340A.601 authorizes cities with not more than 10,000 people to own and operate on-sale and off-sale liquor establishments. Once a city has established a municipal liquor store, it may continue to operate the store regardless of its subsequent population growth.

<sup>2</sup>“On- and off-sale” operations are referred to as “on-sale” operations in this report.

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## Executive Summary

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- The combined net profit of all municipal liquor operations totaled \$23.4<sup>3</sup> million in 2011. This represents an increase of \$1.7 million, or 8.0 percent, over the amount generated in 2010. Among on-sale operations, net profits totaled \$2.6 million in 2011, which was an increase of \$598,468, or 30.3 percent, over 2010. Total net profits for off-sale operations totaled \$20.8 million in 2011, which was an increase of \$1.1 million, or 5.8 percent, over 2010 (pg. 7).
- Over the past five years, net profits have increased 4.4 percent. Among off-sale stores, there was a 6.5 percent increase in net profits, while on-sale stores showed a decrease of 9.9 percent (pg. 7).
- Thirty-six Minnesota cities reported net losses for 2011, compared to 40 cities in 2010. All 36 cities with losses were from Greater Minnesota (pg. 8).
- During 2011, Minnesota's municipal liquor operations reported a 16th consecutive year of record sales totaling \$317.2 million. Total sales generated in 2011 increased by \$3.8 million, or 1.2 percent, over 2010. Total municipal liquor sales ranged from \$81,839 in Canton to \$14.4 million in Lakeville (pg. 9).
- Municipal liquor operations located within the Metro Area are considerably larger and more profitable than their Greater Minnesota counterparts. Although only 19 of the 208 Minnesota cities (9.1 percent) that own and operate municipal liquor stores are located in the Metro Area, they represent 37.4 percent of the total sales and 36.6 percent of the net profits of municipal liquor operations. Sales by all Metro Area operations averaged \$3.0 million in 2011, compared to average sales of \$988,189 for all Greater Minnesota municipal liquor operations (pg. 10).<sup>4</sup>
- During 2011, Minnesota's municipal liquor stores transferred \$20.1 million of their profits to other city funds. This represents an increase of 20.8 percent over the total net transfers made in 2010. Transfers totaled \$6.5 million among Metro Area establishments, compared to \$13.6 million for Greater Minnesota establishments (pg. 13).
- Minnesota law requires cities to hold a public hearing on the future of their liquor store(s) if the liquor operation shows a net loss in at least two of the past three years. While this report is based on 2011 data, an examination of losses for the years 2009, 2010, and 2011 shows that 30 cities should have held hearings on or after November 17, 2011.<sup>5</sup> Of the 30 cities required to hold a hearing in 2011, 22 were on the previous year's list (pg. 14).

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<sup>3</sup>All figures are rounded from the actual numbers.

<sup>4</sup>The average was calculated by dividing the total sales for each area by the number of liquor stores in each area.

<sup>5</sup>Minn. Stat. § 340A.602. See the Office of the State Auditor's Statement of Position, "[Municipal Liquor Store Hearings](#)."

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## Recommendations

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One purpose of this report is to provide data to city officials that will enable them to evaluate the efficiency of their liquor operations through comparisons to similarly-situated liquor operations. The tables included in this report may be downloaded as a spreadsheet so those who manage municipal liquor operations can compare their operation to similar operations. Municipal officials can compare location, population, and financial indicators, such as total sales, to make a review of operations more meaningful.

City officials should make sure that they compare their operations to cities with the same type of operations. Off-sale operations should not be compared to on-sale operations because operating expenses are generally much higher for on-sale operations, due to factors such as the added costs of bartenders, wait staff, and entertainment. Useful comparisons include:

- **Gross Profits.** Cities with relatively low gross profits (total sales minus cost of sales) should consider whether the gross profits reflect their intended markup policies. If gross profits are well below the intended markup of inventory, a number of factors can be in play such as theft, poor inventory control, or damage of inventory.<sup>6</sup>
- **Gross Profits as a Percent of Total Sales.** This measure may help a city determine if its intended markup is below other nearby municipal liquor stores, therefore resulting in a lower gross profit. Conversely, if the markup is higher than nearby cities, it may hurt sales. It is important to use the proper comparison. Gross profits as a percent of total sales are much higher for on-sale operations than off-sale operations. On-sale operations require a greater gross profit margin to cover the higher operating costs associated with these types of operations.
- **Operating Expenses.** If operating expenses are relatively high compared to similarly-sized stores, city officials should look at stores with low operating expenses for ideas on how they might operate more efficiently.
- **Operating Expenses as a Percent of Sales.** A comparison of operating expenses as a percent of sales can help determine the efficiency of the operation. In operations with similar levels of sales, this percentage should be comparable. If the percentage is much higher, city officials should examine why their costs are higher.

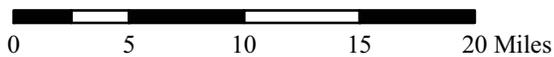
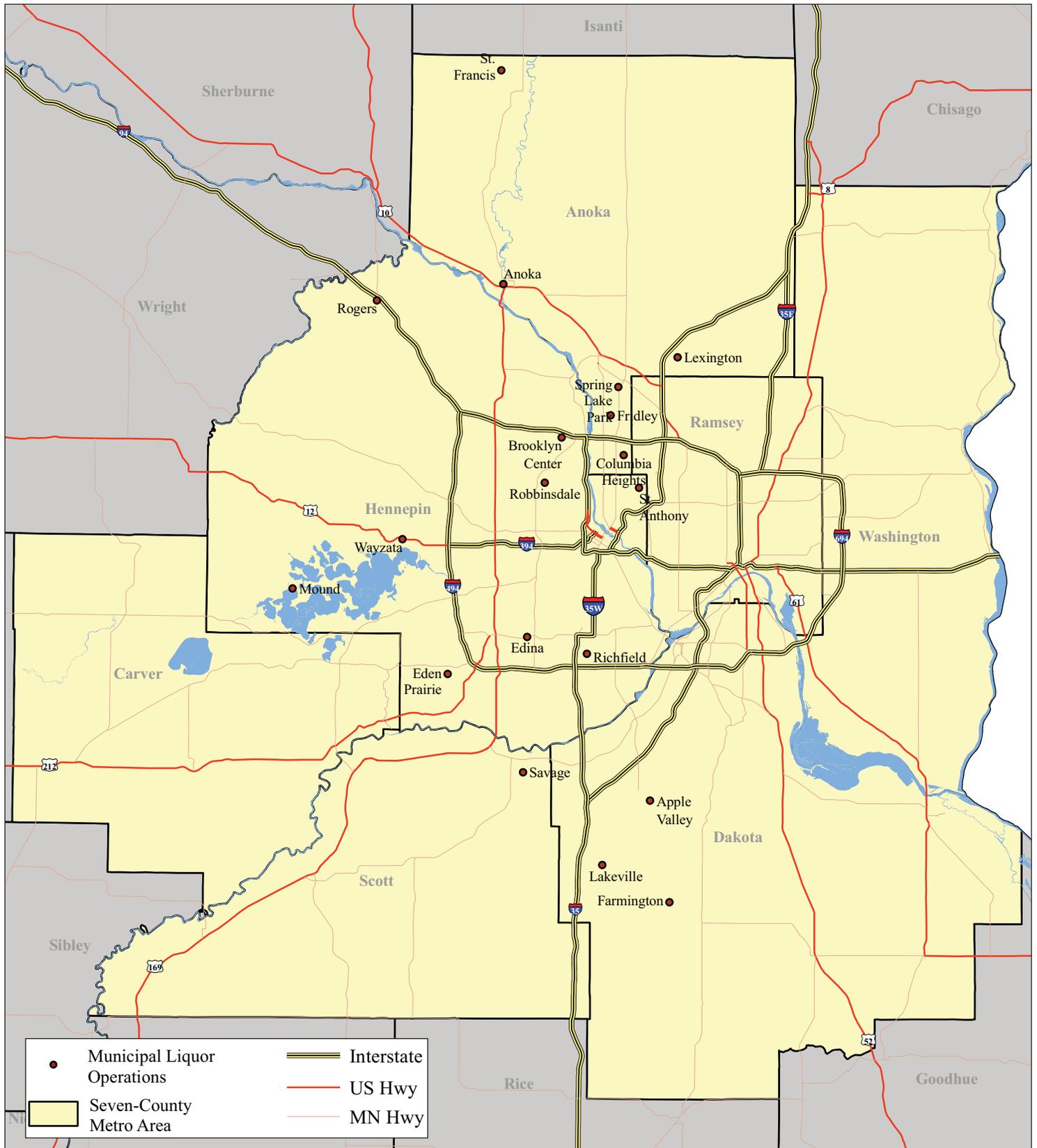
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<sup>6</sup>It is important to conduct a physical inventory on a regular basis and compare it to perpetual inventory amounts and investigate discrepancies. For additional information on detecting and preventing fraud, see the Office of the State Auditor's Statement of Position, "[Internal Controls for Municipal Liquor Stores.](#)"

# 2011 Municipal Liquor Operations in Greater Minnesota



# 2011 Municipal Liquor Operations in the Seven-County Metro Area



<http://gis.leg.mn>

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# Analysis of Minnesota Municipal Liquor Store Operations

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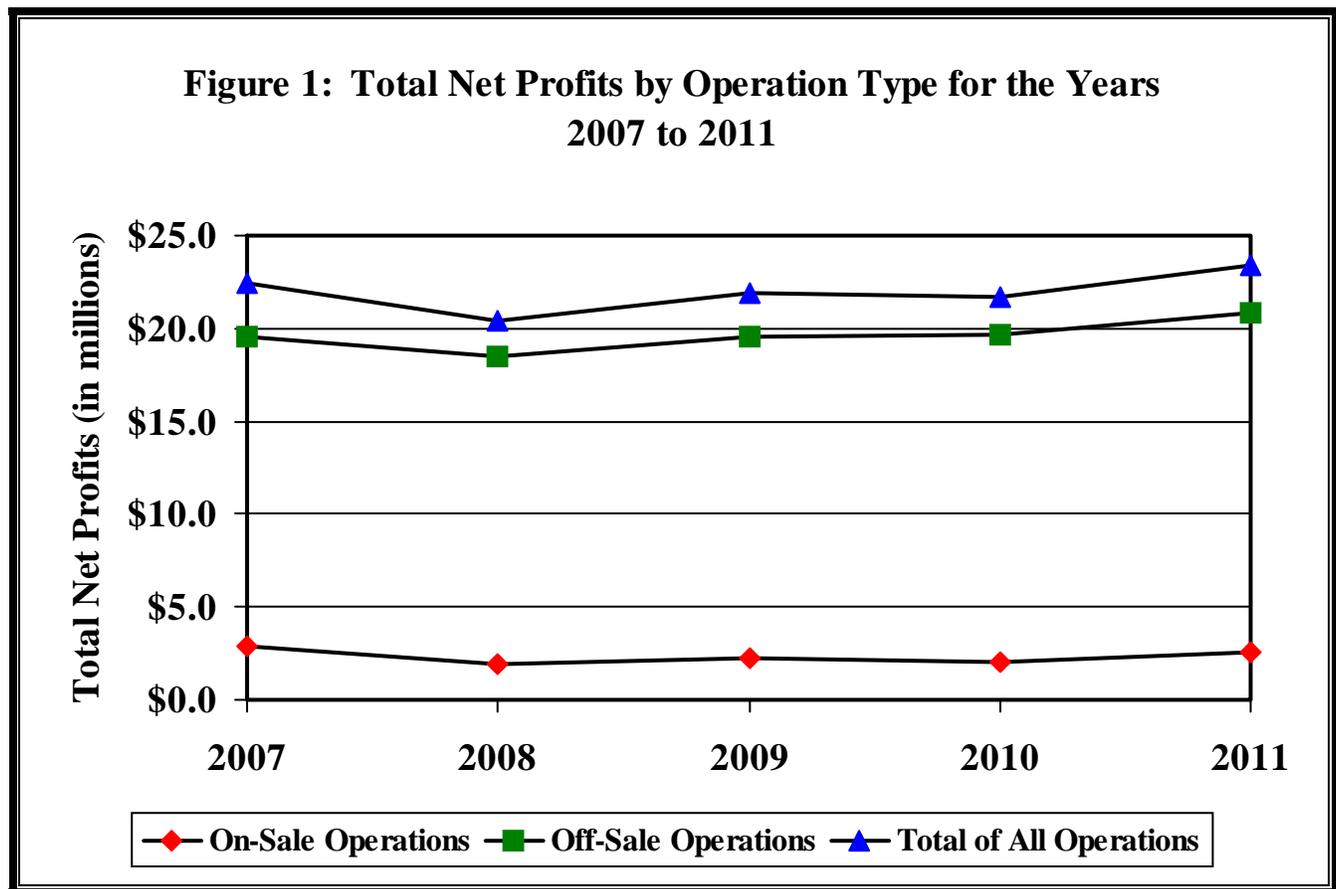
## Net Profits of Municipal Liquor Store Operations

### Overall

The combined net profit of all municipal liquor operations totaled \$23.4<sup>7</sup> million in 2011. This represents an increase of \$1.7 million, or 8.0 percent, over the amount generated in 2010. Among on-sale operations, net profits totaled \$2.6 million in 2011, which was an increase of \$598,468, or 30.3 percent, over 2010. Total net profits for off-sale operations totaled \$20.8 million in 2011, which was an increase of \$1.1 million, or 5.8 percent, over 2010.

Over the past five years, net profits have increased 4.4 percent. Among off-sale stores, there was a 6.5 percent increase in net profits, while on-sale stores showed a decrease of 9.9 percent.

Figure 1 below shows the five-year trend of net profits.



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<sup>7</sup>All figures are rounded from the actual numbers.

### Variations Among Individual Operations

Net profits and losses for municipal liquor stores operating as of December 31, 2011, ranged from a loss of \$189,726 in Flensburg to a profit of \$1.4 million in Edina. Overall, of the municipal liquor operations that reported in both 2010 and 2011, 115 cities showed year-to-year increases in their net profits, while 92 showed decreases. Of the 92 cities with declines in net profits between 2010 and 2011, 83 were in Greater Minnesota, and 9 were in the Metro Area.<sup>8</sup>

### Operations Losing Money

In addition to municipal liquor operations that posted declining net profits between 2010 and 2011, 36 Minnesota cities reported net losses for 2011, compared to 40 cities in 2010. All 36 cities with losses were from Greater Minnesota. Table 1 below lists the cities whose liquor operations posted net losses in 2011.

Name of City	Net Loss	Name of City	Net Loss
Flensburg	(\$189,726)	Rush City	(11,528)
Rushford*	(100,876)	Okabena	(7,500)
Biscay	(94,042)	Clontarf	(7,395)
Williams	(60,568)	Ivanhoe	(6,183)
Kellogg	(27,586)	Spring Grove	(5,521)
Wells	(27,567)	Audubon	(3,905)
Mapleton	(27,305)	Barnum	(3,767)
Ellendale	(26,250)	Clarissa	(3,169)
Bertha*	(25,054)	Lake Wilson*	(2,924)
Hanley Falls	(21,092)	Moose Lake	(2,595)
Silver Bay	(19,900)	Lewisville	(1,939)
Verndale	(19,761)	Canton	(1,927)
Saint Hilaire	(19,291)	Eagle Bend	(1,778)
Wilmont	(17,773)	Dalton	(1,683)
Tracy	(16,951)	Hadley	(1,577)
Olivia	(16,115)	Parkers Prairie	(1,351)
Cleveland	(14,999)	Round Lake	(764)
Vesta	(11,535)	Waldorf	(399)

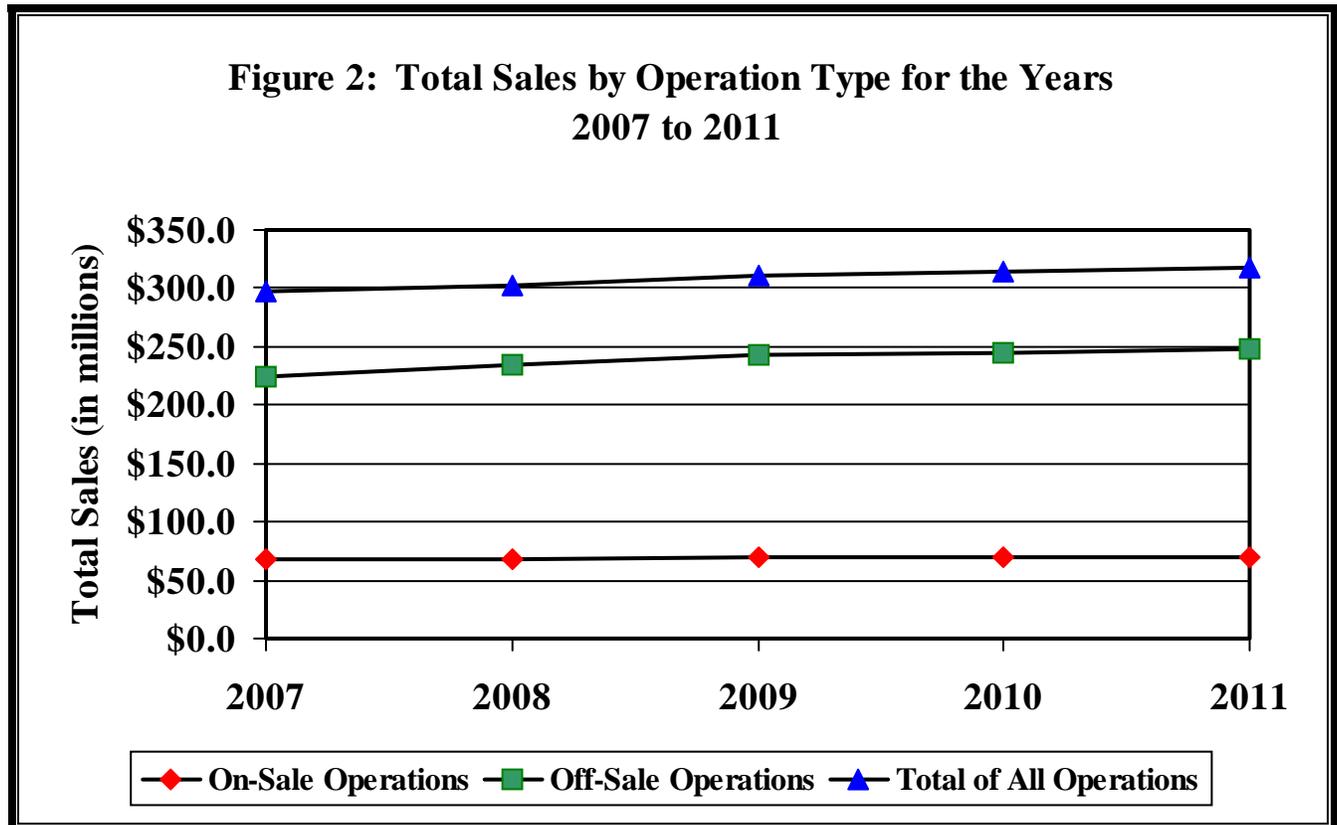
\*Discontinued operations in 2011.

<sup>8</sup>Excludes the City of Ivanhoe because it failed to report its financial information in 2010.

## Total Sales at Municipal Liquor Operations

During 2011, Minnesota's municipal liquor operations reported a 16th consecutive year of record sales totaling \$317.2 million. Total sales generated in 2011 increased by \$3.8 million, or 1.2 percent, over 2010. Total municipal liquor sales ranged from \$81,839 in Canton to \$14.4 million in Lakeville.

Figure 2 below shows that, while off-sale operation sales have increased every year, total sales among on-sale operations have been relatively flat.

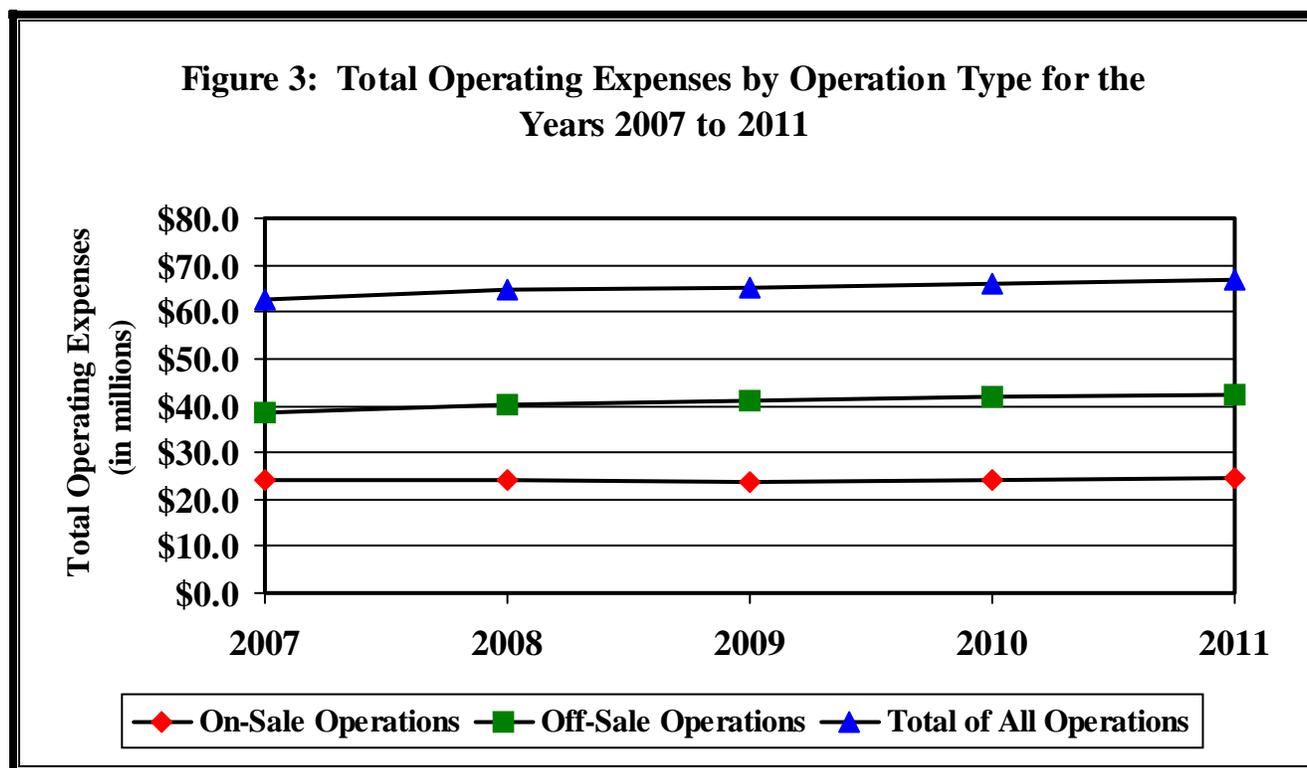


## Operating Expenses of Municipal Liquor Operations

During 2011, Minnesota's municipal liquor operations reported operating expenses totaling \$67.0 million. This represents an increase of \$1.1 million, or 1.7 percent, over the amount reported in 2010. Off-sale liquor operations had operating expenses totaling \$42.4 million in 2011. This represents an increase of \$599,868, or 1.4 percent, over 2010. Operating expenses for on-sale liquor operations totaled \$24.6 million in 2011. This represents an increase of \$503,595, or 2.1 percent, over 2010.

Among individual liquor operations that were in business for all of 2011, expenses ranged from a high of \$2.2 million in Lakeville to a low of \$20,809 in Canton. In general, the level of sales largely dictates the level of expenses. However, even among operations of similar size, there is a wide range of operating expenses.

Figure 3 below shows that operating expenses have continued to rise for off-sale operations and remained flat for on-sale operations between 2007 and 2011.



## Comparison Between Municipal Liquor Operations in Greater Minnesota and the Metro Area

### Sales

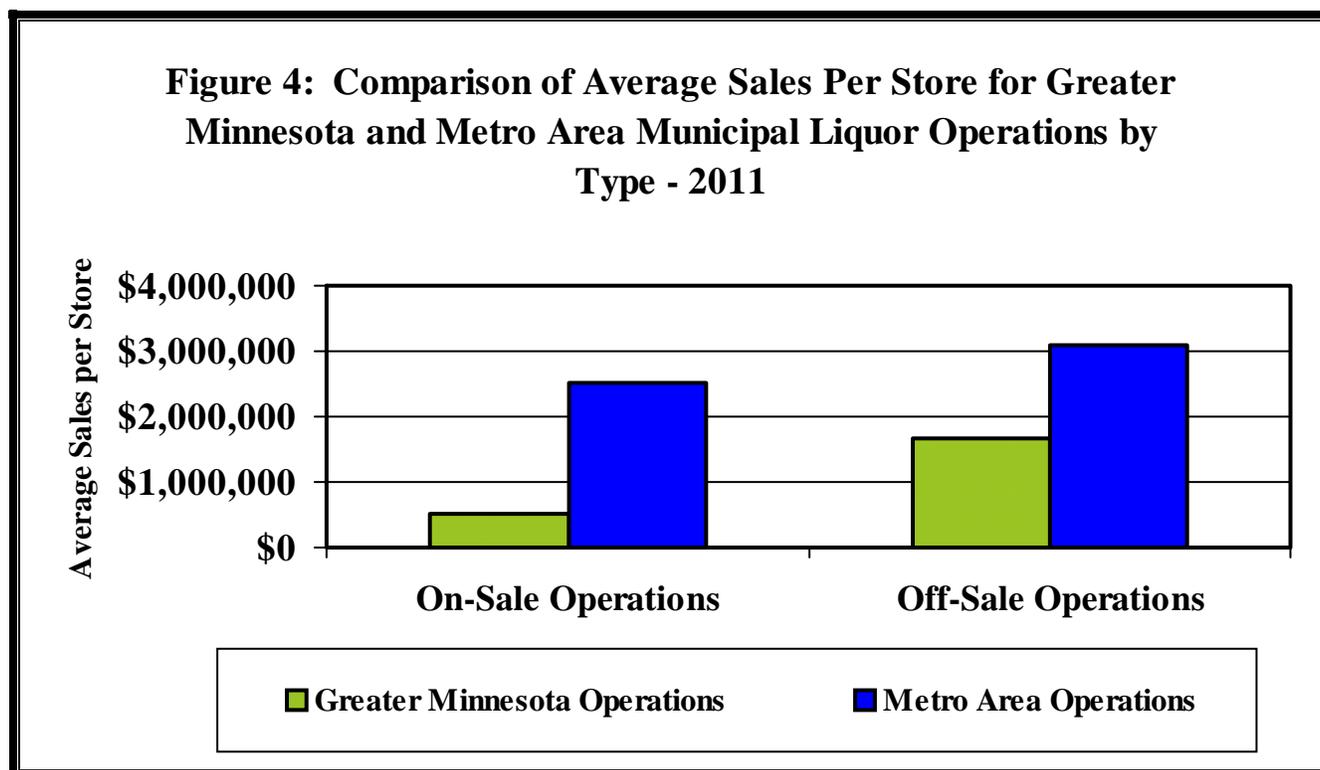
Municipal liquor operations located within the Metro Area are considerably larger and more profitable than their Greater Minnesota counterparts. Although only 19 of the 208 Minnesota cities (9.1 percent) that own and operate municipal liquor stores are located in the Metro Area, they represent 37.4 percent of the total sales and 36.6 percent of the net profits of municipal liquor operations. Sales by all Metro Area operations averaged \$3.0 million in 2011, compared to average sales of \$988,189 for all Greater Minnesota municipal liquor operations.<sup>9</sup>

### On-Sale and Off-Sale Sales Comparison

When broken down by type of operation, the contrasts between Greater Minnesota and Metro Area operations remain clear. Off-sale operations in the Metro Area average sales of \$3.1 million, compared to \$1.7 million in Greater Minnesota. Metro Area operations are almost exclusively off-sale operations. Among Metro Area municipal liquor operations, off-sale operations outnumbered on-sale operations 36 to 3. Conversely, among Greater Minnesota cities with municipal liquor operations, on-sale operations outnumbered off-sale operations 119 to 82. As with the off-sale operations, on-sale operations are much larger in the Metro Area than in Greater Minnesota. Sales per on-sale establishment were more than four times greater in the Metro Area than in Greater Minnesota, \$2.5 million to \$519,525, respectively.

<sup>9</sup>The average was calculated by dividing the total sales for each area by the number of liquor stores in each area.

Figure 4 below shows the contrast in the level of sales between liquor operations in Greater Minnesota and the Metro Area by establishment type.



**Net Profit**

In 2011, the average net profit of Metro Area municipal liquor operations was \$219,876, compared to \$73,754 for municipal liquor operations in Greater Minnesota. All Metro Area liquor operations reported a net profit in 2011, ranging from \$26,228 in Spring Lake Park to \$1.4 million in Edina. Net profit and losses among Greater Minnesota municipal liquor operations ranged from a loss of \$189,726 in Flensburg to a profit of \$887,557 in Detroit Lakes.

**On-Sale and Off-Sale Net Profit Comparison**

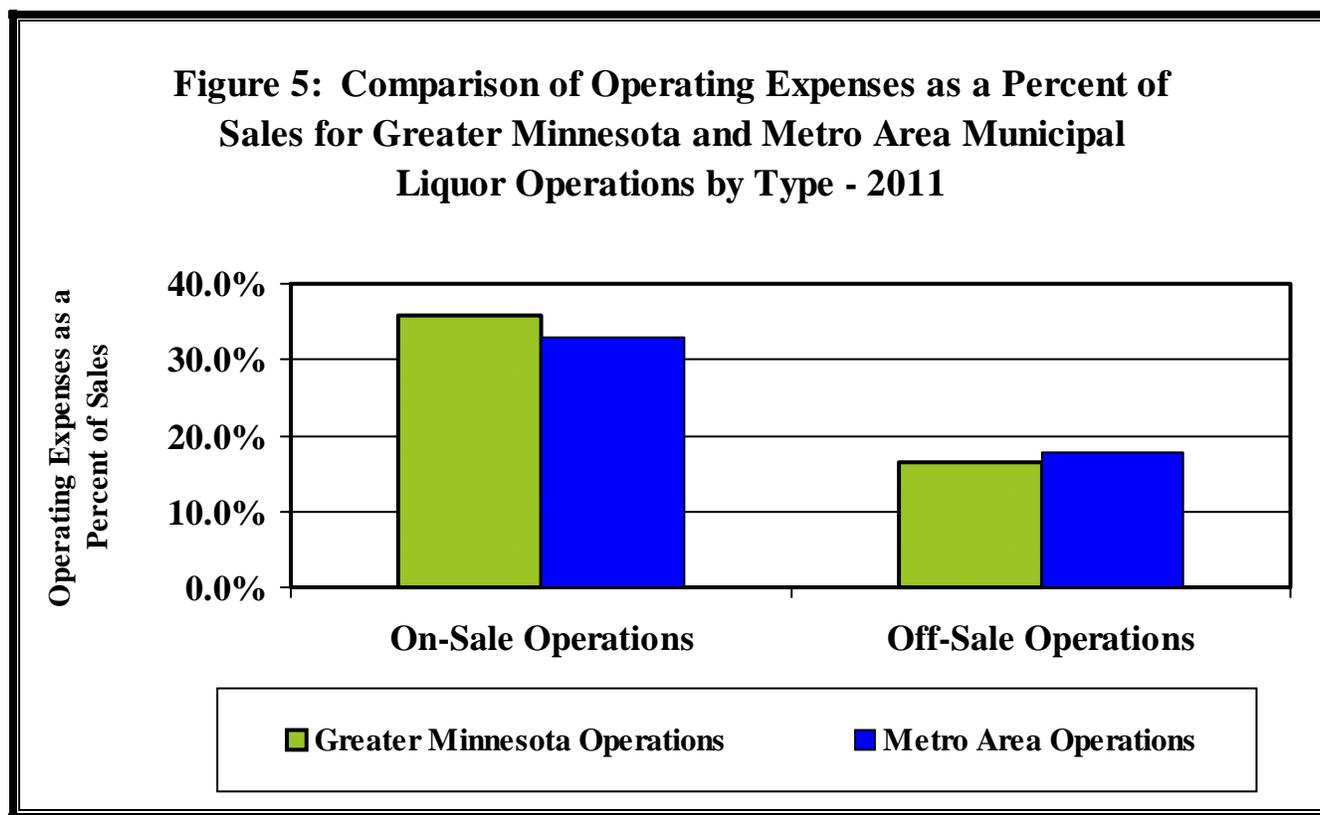
The average net profit of off-sale operations in the Metro Area was \$225,460, compared to \$154,962 for those in Greater Minnesota.<sup>10</sup> The large difference in net profit appears to be primarily the result of the higher sales volume at Metro Area stores compared to those in Greater Minnesota because operating expenses as a percent of sales is actually higher among Metro Area stores (18.8 percent) than Greater Minnesota (16.5 percent).

Among on-sale operations, there was a stark contrast between the Metro Area operations and those in Greater Minnesota. The average net profit per store in the Metro Area was \$152,866 compared to \$17,796 in Greater Minnesota.<sup>11</sup> The wide variance in net profit was primarily the result of two factors: higher sales volume at Metro Area operations and the accompanying efficiencies in regards to purchasing power, staffing, and fixed asset costs in larger operations.

<sup>10</sup>The average was calculated by dividing the total net profit for each area by the number of liquor stores in each area.

<sup>11</sup>The Metro Area on-sale average is based on only 3 stores compared to 119 stores in Greater Minnesota.

Figure 5 below compares operating expenses as a percent of sales for the Metro Area and Greater Minnesota by type of municipal liquor operation.



### Operating Expenses as a Percent of Sales

An examination of sales and operating expenses of off-sale and on-sale operations shows a wide variation in operating expenses as a percent of sales. Among off-sale operations, operating expenses as a percent of sales ranged from a high of 43.1 percent in Eagle Bend to a low of 6.9 percent in Detroit Lakes.<sup>12</sup> The average operating expenses as a percent of sales for off-sale operations in 2011 was 17.1 percent, the same as in 2010.<sup>13</sup>

Among on-sale operations, operating expenses as a percent of sales ranged from a high of 74.6 percent in Flensburg to a low of 15.8 percent in Walker. The average among on-sale operations was 35.4 percent. Off-sale operations should not be compared to on-sale operations because operating expenses are generally much higher for on-sale operations due to factors such as the added costs of bartenders, wait staff, and entertainment.

<sup>12</sup>The cities of Lake Wilson and Rushford had a higher percentage but were not included in this comparison because they closed in 2011.

<sup>13</sup>The average operating expenses as a percent of sales was calculated by dividing the sum of operating expenses by the sum of sales for off-sale operations.

Table 2 below shows the range of operating expenses for stores with similar levels of total sales.<sup>14</sup>

<b>Off-Sale Municipal Liquor Stores with Total Sales Between</b>	<b>Number of Cities</b>	<b>Range in Total Operating Expenses</b>
\$1 to \$300,000	5	\$29,557 to \$117,563
\$300,001 to \$500,000	11	\$58,565 to \$128,179
\$500,001 to \$1,000,000	10	\$115,262 to \$197,910
\$1,000,001 to \$2,000,000	27	\$171,767 to \$407,209
\$2,000,001 to \$3,000,000	14	\$336,870 to \$581,533
\$3,000,001 to \$5,000,000	15	\$386,684 to \$943,648
Greater than \$5,000,000	12	\$359,660 to \$2,196,758

## **Net Transfers of Municipal Liquor Store Operations**

### **Transfers**

Profits generated by municipal liquor operations generally serve two purposes. First, municipal liquor operations use profits to ensure that they have an adequate level of reserves to purchase inventory and maintain their facilities. Second, profits in excess of what is needed to fulfill the first purpose may be transferred to other city funds to supplement existing revenue sources. During 2011, Minnesota's municipal liquor stores transferred \$20.1 million of their profits to other city funds. This represents an increase of 20.8 percent over the total net transfers made in 2010. Transfers totaled \$6.5 million among Metro Area establishments, compared to \$13.6 million for Greater Minnesota establishments. The large increase in net transfers, in part, reflects large transfers for the cities of Elk River and Marshall (\$3.1 million and \$1.4 million, respectively.) The difference in the overall dollar value of net transfers is a result of there being more municipal liquor operations in Greater Minnesota than in the Metro Area.

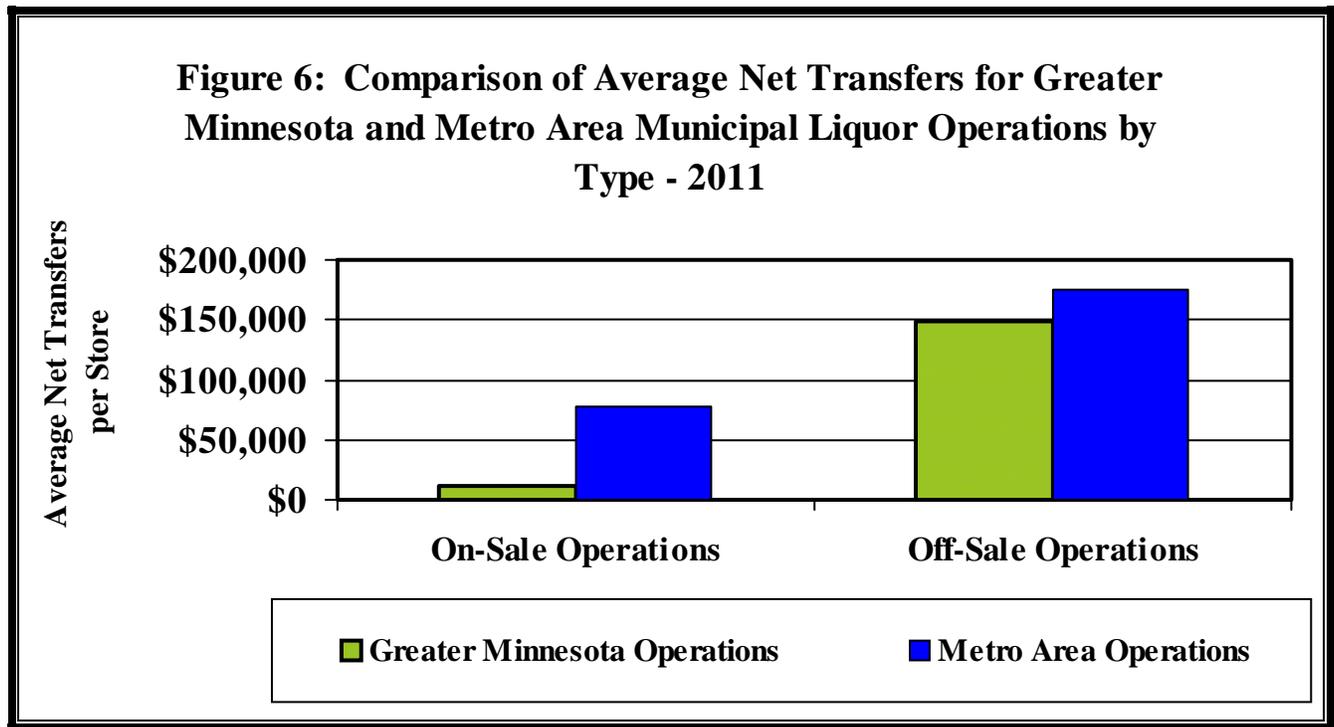
### **On-Sale and Off-Sale Transfers Comparison**

The overall level of net transfers was larger in Greater Minnesota than the Metro Area. When transfers are examined on a per-establishment basis, however, the average net transfer for off-sale stores in the Metro Area was more than in Greater Minnesota (\$175,515 to \$147,994, respectively). The average net transfer per on-sale establishment was almost seven times greater among operations in the Metro Area than in Greater Minnesota (\$77,091 to \$11,098).<sup>15</sup>

<sup>14</sup>A similar analysis for cities that operate both on-sale and off-sale liquor establishments is not as useful because of the differences among these operations. The operating expenses of on-sale establishments are generally considerably higher than the operating expenses of off-sale establishments. It would be inappropriate to draw comparisons between the total operating expenses of on-sale and off-sale establishments in different cities. Such comparisons could be flawed due to the potential for contrasting the operating expenses of a city with a small on-sale operation and a large off-sale operation with the operating expenses of a city with a large on-sale operation and a small off-sale operation.

<sup>15</sup>The Metro Area on-sale average is based on only 3 stores compared to 119 stores in Greater Minnesota.

Figure 6 below shows the difference in average net transfers between operations in the Metro Area and Greater Minnesota by type of store.



### Oversight Responsibilities

City officials who are responsible for the operation of municipal liquor establishments should make certain that the operations are managed appropriately and do not have a negative financial impact on the city. Minnesota law requires cities to hold a public hearing on the future of their liquor store(s) if the liquor operation shows a net loss in at least two of the past three years. While this report is based on 2011 data, an examination of losses for the years 2009, 2010, and 2011 shows that the 30 cities in Table 3 below should have held hearings on or after November 17, 2011.<sup>16</sup> Of the 30 cities required to hold a hearing in 2011, 22 were on the previous year’s list. The cities of Bertha, Lake Wilson, and Rushford would have been required to hold a hearing, but discontinued operations in 2011.

**Table 3**

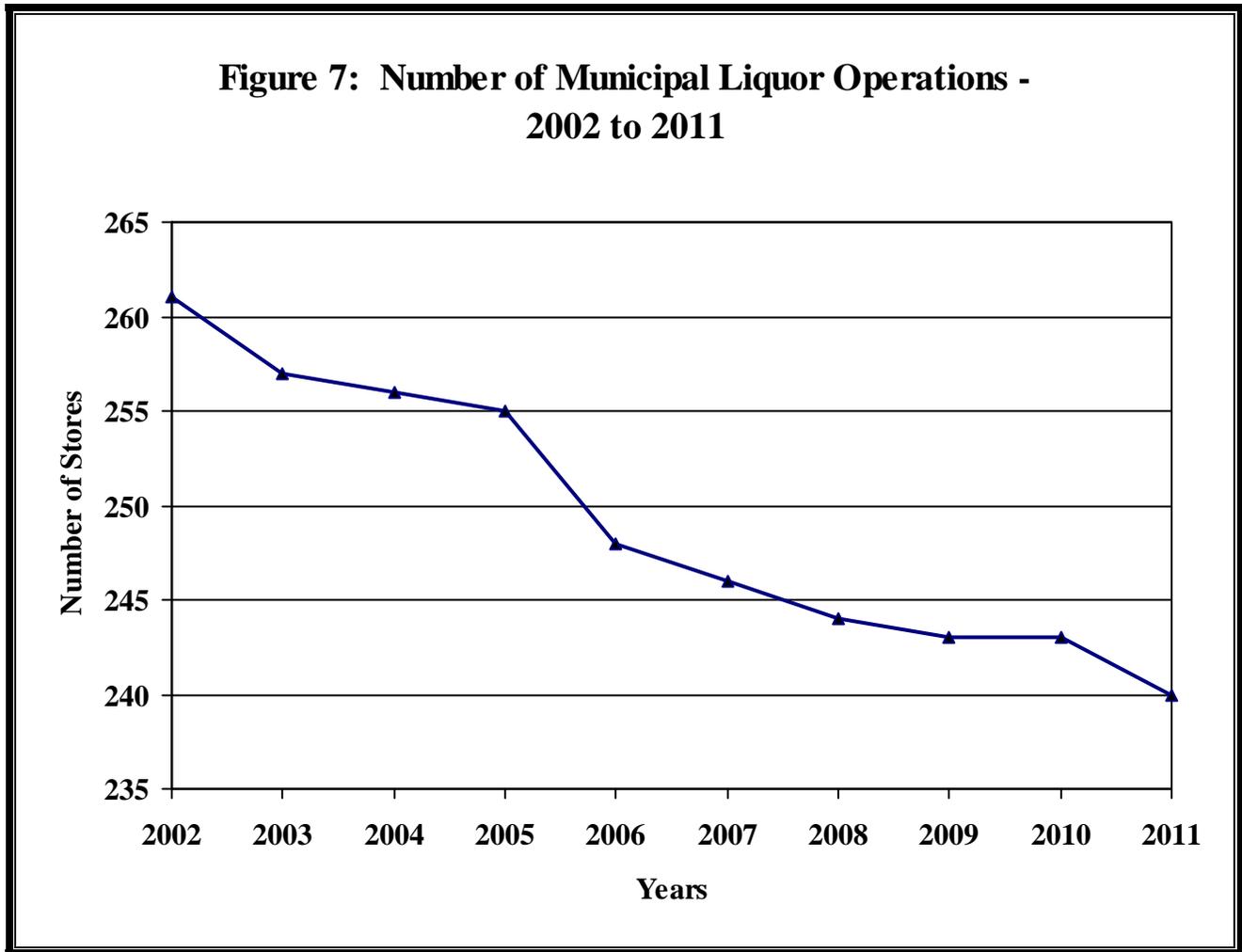
**Cities Required to Hold Hearings in 2011**

Audubon	Biscay	Boyd	Browns Valley	Canton	Clarissa
Clontarf	Dalton	Eagle Bend	Ellendale	Elmore	Erhard
Herman	Howard Lake	Kellogg	Lake Benton	Lewisville	Moose Lake
Okabena	Orr	Plainview	Round Lake	Saint Hilaire	Twin Valley
Verndale	Vesta	Walsdorf	Wells	Williams	Wilmont

<sup>16</sup>Minn. Stat. § 340A.602. See the Office of the State Auditor’s Statement of Position, “[Municipal Liquor Store Hearings.](#)”

## Declining Number of Liquor Operations

Due, in part, to the lack of profitability, insurance costs, and other concerns, the number of cities operating municipal liquor stores has steadily declined. Figure 7 below shows the decline in the number of municipal liquor stores over the last ten years.<sup>17</sup>



<sup>17</sup>The closing of operations in the cities of Ellsworth and Saint Leo in 2010 resulted in two fewer stores. The City of Verndale closed one of its two liquor stores in 2011.

**Table 4**  
**Comparison of 2010 and 2011 Liquor Store Operations**

**On-Sale and Off-Sale Stores**

	2010	2011	Percent of Sales		Variance	Percent Change
	Amount	Amount	2010	2011		
Number of Cities	116	114				
Sales	\$68,852,346	\$69,366,042	100.0%	100.0%	\$513,696	0.7%
Cost of Sales	43,150,347	42,227,747	62.7%	60.9%	(922,600)	-2.1%
Gross Profit	25,701,999	27,138,295	37.3%	39.1%	1,436,296	5.6%
Operating Expenses	24,085,093	24,588,688	35.0%	35.4%	503,595	2.1%
Income from Operations	1,616,906	2,549,607	2.3%	3.7%	932,701	57.7%
Nonoperating Revenues	788,642	731,988	1.1%	1.1%	(56,654)	-7.2%
Nonoperating Expenses	427,751	705,330	0.6%	1.0%	277,579	64.9%
Net Income Before Transfers	1,977,797	2,576,265	2.9%	3.7%	598,468	30.3%
Transfers To/(From) Other Funds	2,022,652	1,648,376	---	---	(374,276)	-18.5%

**Off-Sale Only Stores**

	2010	2011	Percent of Sales		Variance	Percent Change
	Amount	Amount	2010	2011		
Number of Cities	93	94				
Sales	\$244,600,613	\$247,863,063	100.0%	100.0%	\$3,262,450	1.3%
Cost of Sales	182,868,688	184,811,974	74.8%	74.6%	1,943,286	1.1%
Gross Profit	61,731,925	63,051,089	25.2%	25.4%	1,319,164	2.1%
Operating Expenses	41,778,296	42,378,164	17.1%	17.1%	599,868	1.4%
Income from Operations	19,953,629	20,672,925	8.2%	8.3%	719,296	3.6%
Nonoperating Revenues	1,298,503	1,624,028	0.5%	0.7%	325,525	25.1%
Nonoperating Expenses	1,573,227	1,473,515	0.6%	0.6%	(99,712)	-6.3%
Net Income Before Transfers	19,678,905	20,823,438	8.0%	8.4%	1,144,533	5.8%
Transfers To/(From) Other Funds	14,617,104	18,454,000	---	---	3,836,896	26.2%

**Total City Liquor Stores**

	2010	2011*	Percent of Sales		Variance	Percent Change
	Amount	Amount	2010	2011		
Number of Cities	209	208				
Sales	\$313,452,959	\$317,229,105	100.0%	100.0%	\$3,776,146	1.2%
Cost of Sales	226,019,035	227,039,721	72.1%	71.6%	1,020,686	0.5%
Gross Profit	87,433,924	90,189,384	27.9%	28.4%	2,755,460	3.2%
Operating Expenses	65,863,389	66,966,852	21.0%	21.1%	1,103,463	1.7%
Income from Operations	21,570,535	23,222,532	6.9%	7.3%	1,651,997	7.7%
Nonoperating Revenues	2,087,145	2,356,016	0.7%	0.7%	268,871	12.9%
Nonoperating Expenses	2,000,978	2,178,845	0.6%	0.7%	177,867	8.9%
Net Income Before Transfers	21,656,702	23,399,703	6.9%	7.4%	1,743,001	8.0%
Transfers To/(From) Other Funds	16,639,756	20,102,376	---	---	3,462,620	20.8%

\*The Cities of Ellsworth and Saint Leo closed their liquor operations in 2010. The City of Ivanhoe was not included in the 2010 data because it failed to report. It is included in the 2011 data.

## **Appendix 1**

### **2011 Liquor Store Tables**

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**Table 5  
Comparison of City Liquor Store Operations - 2011**

Name of City	Type of Store	Foot- notes	Population	Sales	Cost of Sales	Gross Profit		Operating		Nonoperating		Net Profit/(Loss)		Transfers To/(From) Other Funds
						Amount	Percent of Sales	Expenses	Income/(Loss)	Revenues	Expenses	Amount	Percent of Sales	
Ada	On- & Off-Sale	----	1,710	\$571,259	\$338,812	\$232,447	40.7%	\$205,975	\$26,472	\$----	\$----	\$26,472	4.6%	\$5,000
Aitkin	Off-Sale Only	----	2,160	890,949	710,643	180,306	20.2%	148,817	31,489	20,874	----	52,363	5.9%	40,000
Akeley	On- & Off-Sale	----	430	344,456	194,029	150,427	43.7%	138,228	12,199	2	----	12,201	3.5%	----
Alexandria	Off-Sale Only	----	12,920	4,609,760	3,613,420	996,340	21.6%	745,137	251,203	1,786	15,190	237,799	5.2%	200,000
Anoka	Off-Sale Only	----	17,331	3,790,973	2,937,691	853,282	22.5%	715,804	137,478	21,174	----	158,652	4.2%	263,333
Apple Valley	Off-Sale Only	----	49,801	9,005,660	6,448,087	2,557,573	28.4%	1,601,269	956,304	89,325	128,323	917,306	10.2%	525,000
Appleton	Off-Sale Only	----	1,403	481,825	347,516	134,309	27.9%	106,251	28,058	----	----	28,058	5.8%	----
Audubon	On- & Off-Sale	----	522	564,107	365,807	198,300	35.2%	198,256	44	6,932	10,881	(3,905)	-0.7%	5,000
Avoca	On- & Off-Sale	----	143	260,055	128,834	131,221	50.5%	120,239	10,982	3,331	1,168	13,145	5.1%	27,200
Bagley	Off-Sale Only	----	1,404	910,174	672,669	237,505	26.1%	197,910	39,595	1,470	----	41,065	4.5%	15,000
Balaton	On- & Off-Sale	----	645	425,937	262,493	163,444	38.4%	145,988	17,456	3,875	----	21,331	5.0%	10,000
Barnesville	Off-Sale Only	----	2,588	1,312,322	308,668	103,654	25.1%	79,101	24,553	1,761	----	26,314	6.4%	14,000
Barnum	On- & Off-Sale	----	614	442,307	234,512	207,795	47.0%	240,837	(33,042)	29,275	----	(3,767)	-0.9%	7,000
Battle Lake	Off-Sale Only	----	877	1,101,324	777,757	323,567	29.4%	225,537	98,030	1,946	----	99,976	9.1%	95,000
Baudette	On- & Off-Sale	----	1,111	1,312,239	839,335	472,904	36.0%	371,239	101,665	1,091	----	102,756	7.8%	50,000
Beaver Bay	On- & Off-Sale	----	181	395,259	207,179	188,080	47.6%	187,112	968	22	----	990	0.3%	----
Bemidji	Off-Sale Only	----	13,528	4,990,978	3,643,412	1,347,566	27.0%	719,913	627,653	4,645	16,871	615,427	12.3%	547,395
Benson	On- & Off-Sale	----	3,223	988,311	665,037	323,274	32.7%	296,960	26,314	15,113	----	41,427	4.2%	30,000
Bertha	On- & Off-Sale	[21]	498	135,907	74,685	61,222	45.0%	75,126	(13,904)	679	11,829	(25,054)	-18.4%	----
Big Falls	On- & Off-Sale	----	235	314,457	165,325	149,132	47.4%	128,395	20,737	1,642	----	22,379	7.1%	7,500
Big Lake	Off-Sale Only	----	10,164	3,115,859	2,304,378	811,481	26.0%	499,870	311,611	----	60,774	250,837	8.1%	257,000
Biscay	On- & Off-Sale	----	113	422,730	206,188	216,542	51.2%	294,097	(77,555)	23,936	40,423	(94,042)	-22.2%	(10,000)
Blackduck	On- & Off-Sale	----	797	818,204	519,201	299,003	36.5%	260,124	38,879	10,531	----	49,410	6.0%	25,000
Blue Earth	Off-Sale Only	----	3,348	1,414,217	1,054,441	359,776	25.4%	258,707	101,069	3,986	22,628	82,427	5.8%	----
Boyd	On- & Off-Sale	----	174	312,929	167,795	145,134	46.4%	142,388	2,746	10,001	----	12,747	4.1%	----
Braham	Off-Sale Only	----	1,812	1,217,196	930,885	286,311	23.5%	244,684	41,627	70,634	66,123	46,138	3.8%	36,000
Brandon	On- & Off-Sale	----	491	445,866	247,123	198,743	44.6%	154,151	44,592	1,484	----	46,076	10.3%	(10,255)
Brooklyn Center	Off-Sale Only	----	30,204	5,789,346	4,175,906	1,613,440	27.9%	1,214,496	398,944	19,431	----	418,375	7.2%	147,488
Browerville	On- & Off-Sale	----	791	443,057	245,108	197,949	44.7%	190,504	7,445	10,493	----	17,938	4.0%	(7,495)
Browns Valley	On- & Off-Sale	----	583	300,389	172,605	127,784	42.5%	116,070	11,714	7,582	----	19,296	6.4%	----
Buffalo	Off-Sale Only	----	15,580	4,113,498	2,952,792	1,160,706	28.2%	672,752	487,954	198,096	48,892	637,158	15.5%	500,000
Buffalo Lake	On- & Off-Sale	----	723	332,634	184,538	148,096	44.5%	164,297	(16,201)	23,035	----	6,834	2.1%	----
Butterfield	Off-Sale Only	----	586	220,520	167,085	53,435	24.2%	44,439	8,996	3,701	----	12,697	5.8%	----
Caledonia	Off-Sale Only	----	2,851	596,265	449,999	146,266	24.5%	138,940	7,326	----	----	7,326	1.2%	----
Callaway	On- & Off-Sale	----	236	526,421	276,518	249,903	47.5%	212,653	37,250	3,090	----	40,340	7.7%	11,956
Cambridge	Off-Sale Only	----	8,194	4,355,132	3,338,052	1,017,080	23.4%	658,571	358,509	10,216	5,654	363,071	8.3%	----
Canton	On- & Off-Sale	----	346	81,839	64,811	17,028	20.8%	20,809	(3,781)	1,854	----	(1,927)	-2.4%	----
Clarissa	On- & Off-Sale	----	682	364,387	230,042	134,345	36.9%	141,442	(7,097)	3,928	----	(3,169)	-0.9%	----
Clearbrook	On- & Off-Sale	----	521	482,506	266,316	216,190	44.8%	179,206	36,984	----	----	36,984	7.7%	20,000
Cleveland	On- & Off-Sale	----	717	185,728	109,150	76,578	41.2%	107,480	(30,902)	15,903	----	(14,999)	-8.1%	----
Clontarf	On- & Off-Sale	----	159	376,682	220,001	156,681	41.6%	172,425	(15,744)	9,000	651	(7,395)	-2.0%	(3,477)
Columbia Heights	Off-Sale Only	----	19,619	8,494,962	6,413,886	2,081,076	24.5%	1,459,656	621,420	1,500	237,147	385,773	4.5%	98,955
Conger	On- & Off-Sale	----	147	352,476	193,076	159,400	45.2%	156,873	2,527	4,362	----	6,889	2.0%	3,600
Cook	Off-Sale Only	----	574	1,424,364	1,059,005	365,359	25.7%	218,957	146,402	5,127	----	151,529	10.6%	20,000
Cromwell	On- & Off-Sale	----	238	467,069	215,807	251,262	53.8%	181,579	69,683	10,179	238	79,624	17.0%	75,000
Dalton	Off-Sale Only	----	253	308,406	240,297	68,109	22.1%	71,201	(3,092)	1,409	----	(1,683)	-0.5%	----
Danvers	On- & Off-Sale	----	96	335,092	190,338	144,754	43.2%	138,534	6,220	655	----	6,875	2.1%	----
Darwin	Off-Sale Only	----	351	444,813	348,649	96,164	21.6%	86,383	9,781	7,365	----	17,146	3.9%	110,000
Dassel	Off-Sale Only	----	1,473	1,054,774	831,004	223,770	21.2%	184,561	39,209	25,154	40,133	24,230	2.3%	22,000
Dawson	Off-Sale Only	----	1,533	446,267	319,459	126,808	28.4%	128,179	(1,371)	21,849	----	20,478	4.6%	----
De Graff	On- & Off-Sale	----	112	468,680	212,172	256,508	54.7%	206,655	49,853	----	13,389	36,464	7.8%	1,020

**Table 5  
Comparison of City Liquor Store Operations - 2011**

Name of City	Type of Store	Foot- notes	Population	Sales	Cost of Sales	Gross Profit		Operating		Nonoperating		Net Profit/(Loss)		Transfers To/(From) Other Funds
						Amount	Percent of Sales	Expenses	Income/(Loss)	Revenues	Expenses	Amount	Percent of Sales	
Delano	Off-Sale Only	----	5,510	2,276,358	1,669,143	607,215	26.7%	428,542	178,673	2,037	----	180,710	7.9%	100,000
Detroit Lakes	Off-Sale Only	----	8,716	5,202,486	3,934,467	1,268,019	24.4%	359,660	908,359	48,798	69,600	887,557	17.1%	747,876
Eagle Bend	Off-Sale Only	----	532	272,468	165,794	106,674	39.2%	117,563	(10,889)	9,111	----	(1,778)	-0.7%	9,000
Eden Prairie	Off-Sale Only	----	61,151	11,676,390	8,656,149	3,020,241	25.9%	2,118,675	901,566	51,817	6,812	946,571	8.1%	1,000,000
Edina	Off-Sale Only	----	48,262	13,172,484	9,648,160	3,524,324	26.8%	2,078,946	1,445,378	----	----	1,445,378	11.0%	1,255,100
Elizabeth	Off-Sale Only	----	173	353,333	250,151	103,182	29.2%	92,616	10,566	500	----	11,066	3.1%	----
Elk River	Off-Sale Only	----	23,101	6,145,692	4,385,452	1,760,240	28.6%	947,692	812,548	45,444	33,827	824,165	13.4%	3,115,592
Ellendale	On- & Off-Sale	----	691	286,749	174,312	112,437	39.2%	138,821	(26,384)	134	----	(26,250)	-9.2%	(28,000)
Elmore	Off-Sale Only	----	665	153,073	117,120	35,953	23.5%	29,557	6,396	140	----	6,536	4.3%	----
Erhard	Off-Sale Only	----	148	300,602	224,588	76,014	25.3%	76,573	(559)	5,557	----	4,998	1.7%	----
Fairfax	On- & Off-Sale	----	1,225	540,847	295,859	244,988	45.3%	248,544	(3,556)	4,209	----	653	0.1%	----
Fairmont	Off-Sale Only	----	10,631	3,170,439	2,326,099	844,340	26.6%	524,112	320,228	6,885	----	327,113	10.3%	146,500
Farmington	Off-Sale Only	----	21,369	4,199,344	3,151,829	1,047,515	24.9%	938,007	109,508	----	1,705	107,803	2.6%	90,007
Fergus Falls	Off-Sale Only	----	13,103	5,244,209	3,821,399	1,422,810	27.1%	852,925	569,885	56,738	46,340	580,283	11.1%	340,811
Fifty Lakes	On- & Off-Sale	----	390	382,435	177,656	204,779	53.5%	204,520	259	88	----	347	0.1%	----
Finlayson	On- & Off-Sale	----	316	509,215	280,015	229,200	45.0%	163,523	65,677	4,200	----	69,877	13.7%	24,279
Flensburg	On- & Off-Sale	----	227	344,247	158,380	185,867	54.0%	256,798	(70,931)	1,423	120,218	(189,726)	-55.1%	(50,000)
Foreston	On- & Off-Sale	----	529	333,151	151,046	182,105	54.7%	180,541	1,564	7,979	450	9,093	2.7%	----
Frazee	On- & Off-Sale	----	1,363	656,140	430,384	225,756	34.4%	202,281	23,475	109	----	23,584	3.6%	----
Fridley	Off-Sale Only	----	27,515	4,893,436	3,681,988	1,211,448	24.8%	886,294	325,154	761	----	325,915	6.7%	350,000
Gilman	On- & Off-Sale	----	227	368,703	162,534	206,169	55.9%	183,536	22,633	10,661	----	33,294	9.0%	----
Glencoe	Off-Sale Only	----	5,621	1,280,440	973,379	307,061	24.0%	173,617	133,444	105	----	133,549	10.4%	160,000
Glenwood	Off-Sale Only	----	2,553	1,123,425	875,474	247,951	22.1%	192,252	55,699	1,718	----	57,417	5.1%	40,000
Goodridge	On- & Off-Sale	----	134	333,238	163,995	169,243	50.8%	156,903	12,340	----	----	12,340	3.7%	10,000
Grand Marais	Off-Sale Only	----	1,356	1,631,349	1,089,824	541,525	33.2%	302,781	238,744	3,920	----	242,664	14.9%	200,000
Granite Falls	Off-Sale Only	----	2,879	956,646	708,406	248,240	25.9%	171,992	76,248	16,724	17,618	75,354	7.9%	98,275
Hackensack	On- & Off-Sale	----	314	1,010,349	701,244	309,105	30.6%	271,345	37,760	57	29,753	8,064	0.8%	----
Hadley	On- & Off-Sale	----	62	237,385	105,403	131,982	55.6%	141,519	(9,537)	7,960	----	(1,577)	-0.7%	5,000
Hanley Falls	On- & Off-Sale	----	301	217,459	134,506	82,953	38.1%	112,588	(29,635)	8,543	----	(21,092)	-9.7%	13,299
Hanska	On- & Off-Sale	----	397	303,599	166,301	137,298	45.2%	122,178	15,120	2,664	379	17,405	5.7%	----
Hawley	Off-Sale Only	----	2,087	880,160	652,931	227,229	25.8%	162,758	64,471	166	29,413	35,224	4.0%	5,000
Herman	On- & Off-Sale	----	433	336,939	185,308	151,631	45.0%	133,976	17,655	----	5,693	11,962	3.6%	----
Heron Lake	On- & Off-Sale	----	691	338,301	187,239	151,062	44.7%	133,714	17,348	101	3,905	13,544	4.0%	----
Hinckley	On- & Off-Sale	----	1,805	2,235,342	1,518,575	716,767	32.1%	555,484	161,283	429	42,923	118,789	5.3%	106,750
Hitterdal	On- & Off-Sale	----	207	395,746	173,913	221,833	56.1%	183,271	38,562	----	----	38,562	9.7%	55,990
Holdingsford	On- & Off-Sale	----	710	351,111	193,088	158,023	45.0%	162,017	(3,994)	9,785	----	5,791	1.6%	14,500
Howard Lake	On- & Off-Sale	----	1,978	743,489	538,077	205,412	27.6%	192,106	13,306	77,993	11,280	80,019	10.8%	----
Hutchinson	Off-Sale Only	----	14,148	5,099,629	3,946,363	1,153,266	22.6%	651,933	501,333	4,503	43,308	462,528	9.1%	451,030
Isanti	Off-Sale Only	----	5,286	2,086,169	1,538,605	547,564	26.2%	376,161	171,403	10,161	----	181,564	8.7%	150,000
Isle	On- & Off-Sale	----	765	1,018,674	601,382	417,292	41.0%	302,716	114,576	12,729	----	127,305	12.5%	20,950
Ivanhoe	On- & Off-Sale	----	551	461,149	265,199	195,950	42.5%	202,026	(6,076)	230	337	(6,183)	-1.3%	----
Jackson	Off-Sale Only	----	3,294	985,721	796,265	189,456	19.2%	178,750	10,706	5,151	----	15,857	1.6%	41,000
Kasson	Off-Sale Only	----	6,010	1,098,000	869,678	228,322	20.8%	208,808	19,514	8,089	----	27,603	2.5%	14,000
Kelliher	On- & Off-Sale	----	264	380,054	199,440	180,614	47.5%	152,800	27,814	328	----	28,142	7.4%	20,000
Kellogg	On- & Off-Sale	----	450	124,401	80,157	44,244	35.6%	79,862	(35,618)	8,032	----	(27,586)	-22.2%	----
Kenyon	On- & Off-Sale	----	1,818	620,028	416,711	203,317	32.8%	182,444	20,873	13,665	637	33,901	5.5%	20,000
Kiester	Off-Sale Only	----	499	184,699	120,997	63,702	34.5%	53,819	9,883	----	----	9,883	5.4%	24,523
Lake Benton	On- & Off-Sale	----	677	320,430	183,485	136,945	42.7%	132,584	4,361	18	----	4,379	1.4%	----
Lake Park	On- & Off-Sale	----	783	656,305	382,668	273,637	41.7%	259,763	13,874	3,615	----	17,489	2.7%	----
Lake Wilson	On- & Off-Sale	[21]	248	116	----	116	100.0%	3,846	(3,730)	1,250	444	(2,924)	-2520.7%	109,017
Lakefield	Off-Sale Only	----	1,690	385,363	275,182	110,181	28.6%	79,890	30,291	3,514	22	33,783	8.8%	3,000

**Table 5  
Comparison of City Liquor Store Operations - 2011**

Name of City	Type of Store	Foot- notes	Population	Sales	Cost of Sales	Gross Profit		Operating		Nonoperating		Net Profit/(Loss)		Transfers To/(From) Other Funds
						Amount	Percent of Sales	Expenses	Income/(Loss)	Revenues	Expenses	Amount	Percent of Sales	
Lakeville	Off-Sale Only	----	56,534	14,373,261	10,826,384	3,546,877	24.7%	2,196,758	1,350,119	56,924	181,335	1,225,708	8.5%	1,134,131
Lancaster	On- & Off-Sale	----	338	277,893	150,943	126,950	45.7%	92,527	34,423	839	----	35,262	12.7%	20,000
Le Center	On- & Off-Sale	----	2,506	844,283	526,389	317,894	37.7%	276,869	41,025	160	6,452	34,733	4.1%	50,000
Lewisville	On- & Off-Sale	----	250	228,708	124,362	104,346	45.6%	115,726	(11,380)	9,441	----	(1,939)	-0.8%	----
Lexington	Off-Sale Only	----	2,078	3,049,103	2,401,544	647,559	21.2%	533,317	114,242	3,112	24,687	92,667	3.0%	50,000
Lindstrom	On- & Off-Sale	----	4,464	2,336,898	1,660,798	676,100	28.9%	558,106	117,994	35,164	----	153,158	6.6%	155,700
Litchfield	Off-Sale Only	----	6,721	1,943,424	1,482,464	460,960	23.7%	316,105	144,855	1,768	----	146,623	7.5%	59,000
Littlefork	On- & Off-Sale	----	646	406,710	240,324	166,386	40.9%	153,939	12,447	1,727	----	14,174	3.5%	----
Long Prairie	Off-Sale Only	----	3,445	1,286,535	988,875	297,660	23.1%	172,188	125,472	2,692	----	128,164	10.0%	90,000
Longville	On- & Off-Sale	----	154	1,410,804	918,748	492,056	34.9%	369,552	122,504	1,366	7,757	116,113	8.2%	----
Lonsdale	Off-Sale Only	----	3,721	1,293,363	1,007,107	286,256	22.1%	267,378	18,878	397	----	19,275	1.5%	----
Luverne	Off-Sale Only	----	4,745	1,103,616	778,111	325,505	29.5%	241,361	84,144	5,036	----	89,180	8.1%	45,000
Madelia	Off-Sale Only	----	2,307	387,059	305,737	81,322	21.0%	58,565	22,757	594	----	23,351	6.0%	35,000
Madison	Off-Sale Only	----	1,542	435,512	318,668	116,844	26.8%	108,650	8,194	1,680	----	9,874	2.3%	11,000
Mahnomon	On- & Off-Sale	----	1,215	982,393	665,932	316,461	32.2%	287,851	28,610	35,278	29,010	34,878	3.6%	----
Maple Lake	Off-Sale Only	----	2,081	1,267,616	958,870	308,746	24.4%	274,837	33,909	3,699	----	37,608	3.0%	20,000
Mapleton	On- & Off-Sale	----	1,761	546,919	362,323	184,596	33.8%	230,698	(46,102)	18,797	----	(27,305)	-5.0%	----
Marshall	Off-Sale Only	----	13,767	3,570,487	2,692,836	877,651	24.6%	386,684	490,967	2,487	1,857	491,597	13.8%	1,424,204
Mazeppa	On- & Off-Sale	----	844	321,618	195,916	125,702	39.1%	129,499	(3,797)	8,500	----	4,703	1.5%	----
Medford	On- & Off-Sale	----	1,243	358,341	188,421	169,920	47.4%	173,185	(3,265)	7,620	----	4,355	1.2%	10,000
Menahga	On- & Off-Sale	----	1,300	714,177	419,356	294,821	41.3%	251,159	43,662	2,869	1,992	44,539	6.2%	50,000
Mentor	On- & Off-Sale	----	153	488,183	262,507	225,676	46.2%	194,526	31,150	693	----	31,843	6.5%	46,000
Milaca	Off-Sale Only	----	2,944	1,816,473	1,382,307	434,166	23.9%	314,981	119,185	6,439	25,998	99,626	5.5%	25,000
Millerville	On- & Off-Sale	----	105	347,203	192,101	155,102	44.7%	119,797	35,305	743	----	36,048	10.4%	----
Miltona	On- & Off-Sale	----	419	625,030	351,562	273,468	43.8%	231,936	41,532	3,206	----	44,738	7.2%	----
Montevideo	Off-Sale Only	----	5,360	2,040,406	1,516,326	524,080	25.7%	402,426	121,654	2,350	58	123,946	6.1%	100,000
Monticello	Off-Sale Only	----	12,840	4,653,476	3,502,213	1,151,263	24.7%	658,999	492,264	202,961	----	695,225	14.9%	250,000
Moose Lake	On- & Off-Sale	----	2,791	1,069,875	686,701	383,174	35.8%	335,284	47,890	----	50,485	(2,595)	-0.2%	----
Mora	Off-Sale Only	----	3,557	2,645,500	1,961,735	683,765	25.8%	451,834	231,931	6,604	61,750	176,785	6.7%	270,000
Morris	Off-Sale Only	----	5,343	1,641,525	1,247,381	394,144	24.0%	253,056	141,088	4,958	----	146,046	8.9%	98,115
Mound	Off-Sale Only	----	9,084	2,675,527	1,997,081	678,446	25.4%	581,533	96,913	14,388	22,803	88,498	3.3%	8,438
Nevis	On- & Off-Sale	----	393	550,543	319,132	231,411	42.0%	168,578	62,833	4,499	----	67,332	12.2%	30,000
New York Mills	On- & Off-Sale	----	1,195	703,384	455,712	247,672	35.2%	194,539	53,133	4,923	----	58,056	8.3%	70,750
Nisswa	On- & Off-Sale	----	1,979	3,043,426	2,165,051	878,375	28.9%	679,326	199,049	----	12,721	186,328	6.1%	173,403
North Branch	Off-Sale Only	----	10,122	2,145,494	1,540,049	605,445	28.2%	419,628	185,817	7	29,104	156,720	7.3%	124,603
Northfield	Off-Sale Only	----	20,454	2,850,182	2,110,126	740,056	26.0%	541,411	198,645	32,096	----	230,741	8.1%	131,280
Northome	On- & Off-Sale	----	202	319,287	166,838	152,449	47.7%	107,880	44,569	15	----	44,584	14.0%	20,000
Ogema	On- & Off-Sale	----	192	325,676	185,948	139,728	42.9%	114,062	25,666	3,231	----	28,897	8.9%	20,156
Ogilvie	On- & Off-Sale	----	362	421,138	232,796	188,342	44.7%	173,523	14,819	2,364	11,872	5,311	1.3%	11,872
Okabena	On- & Off-Sale	----	189	246,222	156,384	89,838	36.5%	101,209	(11,371)	3,871	----	(7,500)	-3.0%	----
Olivia	On- & Off-Sale	----	2,479	888,052	641,675	246,377	27.7%	276,411	(30,034)	13,919	----	(16,115)	-1.8%	----
Orr	On- & Off-Sale	----	268	511,173	313,665	197,508	38.6%	158,930	38,578	7,660	19	46,219	9.0%	22,000
Osakis	On- & Off-Sale	----	1,742	666,964	379,438	287,526	43.1%	243,932	43,594	19,723	----	63,317	9.5%	33,719
Palisade	On- & Off-Sale	----	163	378,880	255,830	123,050	32.5%	132,922	(9,872)	17,446	----	7,574	2.0%	----
Park Rapids	Off-Sale Only	----	3,708	3,098,425	2,334,969	763,456	24.6%	445,211	318,245	1,856	----	320,101	10.3%	392,298
Parkers Prairie	On- & Off-Sale	----	1,011	647,984	415,260	232,724	35.9%	205,725	26,999	80	28,430	(1,351)	-0.2%	----
Paynesville	Off-Sale Only	----	2,434	1,070,424	842,939	227,485	21.3%	220,553	6,932	232,891	----	239,823	22.4%	34,109
Pelican Rapids	Off-Sale Only	----	2,476	1,119,405	818,333	301,072	26.9%	171,767	129,305	3,736	29,157	103,884	9.3%	(42,288)
Perham	Off-Sale Only	----	2,995	2,478,482	1,802,237	676,245	27.3%	336,870	339,375	9,325	75,803	272,897	11.0%	120,750
Pine City	Off-Sale Only	----	3,119	1,661,417	1,203,043	458,374	27.6%	320,453	137,921	5,904	----	143,825	8.7%	100,000
Pipestone	Off-Sale Only	----	4,308	1,313,905	955,761	358,144	27.3%	206,838	151,306	5,702	----	157,008	11.9%	50,000

**Table 5  
Comparison of City Liquor Store Operations - 2011**

Name of City	Type of Store	Foot- notes	Population	Sales	Cost of Sales	Gross Profit		Operating		Nonoperating		Net Profit/(Loss)		Transfers To/(From) Other Funds
						Amount	Percent of Sales	Expenses	Income/(Loss)	Revenues	Expenses	Amount	Percent of Sales	
Plainview	On- & Off-Sale	----	3,348	621,117	377,177	243,940	39.3%	217,611	26,329	5,759	----	32,088	5.2%	----
Princeton	Off-Sale Only	----	4,698	2,579,665	1,960,744	618,921	24.0%	441,774	177,147	14,636	----	191,783	7.4%	5,610
Proctor	Off-Sale Only	----	3,058	896,730	680,968	215,762	24.1%	183,701	32,061	64	----	32,125	3.6%	3,000
Randall	On- & Off-Sale	----	651	537,361	353,167	184,194	34.3%	180,209	3,985	6,634	----	10,619	2.0%	----
Ranier	On- & Off-Sale	----	609	416,257	174,302	241,955	58.1%	199,922	42,033	1,463	----	43,496	10.4%	50,000
Redwood Falls	Off-Sale Only	----	5,248	1,716,357	1,283,525	432,832	25.2%	331,912	100,920	19,608	32,243	88,285	5.1%	80,000
Remer	On- & Off-Sale	----	367	537,073	324,235	212,838	39.6%	180,206	32,632	----	----	32,632	6.1%	500
Richfield	Off-Sale Only	----	35,376	11,198,404	8,358,937	2,839,467	25.4%	1,932,217	907,250	18,387	----	925,637	8.3%	693,870
Robbinsdale	Off-Sale Only	----	14,014	2,725,843	2,023,712	702,131	25.8%	516,886	185,245	37,163	----	222,408	8.2%	75,000
Rogers	On- & Off-Sale	----	8,879	3,151,356	2,213,802	937,554	29.8%	652,047	285,507	----	29,050	256,457	8.1%	211,273
Roseau	Off-Sale Only	----	2,622	1,618,780	1,155,825	462,955	28.6%	246,159	216,796	409	----	217,205	13.4%	----
Round Lake	Off-Sale Only	----	374	144,599	115,651	28,948	20.0%	32,710	(3,762)	2,998	----	(764)	-0.5%	----
Rush City	Off-Sale Only	----	3,091	1,072,035	820,792	251,243	23.4%	262,872	(11,629)	101	----	(11,528)	-1.1%	11,000
Rushford	On- & Off-Sale	[21]	1,749	149,863	122,929	26,934	18.0%	112,516	(85,582)	3,379	18,673	(100,876)	-67.3%	----
Russell	On- & Off-Sale	----	336	267,436	142,771	124,665	46.6%	120,384	4,281	1,780	----	6,061	2.3%	----
Sacred Heart	On- & Off-Sale	----	541	465,551	280,401	185,150	39.8%	189,097	(3,947)	12,721	----	8,774	1.9%	----
Saint Anthony	Off-Sale Only	----	8,333	6,995,923	5,341,718	1,654,205	23.6%	1,162,894	491,311	3,661	32,659	462,313	6.6%	417,200
Saint Francis	Off-Sale Only	----	7,255	2,017,684	1,504,114	513,570	25.5%	369,823	143,747	39,393	----	183,140	9.1%	60,000
Saint Hilaire	On- & Off-Sale	----	283	418,093	251,843	166,250	39.8%	189,464	(23,214)	3,923	----	(19,291)	-4.6%	----
Saint James	Off-Sale Only	----	4,597	979,615	659,590	320,025	32.7%	165,604	154,421	2,176	----	156,597	16.0%	74,600
Sauk Rapids	Off-Sale Only	----	12,796	2,253,057	1,762,679	490,378	21.8%	405,076	85,302	11,739	----	97,041	4.3%	----
Savage	Off-Sale Only	----	27,147	4,657,014	3,463,507	1,193,507	25.6%	943,648	249,859	----	65,681	184,178	4.0%	----
Sebeka	On- & Off-Sale	----	708	467,155	266,370	200,785	43.0%	176,830	23,955	77	----	24,032	5.1%	47,390
Sherburn	On- & Off-Sale	----	1,131	743,669	497,610	246,059	33.1%	240,648	5,411	6	----	5,417	0.7%	----
Silver Bay	On- & Off-Sale	----	1,869	902,688	541,300	361,388	40.0%	368,697	(7,309)	2,508	15,099	(19,900)	-2.2%	----
Silver Lake	On- & Off-Sale	----	835	535,744	297,297	238,447	44.5%	231,437	7,010	388	----	7,398	1.4%	10,000
Sleepy Eye	Off-Sale Only	----	3,598	563,827	419,916	143,911	25.5%	140,140	3,771	5,451	----	9,222	1.6%	15,000
South Haven	On- & Off-Sale	----	189	251,309	119,017	132,292	52.6%	131,842	450	14,479	----	14,929	5.9%	----
Spring Grove	On- & Off-Sale	----	1,324	356,546	223,381	133,165	37.3%	139,239	(6,074)	553	----	(5,521)	-1.5%	----
Spring Lake Park	Off-Sale Only	----	6,432	2,345,287	1,810,117	535,170	22.8%	536,185	(1,015)	27,243	----	26,228	1.1%	150,000
Stacy	On- & Off-Sale	----	1,456	2,524,782	1,653,003	871,779	34.5%	680,166	191,613	30,833	83,882	138,564	5.5%	30,000
Thief River Falls	Off-Sale Only	----	8,587	4,216,698	3,229,473	987,225	23.4%	589,665	397,560	13,759	----	411,319	9.8%	362,835
Tracy	On- & Off-Sale	----	2,178	808,575	486,553	322,022	39.8%	345,057	(23,035)	6,578	494	(16,951)	-2.1%	20,000
Twin Valley	On- & Off-Sale	----	823	549,560	319,876	229,684	41.8%	208,384	21,300	332	----	21,632	3.9%	----
Two Harbors	Off-Sale Only	----	3,728	1,699,109	1,232,876	466,233	27.4%	407,209	59,024	4,693	----	63,717	3.8%	196,373
Ulen	On- & Off-Sale	----	553	340,507	171,633	168,874	49.6%	136,784	32,090	586	----	32,676	9.6%	----
Underwood	Off-Sale Only	----	339	422,642	294,711	127,931	30.3%	105,696	22,235	1,029	----	23,264	5.5%	5,000
Vergas	Off-Sale Only	----	332	590,874	443,337	147,537	25.0%	115,262	32,275	8,648	----	40,923	6.9%	3,647
Verndale	On- & Off-Sale	----	601	247,947	145,329	102,618	41.4%	121,795	(19,177)	1,609	2,193	(19,761)	-8.0%	(100,321)
Vesta	On- & Off-Sale	----	319	206,586	117,180	89,406	43.3%	100,941	(11,535)	----	----	(11,535)	-5.6%	----
Wadena	Off-Sale Only	----	4,014	1,685,569	1,266,987	418,582	24.8%	244,505	174,077	4,946	----	179,023	10.6%	181,403
Waldorf	On- & Off-Sale	----	230	193,975	109,413	84,562	43.6%	93,606	(9,044)	8,645	----	(399)	-0.2%	----
Walker	On- & Off-Sale	----	925	907,638	664,173	243,465	26.8%	143,694	99,771	240	----	100,011	11.0%	----
Walnut Grove	On- & Off-Sale	----	871	497,682	254,500	243,182	48.9%	213,260	29,922	959	----	30,881	6.2%	10,500
Warroad	Off-Sale Only	----	1,768	1,268,403	920,823	347,580	27.4%	212,915	134,665	2,667	----	137,332	10.8%	85,000
Waverly	On- & Off-Sale	----	1,371	951,830	667,657	284,173	29.9%	247,015	37,158	55	7,190	30,023	3.2%	----
Wayzata	On- & Off-Sale	----	3,720	4,391,203	2,294,347	2,096,856	47.8%	1,837,321	259,535	35,236	92,629	202,142	4.6%	20,000
Wells	On- & Off-Sale	----	2,338	696,242	483,447	212,795	30.6%	246,814	(34,019)	6,452	----	(27,567)	-4.0%	25,000
West Concord	On- & Off-Sale	----	785	374,461	203,623	170,838	45.6%	165,452	5,386	5,030	----	10,416	2.8%	----
Williams	On- & Off-Sale	----	190	287,576	164,186	123,390	42.9%	183,958	(60,568)	----	----	(60,568)	-21.1%	----
Wilmont	On- & Off-Sale	----	337	235,608	129,995	105,613	44.8%	123,919	(18,306)	533	----	(17,773)	-7.5%	----

**Table 5**  
**Comparison of City Liquor Store Operations - 2011**

Name of City	Type of Store	Foot- notes	Population	Sales	Cost of Sales	Gross Profit		Operating		Nonoperating		Net Profit/(Loss)		Transfers To/(From) Other Funds
						Amount	Percent of Sales	Expenses	Income/(Loss)	Revenues	Expenses	Amount	Percent of Sales	
Windom	Off-Sale Only	----	4,649	1,499,600	1,052,441	447,159	29.8%	313,731	133,428	----	----	133,428	8.9%	70,937
Winton	On- & Off-Sale	----	170	287,075	114,033	173,042	60.3%	145,220	27,822	131	9,337	18,616	6.5%	16,600
Wolf Lake	On- & Off-Sale	----	59	405,228	205,371	199,857	49.3%	180,114	19,743	2,768	3,447	19,064	4.7%	25,000
Worthington	Off-Sale Only	----	12,829	2,833,232	2,109,291	723,941	25.6%	411,119	312,822	4,363	----	317,185	11.2%	200,000
<b>Off-Sale Only</b>			<b>825,423</b>	<b>\$247,863,063</b>	<b>\$184,811,974</b>	<b>\$63,051,089</b>	<b>25.4%</b>	<b>\$42,378,164</b>	<b>\$20,672,925</b>	<b>\$1,624,028</b>	<b>\$1,473,515</b>	<b>\$20,823,438</b>	<b>8.4%</b>	<b>\$18,454,000</b>
<b>On- &amp; Off-Sale</b>			<b>101,903</b>	<b>\$69,366,042</b>	<b>\$42,227,747</b>	<b>\$27,138,295</b>	<b>39.1%</b>	<b>\$24,588,688</b>	<b>\$2,549,607</b>	<b>\$731,988</b>	<b>\$705,330</b>	<b>\$2,576,265</b>	<b>3.7%</b>	<b>\$1,648,376</b>
<b>All Stores</b>			<b>927,326</b>	<b>\$317,229,105</b>	<b>\$227,039,721</b>	<b>\$90,189,384</b>	<b>28.4%</b>	<b>\$66,966,852</b>	<b>\$23,222,532</b>	<b>\$2,356,016</b>	<b>\$2,178,845</b>	<b>\$23,399,703</b>	<b>7.4%</b>	<b>\$20,102,376</b>

Footnotes: [21] Discontinued liquor operations.

**Table 6**  
**Comparison of City Liquor Store Operations - 2011**  
**Ranked by Gross Sales**

Ranking	Name of City	Type of Store	Foot- notes	Population	Sales	Cost of Sales	Gross Profit		Operating		Nonoperating		Net Profit/(Loss)		Transfers To/(From) Other Funds
							Amount	Percent of Sales	Expenses	Income/(Loss)	Revenues	Expenses	Amount	Percent of Sales	
1	Lakeville	Off-Sale Only	----	56,534	\$14,373,261	\$10,826,384	\$3,546,877	24.7%	\$2,196,758	\$1,350,119	\$56,924	\$181,335	\$1,225,708	8.5%	\$1,134,131
2	Edina	Off-Sale Only	----	48,262	13,172,484	9,648,160	3,524,324	26.8%	2,078,946	1,445,378	----	----	1,445,378	11.0%	1,255,100
3	Eden Prairie	Off-Sale Only	----	61,151	11,676,390	8,656,149	3,020,241	25.9%	2,118,675	901,566	51,817	6,812	946,571	8.1%	1,000,000
4	Richfield	Off-Sale Only	----	35,376	11,198,404	8,358,937	2,839,467	25.4%	1,932,217	907,250	18,387	----	925,637	8.3%	693,870
5	Apple Valley	Off-Sale Only	----	49,801	9,005,660	6,448,087	2,557,573	28.4%	1,601,269	956,304	89,325	128,323	917,306	10.2%	525,000
6	Columbia Heights	Off-Sale Only	----	19,619	8,494,962	6,413,886	2,081,076	24.5%	1,459,656	621,420	1,500	237,147	385,773	4.5%	98,955
7	Saint Anthony	Off-Sale Only	----	8,333	6,995,923	5,341,718	1,654,205	23.6%	1,162,894	491,311	3,661	32,659	462,313	6.6%	417,200
8	Elk River	Off-Sale Only	----	23,101	6,145,692	4,385,452	1,760,240	28.6%	947,692	812,548	45,444	33,827	824,165	13.4%	3,115,592
9	Brooklyn Center	Off-Sale Only	----	30,204	5,789,346	4,175,906	1,613,440	27.9%	1,214,496	398,944	19,431	----	418,375	7.2%	147,488
10	Fergus Falls	Off-Sale Only	----	13,103	5,244,209	3,821,399	1,422,810	27.1%	852,925	569,885	56,738	46,340	580,283	11.1%	340,811
11	Detroit Lakes	Off-Sale Only	----	8,716	5,202,486	3,934,467	1,268,019	24.4%	359,660	908,359	48,798	69,600	887,557	17.1%	747,876
12	Hutchinson	Off-Sale Only	----	14,148	5,099,629	3,946,363	1,153,266	22.6%	651,933	501,333	4,503	43,308	462,528	9.1%	451,030
13	Bemidji	Off-Sale Only	----	13,528	4,990,978	3,643,412	1,347,566	27.0%	719,913	627,653	4,645	16,871	615,427	12.3%	547,395
14	Fridley	Off-Sale Only	----	27,515	4,893,436	3,681,988	1,211,448	24.8%	886,294	325,154	761	----	325,915	6.7%	350,000
15	Savage	Off-Sale Only	----	27,147	4,657,014	3,463,507	1,193,507	25.6%	943,648	249,859	----	65,681	184,178	4.0%	----
16	Monticello	Off-Sale Only	----	12,840	4,653,476	3,502,213	1,151,263	24.7%	658,999	492,264	202,961	----	695,225	14.9%	250,000
17	Alexandria	Off-Sale Only	----	12,920	4,609,760	3,613,420	996,340	21.6%	745,137	251,203	1,786	15,190	237,799	5.2%	200,000
18	Wayzata	Off-Sale Only	----	3,720	4,391,203	2,294,347	2,096,856	47.8%	1,837,321	259,535	35,236	92,629	202,142	4.6%	20,000
19	Cambridge	Off-Sale Only	----	8,194	4,355,132	3,338,052	1,017,080	23.4%	658,571	358,509	10,216	5,654	363,071	8.3%	----
20	Thief River Falls	Off-Sale Only	----	8,587	4,216,698	3,229,473	987,225	23.4%	589,665	397,560	13,759	----	411,319	9.8%	362,835
21	Farmington	Off-Sale Only	----	21,369	4,199,344	3,151,829	1,047,515	24.9%	938,007	109,508	----	1,705	107,803	2.6%	90,007
22	Buffalo	Off-Sale Only	----	15,580	4,113,498	2,952,792	1,160,706	28.2%	672,752	487,954	198,096	48,892	637,158	15.5%	500,000
23	Anoka	Off-Sale Only	----	17,331	3,790,973	2,937,691	853,282	22.5%	715,804	137,478	21,174	----	158,652	4.2%	263,333
24	Marshall	Off-Sale Only	----	13,767	3,570,487	2,692,836	877,651	24.6%	386,684	490,967	2,487	1,857	491,597	13.8%	1,424,204
25	Fairmont	Off-Sale Only	----	10,631	3,170,439	2,326,099	844,340	26.6%	524,112	320,228	6,885	----	327,113	10.3%	146,500
26	Rogers	On- & Off-Sale	----	8,879	3,151,356	2,213,802	937,554	29.8%	652,047	285,507	----	29,050	256,457	8.1%	211,273
27	Big Lake	Off-Sale Only	----	10,164	3,115,859	2,304,378	811,481	26.0%	499,870	311,611	----	60,774	250,837	8.1%	257,000
28	Park Rapids	Off-Sale Only	----	3,708	3,098,425	2,334,969	763,456	24.6%	445,211	318,245	1,856	----	320,101	10.3%	392,298
29	Lexington	On- & Off-Sale	----	2,078	3,049,103	2,401,544	647,559	21.2%	533,317	114,242	3,112	24,687	92,667	3.0%	50,000
30	Nisswa	On- & Off-Sale	----	1,979	3,043,426	2,165,051	878,375	28.9%	679,326	199,049	----	12,721	186,328	6.1%	173,403
31	Northfield	Off-Sale Only	----	20,454	2,850,182	2,110,126	740,056	26.0%	541,411	198,645	32,096	----	230,741	8.1%	131,280
32	Worthington	Off-Sale Only	----	12,829	2,833,232	2,109,291	723,941	25.6%	411,119	312,822	4,363	----	317,185	11.2%	200,000
33	Robbinsdale	Off-Sale Only	----	14,014	2,725,843	2,023,712	702,131	25.8%	516,886	185,245	37,163	----	222,408	8.2%	75,000
34	Mound	Off-Sale Only	----	9,084	2,675,527	1,997,081	678,446	25.4%	581,533	96,913	14,388	22,803	88,498	3.3%	8,438
35	Mora	On- & Off-Sale	----	3,557	2,645,500	1,961,735	683,765	25.8%	451,834	231,931	6,604	61,750	176,785	6.7%	270,000
36	Princeton	Off-Sale Only	----	4,698	2,579,665	1,960,744	618,921	24.0%	441,774	177,147	14,636	----	191,783	7.4%	5,610
37	Stacy	Off-Sale Only	----	1,456	2,524,782	1,653,003	871,779	34.5%	680,166	191,613	30,833	83,882	138,564	5.5%	30,000
38	Perham	Off-Sale Only	----	2,995	2,478,482	1,802,237	676,245	27.3%	336,870	339,375	9,325	75,803	272,897	11.0%	120,750
39	Spring Lake Park	Off-Sale Only	----	6,432	2,345,287	1,810,117	535,170	22.8%	536,185	(1,015)	27,243	----	26,228	1.1%	150,000
40	Lindstrom	On- & Off-Sale	----	4,464	2,336,898	1,660,798	676,100	28.9%	558,106	117,994	35,164	----	153,158	6.6%	155,700
41	Delano	Off-Sale Only	----	5,510	2,276,358	1,669,143	607,215	26.7%	428,542	178,673	2,037	----	180,710	7.9%	100,000
42	Sauk Rapids	Off-Sale Only	----	12,796	2,253,057	1,762,679	490,378	21.8%	405,076	85,302	11,739	----	97,041	4.3%	----
43	Hinckley	On- & Off-Sale	----	1,805	2,235,342	1,518,575	716,767	32.1%	555,484	161,283	429	42,923	118,789	5.3%	106,750
44	North Branch	Off-Sale Only	----	10,122	2,145,494	1,540,049	605,445	28.2%	419,628	185,817	7	29,104	156,720	7.3%	124,603
45	Isanti	Off-Sale Only	----	5,286	2,086,169	1,538,605	547,564	26.2%	376,161	171,403	10,161	----	181,564	8.7%	150,000
46	Montevideo	Off-Sale Only	----	5,360	2,040,406	1,516,326	524,080	25.7%	402,426	121,654	2,350	58	123,946	6.1%	100,000
47	Saint Francis	Off-Sale Only	----	7,255	2,017,684	1,504,114	513,570	25.5%	369,823	143,747	39,393	----	183,140	9.1%	60,000
48	Litchfield	Off-Sale Only	----	6,721	1,943,424	1,482,464	460,960	23.7%	316,105	144,855	1,768	----	146,623	7.5%	59,000
49	Milaca	Off-Sale Only	----	2,944	1,816,473	1,382,307	434,166	23.9%	314,981	119,185	6,439	25,998	99,626	5.5%	25,000
50	Redwood Falls	Off-Sale Only	----	5,248	1,716,357	1,283,525	432,832	25.2%	331,912	100,920	19,608	32,243	88,285	5.1%	80,000
51	Two Harbors	Off-Sale Only	----	3,728	1,699,109	1,232,876	466,233	27.4%	407,209	59,024	4,693	----	63,717	3.8%	196,373

**Table 6**  
**Comparison of City Liquor Store Operations - 2011**  
**Ranked by Gross Sales**

Ranking	Name of City	Type of Store	Foot- notes	Population	Sales	Cost of Sales	Gross Profit		Operating		Nonoperating		Net Profit/(Loss)		Transfers To/(From) Other Funds
							Amount	Percent of Sales	Expenses	Income/(Loss)	Revenues	Expenses	Amount	Percent of Sales	
52	Wadena	Off-Sale Only	----	4,014	1,685,569	1,266,987	418,582	24.8%	244,505	174,077	4,946	----	179,023	10.6%	181,403
53	Pine City	Off-Sale Only	----	3,119	1,661,417	1,203,043	458,374	27.6%	320,453	137,921	5,904	----	143,825	8.7%	100,000
54	Morris	Off-Sale Only	----	5,343	1,641,525	1,247,381	394,144	24.0%	253,056	141,088	4,958	----	146,046	8.9%	98,115
55	Grand Marais	Off-Sale Only	----	1,356	1,631,349	1,089,824	541,525	33.2%	302,781	238,744	3,920	----	242,664	14.9%	200,000
56	Roseau	Off-Sale Only	----	2,622	1,618,780	1,155,825	462,955	28.6%	246,159	216,796	409	----	217,205	13.4%	----
57	Windom	Off-Sale Only	----	4,649	1,499,600	1,052,441	447,159	29.8%	313,731	133,428	----	----	133,428	8.9%	70,937
58	Cook	Off-Sale Only	----	574	1,424,364	1,059,005	365,359	25.7%	218,957	146,402	5,127	----	151,529	10.6%	20,000
59	Blue Earth	Off-Sale Only	----	3,348	1,414,217	1,054,441	359,776	25.4%	258,707	101,069	3,986	22,628	82,427	5.8%	----
60	Longville	Off-Sale Only	----	154	1,410,804	918,748	492,056	34.9%	369,552	122,504	1,366	7,757	116,113	8.2%	----
61	Pipestone	On- & Off-Sale	----	4,308	1,313,905	955,761	358,144	27.3%	206,838	151,306	5,702	----	157,008	11.9%	50,000
62	Baudette	Off-Sale Only	----	1,111	1,312,239	839,335	472,904	36.0%	371,239	101,665	1,091	----	102,756	7.8%	50,000
63	Lonsdale	Off-Sale Only	----	3,721	1,293,363	1,007,107	286,256	22.1%	267,378	18,878	397	----	19,275	1.5%	----
64	Long Prairie	Off-Sale Only	----	3,445	1,286,535	988,875	297,660	23.1%	172,188	125,472	2,692	----	128,164	10.0%	90,000
65	Glencoe	Off-Sale Only	----	5,621	1,280,440	973,379	307,061	24.0%	173,917	133,444	105	----	133,549	10.4%	160,000
66	Warroad	Off-Sale Only	----	1,768	1,268,403	920,823	347,580	27.4%	212,615	134,665	2,667	----	137,332	10.8%	85,000
67	Maple Lake	On- & Off-Sale	----	2,081	1,267,616	958,870	308,746	24.4%	274,837	33,909	3,699	----	37,608	3.0%	20,000
68	Braham	Off-Sale Only	----	1,812	1,217,196	930,885	286,311	23.5%	244,684	41,627	70,634	66,123	46,138	3.8%	36,000
69	Glenwood	Off-Sale Only	----	2,553	1,123,425	875,474	247,951	22.1%	192,252	55,699	1,718	----	57,417	5.1%	40,000
70	Pelican Rapids	Off-Sale Only	----	2,476	1,119,405	818,333	301,072	26.9%	171,767	129,305	3,736	29,157	103,884	9.3%	(42,288)
71	Luverne	Off-Sale Only	----	4,745	1,103,616	778,111	325,505	29.5%	241,361	84,144	5,036	----	89,180	8.1%	45,000
72	Battle Lake	Off-Sale Only	----	877	1,101,324	777,757	323,567	29.4%	225,537	98,030	1,946	----	99,976	9.1%	95,000
73	Kasson	On- & Off-Sale	----	6,010	1,098,000	869,678	228,322	20.8%	208,808	19,514	8,089	----	27,603	2.5%	14,000
74	Rush City	On- & Off-Sale	----	3,091	1,072,035	820,792	251,243	23.4%	262,872	(11,629)	101	----	(11,528)	-1.1%	11,000
75	Paynesville	Off-Sale Only	----	2,434	1,070,424	842,939	227,485	21.3%	220,553	6,932	232,891	----	239,823	22.4%	34,109
76	Moose Lake	On- & Off-Sale	----	2,791	1,069,875	686,701	383,174	35.8%	335,284	47,890	----	50,485	(2,595)	-0.2%	----
77	Dassel	Off-Sale Only	----	1,473	1,054,774	831,004	223,770	21.2%	184,561	39,209	25,154	40,133	24,230	2.3%	22,000
78	Isle	On- & Off-Sale	----	765	1,018,674	601,382	417,292	41.0%	302,716	114,576	12,729	----	127,305	12.5%	20,950
79	Hackensack	On- & Off-Sale	----	314	1,010,349	701,244	309,105	30.6%	271,345	37,760	57	29,753	8,064	0.8%	----
80	Benson	Off-Sale Only	----	3,223	988,311	665,037	323,274	32.7%	296,960	26,314	15,113	----	41,427	4.2%	30,000
81	Jackson	Off-Sale Only	----	3,294	985,721	796,265	189,456	19.2%	178,750	10,706	5,151	----	15,857	1.6%	41,000
82	Mahnomen	Off-Sale Only	----	1,215	982,393	665,932	316,461	32.2%	287,851	28,610	35,278	29,010	34,878	3.6%	----
83	Saint James	Off-Sale Only	----	4,597	979,615	659,590	320,025	32.7%	165,604	154,421	2,176	----	156,597	16.0%	74,600
84	Granite Falls	On- & Off-Sale	----	2,879	956,646	708,406	248,240	25.9%	171,992	76,248	16,724	17,618	75,354	7.9%	98,275
85	Waverly	Off-Sale Only	----	1,371	951,830	667,657	284,173	29.9%	247,015	37,158	55	7,190	30,023	3.2%	----
86	Bagley	On- & Off-Sale	----	1,404	910,174	672,669	237,505	26.1%	197,910	39,595	1,470	----	41,065	4.5%	15,000
87	Walker	Off-Sale Only	----	925	907,638	664,173	243,465	26.8%	143,694	99,771	240	----	100,011	11.0%	----
88	Silver Bay	On- & Off-Sale	----	1,869	902,688	541,300	361,388	40.0%	368,697	(7,309)	2,508	15,099	(19,900)	-2.2%	----
89	Proctor	On- & Off-Sale	----	3,058	896,730	680,968	215,762	24.1%	183,701	32,061	64	----	32,125	3.6%	3,000
90	Aitkin	On- & Off-Sale	----	2,160	890,949	710,643	180,306	20.2%	148,817	31,489	20,874	----	52,363	5.9%	40,000
91	Olivia	Off-Sale Only	----	2,479	888,052	641,675	246,377	27.7%	276,411	(30,034)	13,919	----	(16,115)	-1.8%	----
92	Hawley	Off-Sale Only	----	2,087	880,160	652,931	227,229	25.8%	162,758	64,471	166	29,413	35,224	4.0%	5,000
93	Le Center	On- & Off-Sale	----	2,506	844,283	526,389	317,894	37.7%	276,869	41,025	160	6,452	34,733	4.1%	50,000
94	Blackduck	On- & Off-Sale	----	797	818,204	519,201	299,003	36.5%	260,124	38,879	10,531	----	49,410	6.0%	25,000
95	Tracy	On- & Off-Sale	----	2,178	808,575	486,553	322,022	39.8%	345,057	(23,035)	6,578	494	(16,951)	-2.1%	20,000
96	Sherburn	On- & Off-Sale	----	1,131	743,669	497,610	246,059	33.1%	240,648	5,411	6	----	5,417	0.7%	----
97	Howard Lake	On- & Off-Sale	----	1,978	743,489	538,077	205,412	27.6%	192,106	13,306	77,993	11,280	80,019	10.8%	----
98	Menahga	On- & Off-Sale	----	1,300	714,177	419,356	294,821	41.3%	251,159	43,662	2,869	1,992	44,539	6.2%	50,000
99	New York Mills	On- & Off-Sale	----	1,195	703,384	455,712	247,672	35.2%	194,539	53,133	4,923	----	58,056	8.3%	70,750
100	Wells	On- & Off-Sale	----	2,338	696,242	483,447	212,795	30.6%	246,814	(34,019)	6,452	----	(27,567)	-4.0%	25,000
101	Osakis	On- & Off-Sale	----	1,742	666,964	379,438	287,526	43.1%	243,932	43,594	19,723	----	63,317	9.5%	33,719
102	Lake Park	On- & Off-Sale	----	783	656,305	382,668	273,637	41.7%	259,763	13,874	3,615	----	17,489	2.7%	----

**Table 6**  
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**Ranked by Gross Sales**

Ranking	Name of City	Type of Store	Foot- notes	Population	Sales	Cost of Sales	Gross Profit		Operating		Nonoperating		Net Profit/(Loss)		Transfers To/(From) Other Funds
							Amount	Percent of Sales	Expenses	Income/(Loss)	Revenues	Expenses	Amount	Percent of Sales	
103	Frazee	On- & Off-Sale	----	1,363	656,140	430,384	225,756	34.4%	202,281	23,475	109	----	23,584	3.6%	----
104	Parkers Prairie	On- & Off-Sale	----	1,011	647,984	415,260	232,724	35.9%	205,725	26,999	80	28,430	(1,351)	-0.2%	----
105	Milona	On- & Off-Sale	----	419	625,030	351,562	273,468	43.8%	231,936	41,532	3,206	----	44,738	7.2%	----
106	Plainview	On- & Off-Sale	----	3,348	621,117	377,177	243,940	39.3%	217,611	26,329	5,759	----	32,088	5.2%	----
107	Kenyon	Off-Sale Only	----	1,818	620,028	416,711	203,317	32.8%	182,444	20,873	13,665	637	33,901	5.5%	20,000
108	Caledonia	On- & Off-Sale	----	2,851	596,265	449,999	146,266	24.5%	138,940	7,326	----	----	7,326	1.2%	----
109	Vergas	On- & Off-Sale	----	332	590,874	443,337	147,537	25.0%	115,262	32,275	8,648	----	40,923	6.9%	3,647
110	Ada	Off-Sale Only	----	1,710	571,259	338,812	232,447	40.7%	205,975	26,472	----	----	26,472	4.6%	5,000
111	Audubon	On- & Off-Sale	----	522	564,107	365,807	198,300	35.2%	198,256	44	6,932	10,881	(3,905)	-0.7%	5,000
112	Sleepy Eye	On- & Off-Sale	----	3,598	563,827	419,916	143,911	25.5%	140,140	3,771	5,451	----	9,222	1.6%	15,000
113	Nevis	On- & Off-Sale	----	393	550,543	319,132	231,411	42.0%	168,578	62,833	4,499	----	67,332	12.2%	30,000
114	Twin Valley	Off-Sale Only	----	823	549,560	319,876	229,684	41.8%	208,384	21,300	332	----	21,632	3.9%	----
115	Mapleton	On- & Off-Sale	----	1,761	546,919	362,323	184,596	33.8%	230,698	(46,102)	18,797	----	(27,305)	-5.0%	----
116	Fairfax	On- & Off-Sale	----	1,225	540,847	295,859	244,988	45.3%	248,544	(3,556)	4,209	----	653	0.1%	----
117	Randall	On- & Off-Sale	----	651	537,361	353,167	184,194	34.3%	180,209	3,985	6,634	----	10,619	2.0%	----
118	Remer	On- & Off-Sale	----	367	537,073	324,235	212,838	39.6%	180,206	32,632	----	----	32,632	6.1%	500
119	Silver Lake	On- & Off-Sale	----	835	535,744	297,297	238,447	44.5%	231,437	7,010	388	----	7,398	1.4%	10,000
120	Callaway	On- & Off-Sale	----	236	526,421	249,903	249,903	47.5%	212,653	37,250	3,090	----	40,340	7.7%	11,956
121	Orr	On- & Off-Sale	----	268	511,173	313,665	197,508	38.6%	158,930	38,578	7,660	19	46,219	9.0%	22,000
122	Finlayson	Off-Sale Only	----	316	509,215	280,015	229,200	45.0%	163,523	65,677	4,200	----	69,877	13.7%	24,279
123	Walnut Grove	On- & Off-Sale	----	871	497,682	254,500	243,182	48.9%	213,260	29,922	959	----	30,881	6.2%	10,500
124	Mentor	On- & Off-Sale	----	153	488,183	262,507	225,676	46.2%	194,526	31,150	693	----	31,843	6.5%	46,000
125	Clearbrook	On- & Off-Sale	----	521	482,506	266,316	216,190	44.8%	179,206	36,984	----	----	36,984	7.7%	20,000
126	Appleton	On- & Off-Sale	----	1,403	481,825	347,516	134,309	27.9%	106,251	28,058	----	----	28,058	5.8%	----
127	De Graff	On- & Off-Sale	----	112	468,680	212,172	256,508	54.7%	206,655	49,853	----	13,389	36,464	7.8%	1,020
128	Sebeka	Off-Sale Only	----	708	467,155	266,370	200,785	43.0%	176,830	23,955	77	----	24,032	5.1%	47,390
129	Cromwell	On- & Off-Sale	----	238	467,069	215,807	251,262	53.8%	181,579	69,683	10,179	238	79,624	17.0%	75,000
130	Sacred Heart	On- & Off-Sale	----	541	465,551	280,401	185,150	39.8%	189,097	(3,947)	12,721	----	8,774	1.9%	----
131	Ivanhoe	On- & Off-Sale	----	551	461,149	265,199	195,950	42.5%	202,026	(6,076)	230	337	(6,183)	-1.3%	----
132	Dawson	On- & Off-Sale	----	1,533	446,267	319,459	126,808	28.4%	128,179	(1,371)	21,849	----	20,478	4.6%	----
133	Brandon	On- & Off-Sale	----	491	445,866	247,123	198,743	44.6%	154,151	44,592	1,484	----	46,076	10.3%	(10,255)
134	Darwin	On- & Off-Sale	----	351	444,813	348,649	96,164	21.6%	86,383	9,781	7,365	----	17,146	3.9%	110,000
135	Browerville	Off-Sale Only	----	791	443,057	245,108	197,949	44.7%	190,504	7,445	10,493	----	17,938	4.0%	(7,495)
136	Barnum	Off-Sale Only	----	614	442,307	234,512	207,795	47.0%	240,837	(33,042)	29,275	----	(3,767)	-0.9%	7,000
137	Madison	On- & Off-Sale	----	1,542	435,512	318,668	116,844	26.8%	108,650	8,194	1,680	----	9,874	2.3%	11,000
138	Balaton	On- & Off-Sale	----	645	425,937	262,493	163,444	38.4%	145,988	17,456	3,875	----	21,331	5.0%	10,000
139	Biscay	On- & Off-Sale	----	113	422,730	206,188	216,542	51.2%	294,097	(77,555)	23,936	40,423	(94,042)	-22.2%	(10,000)
140	Underwood	On- & Off-Sale	----	339	422,642	294,711	127,931	30.3%	105,696	22,235	1,029	----	23,264	5.5%	5,000
141	Ogilvie	On- & Off-Sale	----	362	421,138	232,796	188,342	44.7%	173,523	14,819	2,364	11,872	5,311	1.3%	11,872
142	Saint Hilaire	On- & Off-Sale	----	283	418,093	251,843	166,250	39.8%	189,464	(23,214)	3,923	----	(19,291)	-4.6%	----
143	Ranier	On- & Off-Sale	----	609	416,257	174,302	241,955	58.1%	199,922	42,033	1,463	----	43,496	10.4%	50,000
144	Barnesville	On- & Off-Sale	----	2,588	412,322	308,668	103,654	25.1%	79,101	24,553	1,761	----	26,314	6.4%	14,000
145	Littlefork	On- & Off-Sale	----	646	406,710	240,324	166,386	40.9%	153,939	12,447	1,727	----	14,174	3.5%	----
146	Wolf Lake	Off-Sale Only	----	59	405,228	205,371	199,857	49.3%	180,114	19,743	2,768	3,447	19,064	4.7%	25,000
147	Hitterdal	Off-Sale Only	----	207	395,746	173,913	221,833	56.1%	183,271	38,562	----	----	38,562	9.7%	55,990
148	Beaver Bay	On- & Off-Sale	----	181	395,259	207,179	188,080	47.6%	187,112	968	22	----	990	0.3%	----
149	Madelia	On- & Off-Sale	----	2,307	387,059	305,737	81,322	21.0%	58,565	22,757	594	----	23,351	6.0%	35,000
150	Lakefield	On- & Off-Sale	----	1,690	385,363	275,182	110,181	28.6%	79,890	30,291	3,514	22	33,783	8.8%	3,000
151	Fifty Lakes	On- & Off-Sale	----	390	382,435	177,656	204,779	53.5%	204,520	259	88	----	347	0.1%	----
152	Kelliher	On- & Off-Sale	----	264	380,054	199,440	180,614	47.5%	152,800	27,814	328	----	28,142	7.4%	20,000
153	Palisade	On- & Off-Sale	----	163	378,880	255,830	123,050	32.5%	132,922	(9,872)	17,446	----	7,574	2.0%	----

**Table 6**  
**Comparison of City Liquor Store Operations - 2011**  
**Ranked by Gross Sales**

Ranking	Name of City	Type of Store	Foot- notes	Population	Sales	Cost of Sales	Gross Profit		Operating		Nonoperating		Net Profit/(Loss)		Transfers To/(From) Other Funds
							Amount	Percent of Sales	Expenses	Income/(Loss)	Revenues	Expenses	Amount	Percent of Sales	
154	Clontarf	On- & Off-Sale	----	159	376,682	220,001	156,681	41.6%	172,425	(15,744)	9,000	651	(7,395)	-2.0%	(3,477)
155	West Concord	On- & Off-Sale	----	785	374,461	203,623	170,838	45.6%	165,452	5,386	5,030	----	10,416	2.8%	----
156	Gilman	On- & Off-Sale	----	227	368,703	162,534	206,169	55.9%	183,536	22,633	10,661	----	33,294	9.0%	----
157	Clarissa	On- & Off-Sale	----	682	364,387	230,042	134,345	36.9%	141,442	(7,097)	3,928	----	(3,169)	-0.9%	----
158	Medford	Off-Sale Only	----	1,243	358,341	188,421	169,920	47.4%	173,185	(3,265)	7,620	----	4,355	1.2%	10,000
159	Spring Grove	On- & Off-Sale	----	1,324	356,546	223,381	133,165	37.3%	139,239	(6,074)	553	----	(5,521)	-1.5%	----
160	Elizabeth	On- & Off-Sale	----	173	353,333	250,151	103,182	29.2%	92,616	10,566	500	----	11,066	3.1%	----
161	Conger	Off-Sale Only	----	147	352,476	193,076	159,400	45.2%	156,873	2,527	4,362	----	6,889	2.0%	3,600
162	Holdingsford	On- & Off-Sale	----	710	351,111	193,088	158,023	45.0%	162,017	(3,994)	9,785	----	5,791	1.6%	14,500
163	Millerville	On- & Off-Sale	----	105	347,203	192,101	155,102	44.7%	119,797	35,305	743	----	36,048	10.4%	----
164	Akeley	On- & Off-Sale	----	430	344,456	190,429	150,427	43.7%	138,228	12,199	2	----	12,201	3.5%	----
165	Flensburg	On- & Off-Sale	----	227	344,247	158,380	185,867	54.0%	256,798	(70,931)	1,423	120,218	(189,726)	-55.1%	(50,000)
166	Ulen	On- & Off-Sale	----	553	340,507	171,633	168,874	49.6%	136,784	32,090	586	----	32,676	9.6%	----
167	Heron Lake	On- & Off-Sale	----	691	338,301	187,239	151,062	44.7%	133,714	17,348	101	3,905	13,544	4.0%	----
168	Herman	On- & Off-Sale	----	433	336,939	185,308	151,631	45.0%	133,976	17,655	----	5,693	11,962	3.6%	----
169	Danvers	On- & Off-Sale	----	96	335,092	190,338	144,754	43.2%	138,534	6,220	655	----	6,875	2.1%	----
170	Goodridge	On- & Off-Sale	----	134	333,238	163,995	169,243	50.8%	156,903	12,340	----	----	12,340	3.7%	10,000
171	Foreston	On- & Off-Sale	----	529	333,151	151,046	182,105	54.7%	180,541	1,564	7,979	450	9,093	2.7%	----
172	Buffalo Lake	On- & Off-Sale	----	723	332,634	184,538	148,096	44.5%	164,297	(16,201)	23,035	----	6,834	2.1%	----
173	Ogema	On- & Off-Sale	----	192	325,676	185,948	139,728	42.9%	114,062	25,666	3,231	----	28,897	8.9%	20,156
174	Mazeppa	On- & Off-Sale	----	844	321,618	195,916	125,702	39.1%	129,499	(3,797)	8,500	----	4,703	1.5%	----
175	Lake Benton	Off-Sale Only	----	677	320,430	183,485	136,945	42.7%	132,584	4,361	18	----	4,379	1.4%	----
176	Northome	Off-Sale Only	----	202	319,287	166,838	152,449	47.7%	107,880	44,569	15	----	44,584	14.0%	20,000
177	Big Falls	On- & Off-Sale	----	235	314,457	165,325	149,132	47.4%	128,395	20,737	1,642	----	22,379	7.1%	7,500
178	Boyd	On- & Off-Sale	----	174	312,929	167,795	145,134	46.4%	142,388	2,746	10,001	----	12,747	4.1%	----
179	Dalton	On- & Off-Sale	----	253	308,406	240,297	68,109	22.1%	71,201	(3,092)	1,409	----	(1,683)	-0.5%	----
180	Hanska	Off-Sale Only	----	397	303,599	166,301	137,298	45.2%	122,178	15,120	2,664	379	17,405	5.7%	----
181	Erhard	On- & Off-Sale	----	148	300,602	224,588	76,014	25.3%	76,573	(559)	5,557	----	4,998	1.7%	----
182	Browns Valley	On- & Off-Sale	----	583	300,389	172,605	127,784	42.5%	116,070	11,714	7,582	----	19,296	6.4%	----
183	Williams	On- & Off-Sale	----	190	287,576	164,186	123,390	42.9%	183,958	(60,568)	----	----	(60,568)	-21.1%	----
184	Winton	On- & Off-Sale	----	170	287,075	114,033	173,042	60.3%	145,220	27,822	131	9,337	18,616	6.5%	16,600
185	Ellendale	On- & Off-Sale	----	691	286,749	174,312	112,437	39.2%	138,821	(26,384)	134	----	(26,250)	-9.2%	(28,000)
186	Lancaster	Off-Sale Only	----	338	277,893	150,943	126,950	45.7%	92,527	34,423	839	----	35,262	12.7%	20,000
187	Eagle Bend	On- & Off-Sale	----	532	272,468	165,794	106,674	39.2%	117,563	(10,889)	9,111	----	(1,778)	-0.7%	9,000
188	Russell	On- & Off-Sale	----	336	267,436	142,771	124,665	46.6%	120,384	4,281	1,780	----	6,061	2.3%	----
189	Avoca	On- & Off-Sale	----	143	260,055	128,834	131,221	50.5%	120,239	10,982	3,331	1,168	13,145	5.1%	27,200
190	South Haven	On- & Off-Sale	----	189	251,309	119,017	132,292	52.6%	131,842	450	14,479	----	14,929	5.9%	----
191	Verndale	On- & Off-Sale	----	601	247,947	145,329	102,618	41.4%	121,795	(19,177)	1,609	2,193	(19,761)	-8.0%	(100,321)
192	Okabena	On- & Off-Sale	----	189	246,222	156,384	89,838	36.5%	101,209	(11,371)	3,871	----	(7,500)	-3.0%	----
193	Hadley	On- & Off-Sale	----	62	237,385	105,403	131,982	55.6%	141,519	(9,537)	7,960	----	(1,577)	-0.7%	5,000
194	Wilmont	Off-Sale Only	----	337	235,608	129,995	105,613	44.8%	123,919	(18,306)	533	----	(17,773)	-7.5%	----
195	Lewisville	On- & Off-Sale	----	250	228,708	124,362	104,346	45.6%	115,726	(11,380)	9,441	----	(1,939)	-0.8%	----
196	Butterfield	On- & Off-Sale	----	586	220,520	167,085	53,435	24.2%	44,439	8,996	3,701	----	12,697	5.8%	----
197	Hanley Falls	On- & Off-Sale	----	301	217,459	134,506	82,953	38.1%	112,588	(29,635)	8,543	----	(21,092)	-9.7%	13,299
198	Vesta	On- & Off-Sale	----	319	206,586	117,180	89,406	43.3%	100,941	(11,535)	----	----	(11,535)	-5.6%	----
199	Waldorf	On- & Off-Sale	----	230	193,975	109,413	84,562	43.6%	93,606	(9,044)	8,645	----	(399)	-0.2%	----
200	Cleveland	On- & Off-Sale	----	717	185,728	109,150	76,578	41.2%	107,480	(30,902)	15,903	----	(14,999)	-8.1%	----
201	Kiester	Off-Sale Only	----	499	184,699	120,997	63,702	34.5%	53,819	9,883	----	----	9,883	5.4%	24,523
202	Elmore	On- & Off-Sale	----	665	153,073	117,120	35,953	23.5%	29,557	6,396	140	----	6,536	4.3%	----
203	Rushford	Off-Sale Only	[21]	1,749	149,863	122,929	26,934	18.0%	112,516	(85,582)	3,379	18,673	(100,876)	-67.3%	----
204	Round Lake	Off-Sale Only	----	374	144,599	115,651	28,948	20.0%	32,710	(3,762)	2,998	----	(764)	-0.5%	----

**Table 6**  
**Comparison of City Liquor Store Operations - 2011**  
**Ranked by Gross Sales**

Ranking	Name of City	Type of Store	Foot- notes	Population	Sales	Cost of Sales	Gross Profit		Operating		Nonoperating		Net Profit/(Loss)		Transfers To/(From) Other Funds
							Amount	Percent of Sales	Expenses	Income/(Loss)	Revenues	Expenses	Amount	Percent of Sales	
205	Bertha	On- & Off-Sale	[21]	498	135,907	74,685	61,222	45.0%	75,126	(13,904)	679	11,829	(25,054)	-18.4%	----
206	Kellogg	On- & Off-Sale	----	450	124,401	80,157	44,244	35.6%	79,862	(35,618)	8,032	----	(27,586)	-22.2%	----
207	Canton	On- & Off-Sale	----	346	81,839	64,811	17,028	20.8%	20,809	(3,781)	1,854	----	(1,927)	-2.4%	----
208	Lake Wilson	On- & Off-Sale	[21]	248	116	----	116	100.0%	3,846	(3,730)	1,250	444	(2,924)	-2520.7%	109,017
<b>Off-Sale Only</b>				<b>825,423</b>	<b>\$247,863,063</b>	<b>\$184,811,974</b>	<b>\$63,051,089</b>	<b>25.4%</b>	<b>\$42,378,164</b>	<b>\$20,672,925</b>	<b>\$1,624,028</b>	<b>\$1,473,515</b>	<b>\$20,823,438</b>	<b>8.4%</b>	<b>\$18,454,000</b>
<b>On- &amp; Off-Sale</b>				<b>101,903</b>	<b>\$69,366,042</b>	<b>\$42,227,747</b>	<b>\$27,138,295</b>	<b>39.1%</b>	<b>\$24,588,688</b>	<b>\$2,549,607</b>	<b>\$731,988</b>	<b>\$705,330</b>	<b>\$2,576,265</b>	<b>3.7%</b>	<b>\$1,648,376</b>
<b>All Stores</b>				<b>927,326</b>	<b>\$317,229,105</b>	<b>\$227,039,721</b>	<b>\$90,189,384</b>	<b>28.4%</b>	<b>\$66,966,852</b>	<b>\$23,222,532</b>	<b>\$2,356,016</b>	<b>\$2,178,845</b>	<b>\$23,399,703</b>	<b>7.4%</b>	<b>\$20,102,376</b>

Footnotes: [21] Discontinued liquor operations.

**Table 7**  
**Comparison of City Liquor Store Operations - 2011**  
**Ranked by Net Profit/(Loss) as a Percent of Sales**

Ranking	Name of City	Type of Store	Foot- notes	Population	Sales	Cost of Sales	Gross Profit		Operating		Nonoperating		Net Profit/(Loss)		Transfers To/(From) Other Funds
							Amount	Percent of Sales	Expenses	Income/(Loss)	Revenues	Expenses	Amount	Percent of Sales	
1	Paynesville	Off-Sale Only	----	2,434	\$1,070,424	\$842,939	\$227,485	21.3%	\$220,553	\$6,932	\$232,891	\$----	\$239,823	22.4%	\$34,109
2	Detroit Lakes	Off-Sale Only	----	8,716	5,202,486	3,934,467	1,268,019	24.4%	359,660	908,359	48,798	69,600	887,557	17.1%	747,876
3	Cromwell	On- & Off-Sale	----	238	467,069	215,807	251,262	53.8%	181,579	69,683	10,179	238	79,624	17.0%	75,000
4	Saint James	Off-Sale Only	----	4,597	979,615	659,590	320,025	32.7%	165,604	154,421	2,176	----	156,597	16.0%	74,600
5	Buffalo	Off-Sale Only	----	15,580	4,113,498	2,952,792	1,160,706	28.2%	672,752	487,954	198,096	48,892	637,158	15.5%	500,000
6	Monticello	Off-Sale Only	----	12,840	4,653,476	3,502,213	1,151,263	24.7%	658,999	492,264	202,961	----	695,225	14.9%	250,000
7	Grand Marais	Off-Sale Only	----	1,356	1,631,349	1,089,824	541,525	33.2%	302,781	238,744	3,920	----	242,664	14.9%	200,000
8	Northome	On- & Off-Sale	----	202	319,287	166,838	152,449	47.7%	107,880	44,569	15	----	44,584	14.0%	20,000
9	Marshall	Off-Sale Only	----	13,767	3,570,487	2,692,836	877,651	24.6%	386,684	490,967	2,487	1,857	491,597	13.8%	1,424,204
10	Finlayson	On- & Off-Sale	----	316	509,215	280,015	229,200	45.0%	163,523	65,677	4,200	----	69,877	13.7%	24,279
11	Roseau	Off-Sale Only	----	2,622	1,618,780	1,155,825	462,955	28.6%	246,159	216,796	409	----	217,205	13.4%	----
12	Elk River	Off-Sale Only	----	23,101	6,145,692	4,385,452	1,760,240	28.6%	947,692	812,548	45,444	33,827	824,165	13.4%	3,115,592
13	Lancaster	On- & Off-Sale	----	338	277,893	150,943	126,950	45.7%	92,527	34,423	839	----	35,262	12.7%	20,000
14	Isle	On- & Off-Sale	----	765	1,018,674	601,382	417,292	41.0%	302,716	114,576	12,729	----	127,305	12.5%	20,950
15	Bemidji	Off-Sale Only	----	13,528	4,990,978	3,643,412	1,347,566	27.0%	719,913	627,653	4,645	16,871	615,427	12.3%	547,395
16	Nevis	On- & Off-Sale	----	393	550,543	319,132	231,411	42.0%	168,578	62,833	4,499	----	67,332	12.2%	30,000
17	Pipestone	Off-Sale Only	----	4,308	1,313,905	955,761	358,144	27.3%	206,838	151,306	5,702	----	157,008	11.9%	50,000
18	Worthington	Off-Sale Only	----	12,829	2,833,232	2,109,291	723,941	25.6%	411,119	312,822	4,363	----	317,185	11.2%	200,000
19	Fergus Falls	Off-Sale Only	----	13,103	5,244,209	3,821,399	1,422,810	27.1%	852,925	569,885	56,738	46,340	580,283	11.1%	340,811
20	Walker	On- & Off-Sale	----	925	907,638	664,173	243,465	26.8%	143,694	99,771	240	----	100,011	11.0%	----
21	Perham	Off-Sale Only	----	2,995	2,478,482	1,802,237	676,245	27.3%	336,870	339,375	9,325	75,803	272,897	11.0%	120,750
22	Edina	Off-Sale Only	----	48,262	13,172,484	9,648,160	3,524,324	26.8%	2,078,946	1,445,378	----	----	1,445,378	11.0%	1,255,100
23	Warroad	Off-Sale Only	----	1,768	1,268,403	920,823	347,580	27.4%	212,915	134,665	2,667	----	137,332	10.8%	85,000
24	Howard Lake	On- & Off-Sale	----	1,978	743,489	538,077	205,412	27.6%	192,106	13,306	77,993	11,280	80,019	10.8%	----
25	Cook	Off-Sale Only	----	574	1,424,364	1,059,005	365,359	25.7%	218,957	146,402	5,127	----	151,529	10.6%	20,000
26	Wadena	Off-Sale Only	----	4,014	1,685,569	1,266,987	418,582	24.8%	244,505	174,077	4,946	----	179,023	10.6%	181,403
27	Ranier	On- & Off-Sale	----	609	416,257	174,302	241,955	58.1%	199,922	42,033	1,463	----	43,496	10.4%	50,000
28	Glencoe	Off-Sale Only	----	5,621	1,280,440	973,379	307,061	24.0%	173,617	133,444	105	----	133,549	10.4%	160,000
29	Millerville	On- & Off-Sale	----	105	347,203	192,101	155,102	44.7%	119,797	35,305	743	----	36,048	10.4%	----
30	Brandon	On- & Off-Sale	----	491	445,866	247,123	198,743	44.6%	154,151	44,592	1,484	----	46,075	10.3%	(10,255)
31	Park Rapids	Off-Sale Only	----	3,708	3,098,425	2,334,969	763,456	24.6%	445,211	318,245	1,856	----	320,101	10.3%	392,298
32	Fairmont	Off-Sale Only	----	10,631	3,170,439	2,326,099	844,340	26.6%	524,112	320,228	6,885	----	327,113	10.3%	146,500
33	Apple Valley	Off-Sale Only	----	49,801	9,005,660	6,448,087	2,557,573	28.4%	1,601,269	956,304	89,325	128,323	917,306	10.2%	525,000
34	Long Prairie	Off-Sale Only	----	3,445	1,286,535	988,875	297,660	23.1%	172,188	125,472	2,692	----	128,164	10.0%	90,000
35	Thief River Falls	Off-Sale Only	----	8,587	4,216,698	3,229,473	987,225	23.4%	589,665	397,560	13,759	----	411,319	9.8%	362,835
36	Hitterdal	On- & Off-Sale	----	207	395,746	173,913	221,833	56.1%	183,271	38,562	----	----	38,562	9.7%	55,990
37	Ulen	On- & Off-Sale	----	553	340,507	171,633	168,874	49.6%	136,784	32,090	586	----	32,676	9.6%	----
38	Osakis	On- & Off-Sale	----	1,742	666,964	379,438	287,526	43.1%	243,932	43,594	19,723	----	63,317	9.5%	33,719
39	Pelican Rapids	Off-Sale Only	----	2,476	1,119,405	818,333	301,072	26.9%	171,767	129,305	3,736	29,157	103,884	9.3%	(42,288)
40	Battle Lake	Off-Sale Only	----	877	1,101,324	777,757	323,567	29.4%	225,537	98,030	1,946	----	99,976	9.1%	95,000
41	Saint Francis	Off-Sale Only	----	7,255	2,017,684	1,504,114	513,570	25.5%	369,823	143,747	39,393	----	183,140	9.1%	60,000
42	Hutchinson	Off-Sale Only	----	14,148	5,099,629	3,946,363	1,153,266	22.6%	651,933	501,333	4,503	43,308	462,528	9.1%	451,030
43	Orr	On- & Off-Sale	----	268	511,173	313,665	197,508	38.6%	158,930	38,578	7,660	19	46,219	9.0%	22,000
44	Gilman	On- & Off-Sale	----	227	368,703	162,534	206,169	55.9%	183,536	22,633	10,661	----	33,294	9.0%	----
45	Windom	Off-Sale Only	----	4,649	1,499,600	1,052,441	447,159	29.8%	313,731	133,428	----	----	133,428	8.9%	70,937
46	Morris	Off-Sale Only	----	5,343	1,641,525	1,247,381	394,144	24.0%	253,056	141,088	4,958	----	146,046	8.9%	98,115
47	Ogema	On- & Off-Sale	----	192	325,676	185,948	139,728	42.9%	114,062	25,666	3,231	----	28,897	8.9%	20,156
48	Lakefield	Off-Sale Only	----	1,690	385,363	275,182	110,181	28.6%	79,890	30,291	3,514	22	33,783	8.8%	3,000
49	Isanti	Off-Sale Only	----	5,286	2,086,169	1,538,605	547,564	26.2%	376,161	171,403	10,161	----	181,564	8.7%	150,000
50	Pine City	Off-Sale Only	----	3,119	1,661,417	1,203,043	458,374	27.6%	320,453	137,921	5,904	----	143,825	8.7%	100,000
51	Lakeville	Off-Sale Only	----	56,534	14,373,261	10,826,384	3,546,877	24.7%	2,196,758	1,350,119	56,924	181,335	1,225,708	8.5%	1,134,131
52	Cambridge	Off-Sale Only	----	8,194	4,355,132	3,338,052	1,017,080	23.4%	658,571	358,509	10,216	5,654	363,071	8.3%	----

**Table 7**  
**Comparison of City Liquor Store Operations - 2011**  
**Ranked by Net Profit/(Loss) as a Percent of Sales**

Ranking	Name of City	Type of Store	Foot- notes	Population	Sales	Cost of Sales	Gross Profit		Operating		Nonoperating		Net Profit/(Loss)		Transfers To/(From) Other Funds
							Amount	Percent of Sales	Expenses	Income/(Loss)	Revenues	Expenses	Amount	Percent of Sales	
53	Richfield	Off-Sale Only	----	35,376	11,198,404	8,358,937	2,839,467	25.4%	1,932,217	907,250	18,387	----	925,637	8.3%	693,870
54	New York Mills	On- & Off-Sale	----	1,195	703,384	455,712	247,672	35.2%	194,539	53,133	4,923	----	58,056	8.3%	70,750
55	Longville	On- & Off-Sale	----	154	1,410,804	918,748	492,056	34.9%	369,552	122,504	1,366	7,757	116,113	8.2%	----
56	Robbinsdale	Off-Sale Only	----	14,014	2,725,843	2,023,712	702,131	25.8%	516,886	185,245	37,163	----	222,408	8.2%	75,000
57	Rogers	On- & Off-Sale	----	8,879	3,151,356	2,213,802	937,554	29.8%	652,047	285,507	----	29,050	256,457	8.1%	211,273
58	Eden Prairie	Off-Sale Only	----	61,151	11,676,390	8,656,149	3,020,241	25.9%	2,118,675	901,566	51,817	6,812	946,571	8.1%	1,000,000
59	Northfield	Off-Sale Only	----	20,454	2,850,182	2,110,126	740,056	26.0%	541,411	198,645	32,096	----	230,741	8.1%	131,280
60	Luverne	Off-Sale Only	----	4,745	1,103,616	778,111	325,505	29.5%	241,361	84,144	5,036	----	89,180	8.1%	45,000
61	Big Lake	Off-Sale Only	----	10,164	3,115,859	2,304,378	811,481	26.0%	499,870	311,611	----	60,774	250,837	8.1%	257,000
62	Delano	Off-Sale Only	----	5,510	2,276,358	1,669,143	607,215	26.7%	428,542	178,673	2,037	----	180,710	7.9%	100,000
63	Granite Falls	Off-Sale Only	----	2,879	956,646	708,406	248,240	25.9%	171,992	76,248	16,724	17,618	75,354	7.9%	98,275
64	Baudette	On- & Off-Sale	----	1,111	1,312,239	839,335	472,904	36.0%	371,239	101,665	1,091	----	102,756	7.8%	50,000
65	De Graff	On- & Off-Sale	----	112	468,680	212,172	256,508	54.7%	206,655	49,853	----	13,389	36,464	7.8%	1,020
66	Clearbrook	On- & Off-Sale	----	521	482,506	266,316	216,190	44.8%	179,206	36,984	----	----	36,984	7.7%	20,000
67	Callaway	On- & Off-Sale	----	236	526,421	276,518	249,903	47.5%	212,653	37,250	3,090	----	40,340	7.7%	11,956
68	Litchfield	Off-Sale Only	----	6,721	1,943,424	1,482,464	460,960	23.7%	316,105	144,855	1,768	----	146,623	7.5%	59,000
69	Princeton	Off-Sale Only	----	4,698	2,579,665	1,960,744	618,921	24.0%	441,774	177,147	14,636	----	191,783	7.4%	5,610
70	Kelliher	On- & Off-Sale	----	264	380,054	199,440	180,614	47.5%	152,800	27,814	328	----	28,142	7.4%	20,000
71	North Branch	Off-Sale Only	----	10,122	2,145,494	1,540,049	605,445	28.2%	419,628	185,817	7	29,104	156,720	7.3%	124,603
72	Brooklyn Center	Off-Sale Only	----	30,204	5,789,346	4,175,906	1,613,440	27.9%	1,214,496	398,944	19,431	----	418,375	7.2%	147,488
73	Miltona	On- & Off-Sale	----	419	625,030	351,562	273,468	43.8%	231,936	41,532	3,206	----	44,738	7.2%	----
74	Big Falls	On- & Off-Sale	----	235	314,457	165,325	149,132	47.4%	128,395	20,737	1,642	----	22,379	7.1%	7,500
75	Vergas	Off-Sale Only	----	332	590,874	443,337	147,537	25.0%	115,262	32,275	8,648	----	40,923	6.9%	3,647
76	Mora	Off-Sale Only	----	3,557	2,645,500	1,961,735	683,765	25.8%	451,834	231,931	6,604	61,750	176,785	6.7%	270,000
77	Fridley	Off-Sale Only	----	27,515	4,893,436	3,681,988	1,211,448	24.8%	886,294	325,154	761	----	325,915	6.7%	350,000
78	Saint Anthony	Off-Sale Only	----	8,333	6,995,923	5,341,718	1,654,205	23.6%	1,162,894	491,311	3,661	32,659	462,313	6.6%	417,200
79	Lindstrom	On- & Off-Sale	----	4,464	2,336,898	1,660,798	676,100	28.9%	558,106	117,994	35,164	----	153,158	6.6%	155,700
80	Mentor	On- & Off-Sale	----	153	488,183	262,507	225,676	46.2%	194,526	31,150	693	----	31,843	6.5%	46,000
81	Winton	On- & Off-Sale	----	170	287,075	114,033	173,042	60.3%	145,220	27,822	131	9,337	18,616	6.5%	16,600
82	Browns Valley	On- & Off-Sale	----	583	300,389	172,605	127,784	42.5%	116,070	11,714	7,582	----	19,296	6.4%	----
83	Barnesville	Off-Sale Only	----	2,588	412,322	308,668	103,654	25.1%	79,101	24,553	1,761	----	26,314	6.4%	14,000
84	Menahga	On- & Off-Sale	----	1,300	714,177	419,356	294,821	41.3%	251,159	43,662	2,869	1,992	44,539	6.2%	50,000
85	Walnut Grove	On- & Off-Sale	----	871	497,682	254,500	243,182	48.9%	213,260	29,922	959	----	30,881	6.2%	10,500
86	Nisswa	On- & Off-Sale	----	1,979	3,043,426	2,165,051	878,375	28.9%	679,326	199,049	----	12,721	186,328	6.1%	173,403
87	Remer	On- & Off-Sale	----	367	537,073	324,235	212,838	39.6%	180,206	32,632	----	----	32,632	6.1%	500
88	Montevideo	Off-Sale Only	----	5,360	2,040,406	1,516,326	524,080	25.7%	402,426	121,654	2,350	58	123,946	6.1%	100,000
89	Blackduck	On- & Off-Sale	----	797	818,204	519,201	299,003	36.5%	260,124	38,879	10,531	----	49,410	6.0%	25,000
90	Madelia	Off-Sale Only	----	2,307	387,059	305,737	81,322	21.0%	58,565	22,757	594	----	23,351	6.0%	35,000
91	South Haven	On- & Off-Sale	----	189	251,309	119,017	132,292	52.6%	131,842	450	14,479	----	14,929	5.9%	----
92	Aitkin	Off-Sale Only	----	2,160	890,949	710,643	180,306	20.2%	148,817	31,489	20,874	----	52,363	5.9%	40,000
93	Blue Earth	Off-Sale Only	----	3,348	1,414,217	1,054,441	359,776	25.4%	258,707	101,069	3,986	22,628	82,427	5.8%	----
94	Appleton	Off-Sale Only	----	1,403	481,825	347,516	134,309	27.9%	106,251	28,058	----	----	28,058	5.8%	----
95	Butterfield	Off-Sale Only	----	586	220,520	167,085	53,435	24.2%	44,439	8,996	3,701	----	12,697	5.8%	----
96	Hanska	On- & Off-Sale	----	397	303,599	166,301	137,298	45.2%	122,178	15,120	2,664	379	17,405	5.7%	----
97	Underwood	Off-Sale Only	----	339	422,642	294,711	127,931	30.3%	105,696	22,235	1,029	----	23,264	5.5%	5,000
98	Stacy	On- & Off-Sale	----	1,456	2,524,782	1,653,003	871,779	34.5%	680,166	191,613	30,833	83,882	138,564	5.5%	30,000
99	Milaca	Off-Sale Only	----	2,944	1,816,473	1,382,307	434,166	23.9%	314,981	119,185	6,439	25,998	99,626	5.5%	25,000
100	Kenyon	On- & Off-Sale	----	1,818	620,028	416,711	203,317	32.8%	182,444	20,873	13,665	637	33,901	5.5%	20,000
101	Kiester	Off-Sale Only	----	499	184,699	120,997	63,702	34.5%	53,819	9,883	----	----	9,883	5.4%	24,523
102	Hinckley	On- & Off-Sale	----	1,805	2,235,342	1,518,575	716,767	32.1%	555,484	161,283	429	42,923	118,789	5.3%	106,750
103	Plainview	On- & Off-Sale	----	3,348	621,117	377,177	243,940	39.3%	217,611	26,329	5,759	----	32,088	5.2%	----
104	Alexandria	Off-Sale Only	----	12,920	4,609,760	3,613,420	996,340	21.6%	745,137	251,203	1,786	15,190	237,799	5.2%	200,000

**Table 7**  
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**Ranked by Net Profit/(Loss) as a Percent of Sales**

Ranking	Name of City	Type of Store	Foot- notes	Population	Sales	Cost of Sales	Gross Profit		Operating		Nonoperating		Net Profit/(Loss)		Transfers To/(From) Other Funds
							Amount	Percent of Sales	Expenses	Income/(Loss)	Revenues	Expenses	Amount	Percent of Sales	
105	Sebek	On- & Off-Sale	----	708	467,155	266,370	200,785	43.0%	176,830	23,955	77	----	24,032	5.1%	47,390
106	Redwood Falls	Off-Sale Only	----	5,248	1,716,357	1,283,525	432,832	25.2%	331,912	100,920	19,608	32,243	88,285	5.1%	80,000
107	Glenwood	Off-Sale Only	----	2,553	1,123,425	875,474	247,951	22.1%	192,252	55,699	1,718	----	57,417	5.1%	40,000
108	Avoca	On- & Off-Sale	----	143	260,055	128,834	131,221	50.5%	120,239	10,982	3,331	1,168	13,145	5.1%	27,200
109	Balaton	On- & Off-Sale	----	645	425,937	262,493	163,444	38.4%	145,988	17,456	3,875	----	21,331	5.0%	10,000
110	Wolf Lake	On- & Off-Sale	----	59	405,228	205,371	199,857	49.3%	180,114	19,743	2,768	3,447	19,064	4.7%	25,000
111	Ada	On- & Off-Sale	----	1,710	571,259	338,812	232,447	40.7%	205,975	26,472	----	----	26,472	4.6%	5,000
112	Wayzata	On- & Off-Sale	----	3,720	4,391,203	2,294,347	2,096,856	47.8%	1,837,321	259,535	35,236	92,629	202,142	4.6%	20,000
113	Dawson	Off-Sale Only	----	1,533	446,267	319,459	126,808	28.4%	128,179	(1,371)	21,849	----	20,478	4.6%	----
114	Columbia Heights	Off-Sale Only	----	19,619	8,494,962	6,413,886	2,081,076	24.5%	1,459,656	621,420	1,500	237,147	385,773	4.5%	98,955
115	Bagley	Off-Sale Only	----	1,404	910,174	672,669	237,505	26.1%	197,910	39,595	1,470	----	41,065	4.5%	15,000
116	Sauk Rapids	Off-Sale Only	----	12,796	2,253,057	1,762,679	490,378	21.8%	405,076	85,302	11,739	----	97,041	4.3%	----
117	Elmore	Off-Sale Only	----	665	153,073	117,120	35,953	23.5%	29,557	6,396	140	----	6,536	4.3%	----
118	Benson	On- & Off-Sale	----	3,223	988,311	665,037	323,274	32.7%	296,960	26,314	15,113	----	41,427	4.2%	30,000
119	Anoka	Off-Sale Only	----	17,331	3,790,973	2,937,691	853,282	22.5%	715,804	137,478	21,174	----	158,652	4.2%	263,333
120	Le Center	On- & Off-Sale	----	2,506	844,283	526,389	317,894	37.7%	276,869	41,025	160	6,452	34,733	4.1%	50,000
121	Boyd	On- & Off-Sale	----	174	312,929	167,795	145,134	46.4%	142,388	2,746	10,001	----	12,747	4.1%	----
122	Browerville	On- & Off-Sale	----	791	443,057	245,108	197,949	44.7%	190,504	7,445	10,493	----	17,938	4.0%	(7,495)
123	Heron Lake	On- & Off-Sale	----	691	338,301	187,239	151,062	44.7%	133,714	17,348	101	3,905	13,544	4.0%	----
124	Hawley	Off-Sale Only	----	2,087	880,160	652,931	227,229	25.8%	162,758	64,471	166	29,413	35,224	4.0%	5,000
125	Savage	Off-Sale Only	----	27,147	4,657,014	3,463,507	1,193,507	25.6%	943,648	249,859	----	65,681	184,178	4.0%	----
126	Twin Valley	On- & Off-Sale	----	823	549,560	319,876	229,684	41.8%	208,384	21,300	332	----	21,632	3.9%	----
127	Darwin	Off-Sale Only	----	351	444,813	348,649	96,164	21.6%	86,383	9,781	7,365	----	17,146	3.9%	110,000
128	Braham	Off-Sale Only	----	1,812	1,217,196	930,885	286,311	23.5%	244,684	41,627	70,634	66,123	46,138	3.8%	36,000
129	Two Harbors	Off-Sale Only	----	3,728	1,699,109	1,232,876	466,233	27.4%	407,209	59,024	4,693	----	63,717	3.8%	196,373
130	Goodridge	On- & Off-Sale	----	134	333,238	163,995	169,243	50.8%	156,903	12,340	----	----	12,340	3.7%	10,000
131	Frazee	On- & Off-Sale	----	1,363	656,140	430,384	225,756	34.4%	202,281	23,475	109	----	23,584	3.6%	----
132	Proctor	Off-Sale Only	----	3,058	896,730	680,968	215,762	24.1%	183,701	32,061	64	----	32,125	3.6%	3,000
133	Mahnomen	On- & Off-Sale	----	1,215	982,393	665,932	316,461	32.2%	287,851	28,610	35,278	29,010	34,878	3.6%	----
134	Herman	On- & Off-Sale	----	433	336,939	185,308	151,631	45.0%	133,976	17,655	----	5,693	11,962	3.6%	----
135	Akeley	On- & Off-Sale	----	430	344,456	194,029	150,427	43.7%	138,228	12,199	2	----	12,201	3.5%	----
136	Littlefork	On- & Off-Sale	----	646	406,710	240,324	166,386	40.9%	153,939	12,447	1,727	----	14,174	3.5%	----
137	Mound	Off-Sale Only	----	9,084	2,675,527	1,997,081	678,446	25.4%	581,533	96,913	14,388	22,803	88,498	3.3%	8,438
138	Waverly	On- & Off-Sale	----	1,371	951,830	667,657	284,173	29.9%	247,015	37,158	55	7,190	30,023	3.2%	----
139	Elizabeth	Off-Sale Only	----	173	353,333	250,151	103,182	29.2%	92,616	10,566	500	----	11,066	3.1%	----
140	Lexington	Off-Sale Only	----	2,078	3,049,103	2,401,544	647,559	21.2%	533,317	114,242	3,112	24,687	92,667	3.0%	50,000
141	Maple Lake	Off-Sale Only	----	2,081	1,267,616	958,870	308,746	24.4%	274,837	33,909	3,699	----	37,608	3.0%	20,000
142	West Concord	On- & Off-Sale	----	785	374,461	203,623	170,838	45.6%	165,452	5,386	5,030	----	10,416	2.8%	----
143	Foreston	On- & Off-Sale	----	529	333,151	151,046	182,105	54.7%	180,541	1,564	7,979	450	9,093	2.7%	----
144	Lake Park	On- & Off-Sale	----	783	656,305	382,668	273,637	41.7%	259,763	13,874	3,615	----	17,489	2.7%	----
145	Farmington	Off-Sale Only	----	21,369	4,199,344	3,151,829	1,047,515	24.9%	938,007	109,508	----	1,705	107,803	2.6%	90,007
146	Kasson	Off-Sale Only	----	6,010	1,098,000	869,678	228,322	20.8%	208,808	19,514	8,089	----	27,603	2.5%	14,000
147	Dassel	Off-Sale Only	----	1,473	1,054,774	831,004	223,770	21.2%	184,561	39,209	25,154	40,133	24,230	2.3%	22,000
148	Madison	Off-Sale Only	----	1,542	435,512	318,668	116,844	26.8%	108,650	8,194	1,680	----	9,874	2.3%	11,000
149	Russell	On- & Off-Sale	----	336	267,436	142,771	124,665	46.6%	120,384	4,281	1,780	----	6,061	2.3%	----
150	Buffalo Lake	On- & Off-Sale	----	723	332,634	184,538	148,096	44.5%	164,297	(16,201)	23,035	----	6,834	2.1%	----
151	Danvers	On- & Off-Sale	----	96	335,092	190,338	144,754	43.2%	138,534	6,220	655	----	6,875	2.1%	----
152	Palisade	On- & Off-Sale	----	163	378,880	255,830	123,050	32.5%	132,922	(9,872)	17,446	----	7,574	2.0%	----
153	Randall	On- & Off-Sale	----	651	537,361	353,167	184,194	34.3%	180,209	3,985	6,634	----	10,619	2.0%	----
154	Conger	On- & Off-Sale	----	147	352,476	193,076	159,400	45.2%	156,873	2,527	4,362	----	6,889	2.0%	3,600
155	Sacred Heart	On- & Off-Sale	----	541	465,551	280,401	185,150	39.8%	189,097	(3,947)	12,721	----	8,774	1.9%	----
156	Erhard	Off-Sale Only	----	148	300,602	224,588	76,014	25.3%	76,573	(559)	5,557	----	4,998	1.7%	----

**Table 7**  
**Comparison of City Liquor Store Operations - 2011**  
**Ranked by Net Profit/(Loss) as a Percent of Sales**

Ranking	Name of City	Type of Store	Foot- notes	Population	Sales	Cost of Sales	Gross Profit		Operating		Nonoperating		Net Profit/(Loss)		Transfers To/(From) Other Funds
							Amount	Percent of Sales	Expenses	Income/(Loss)	Revenues	Expenses	Amount	Percent of Sales	
157	Holdingsford	On- & Off-Sale	----	710	351,111	193,088	158,023	45.0%	162,017	(3,994)	9,785	----	5,791	1.6%	14,500
158	Sleepy Eye	Off-Sale Only	----	3,598	563,827	419,916	143,911	25.5%	140,140	3,771	5,451	----	9,222	1.6%	15,000
159	Jackson	Off-Sale Only	----	3,294	985,721	796,265	189,456	19.2%	178,750	10,706	5,151	----	15,857	1.6%	41,000
160	Lonsdale	Off-Sale Only	----	3,721	1,293,363	1,007,107	286,256	22.1%	267,378	18,878	397	----	19,275	1.5%	----
161	Mazeppa	On- & Off-Sale	----	844	321,618	195,916	125,702	39.1%	129,499	(3,797)	8,500	----	4,703	1.5%	----
162	Silver Lake	On- & Off-Sale	----	835	535,744	297,297	238,447	44.5%	231,437	7,010	388	----	7,398	1.4%	10,000
163	Lake Benton	On- & Off-Sale	----	677	320,430	183,485	136,945	42.7%	132,584	4,361	18	----	4,379	1.4%	----
164	Ogilvie	On- & Off-Sale	----	362	421,138	232,796	188,342	44.7%	173,523	14,819	2,364	11,872	5,311	1.3%	11,872
165	Caledonia	Off-Sale Only	----	2,851	596,265	449,999	146,266	24.5%	138,940	7,326	----	----	7,326	1.2%	----
166	Medford	On- & Off-Sale	----	1,243	358,341	188,421	169,920	47.4%	173,185	(3,265)	7,620	----	4,355	1.2%	10,000
167	Spring Lake Park	Off-Sale Only	----	6,432	2,345,287	1,810,117	535,170	22.8%	536,185	(1,015)	27,243	----	26,228	1.1%	150,000
168	Hackensack	On- & Off-Sale	----	314	1,010,349	701,244	309,105	30.6%	271,345	37,760	57	29,753	8,064	0.8%	----
169	Sherburn	On- & Off-Sale	----	1,131	743,669	497,610	246,059	33.1%	240,648	5,411	6	----	5,417	0.7%	----
170	Beaver Bay	On- & Off-Sale	----	181	395,259	207,179	188,080	47.6%	187,112	968	22	----	990	0.3%	----
171	Fairfax	On- & Off-Sale	----	1,225	540,847	295,859	244,988	45.3%	248,544	(3,556)	4,209	----	653	0.1%	----
172	Fifty Lakes	On- & Off-Sale	----	390	382,435	177,656	204,779	53.5%	204,520	259	88	----	347	0.1%	----
173	Waldorf	On- & Off-Sale	----	230	193,975	109,413	84,562	43.6%	93,606	(9,044)	8,645	----	(399)	-0.2%	----
174	Parkers Prairie	On- & Off-Sale	----	1,011	647,984	415,260	232,724	35.9%	205,725	26,999	80	28,430	(1,351)	-0.2%	----
175	Moose Lake	On- & Off-Sale	----	2,791	1,069,875	686,701	383,174	35.8%	335,284	47,890	----	50,485	(2,595)	-0.2%	----
176	Round Lake	Off-Sale Only	----	374	144,599	115,651	28,948	20.0%	32,710	(3,762)	2,998	----	(764)	-0.5%	----
177	Dalton	Off-Sale Only	----	253	308,406	240,297	68,109	22.1%	71,201	(3,092)	1,409	----	(1,683)	-0.5%	----
178	Eagle Bend	Off-Sale Only	----	532	272,468	165,794	106,674	39.2%	117,563	(10,889)	9,111	----	(1,778)	-0.7%	9,000
179	Hadley	On- & Off-Sale	----	62	237,385	105,403	131,982	55.6%	141,519	(9,537)	7,960	----	(1,577)	-0.7%	5,000
180	Audubon	On- & Off-Sale	----	522	564,107	365,807	198,300	35.2%	198,256	44	6,932	10,881	(3,905)	-0.7%	5,000
181	Lewisville	On- & Off-Sale	----	250	228,708	124,362	104,346	45.6%	115,726	(11,380)	9,441	----	(1,939)	-0.8%	----
182	Barnum	On- & Off-Sale	----	614	442,307	234,512	207,795	47.0%	240,837	(33,042)	29,275	----	(3,767)	-0.9%	7,000
183	Clarissa	On- & Off-Sale	----	682	364,387	230,042	134,345	36.9%	141,442	(7,097)	3,928	----	(3,169)	-0.9%	----
184	Rush City	Off-Sale Only	----	3,091	1,072,035	820,792	251,243	23.4%	262,872	(11,629)	101	----	(11,528)	-1.1%	11,000
185	Ivanhoe	On- & Off-Sale	----	551	461,149	265,199	195,950	42.5%	202,026	(6,076)	230	337	(6,183)	-1.3%	----
186	Spring Grove	On- & Off-Sale	----	1,324	356,546	223,381	133,165	37.3%	139,239	(6,074)	553	----	(5,521)	-1.5%	----
187	Olivia	On- & Off-Sale	----	2,479	888,052	641,675	246,377	27.7%	276,411	(30,034)	13,919	----	(16,115)	-1.8%	----
188	Clontarf	On- & Off-Sale	----	159	376,682	220,001	156,681	41.6%	172,425	(15,744)	9,000	651	(7,395)	-2.0%	(3,477)
189	Tracy	On- & Off-Sale	----	2,178	808,575	486,553	322,022	39.8%	345,057	(23,035)	6,578	494	(16,951)	-2.1%	20,000
190	Silver Bay	On- & Off-Sale	----	1,869	902,688	541,300	361,388	40.0%	368,697	(7,309)	2,508	15,099	(19,900)	-2.2%	----
191	Canton	On- & Off-Sale	----	346	81,839	64,811	17,028	20.8%	20,809	(3,781)	1,854	----	(1,927)	-2.4%	----
192	Okabena	On- & Off-Sale	----	189	246,222	156,384	89,838	36.5%	101,209	(11,371)	3,871	----	(7,500)	-3.0%	----
193	Wells	On- & Off-Sale	----	2,338	696,242	483,447	212,795	30.6%	246,814	(34,019)	6,452	----	(27,567)	-4.0%	25,000
194	Saint Hilaire	On- & Off-Sale	----	283	418,093	251,843	166,250	39.8%	189,464	(23,214)	3,923	----	(19,291)	-4.6%	----
195	Mapleton	On- & Off-Sale	----	1,761	546,919	362,323	184,596	33.8%	230,698	(46,102)	18,797	----	(27,305)	-5.0%	----
196	Vesta	On- & Off-Sale	----	319	206,586	117,180	89,406	43.3%	100,941	(11,535)	----	----	(11,535)	-5.6%	----
197	Wilmont	On- & Off-Sale	----	337	235,608	129,995	105,613	44.8%	123,919	(18,306)	533	----	(17,773)	-7.5%	----
198	Verndale	On- & Off-Sale	----	601	247,947	145,329	102,618	41.4%	121,795	(19,177)	1,609	2,193	(19,761)	-8.0%	(100,321)
199	Cleveland	On- & Off-Sale	----	717	185,728	109,150	76,578	41.2%	107,480	(30,902)	15,903	----	(14,999)	-8.1%	----
200	Ellendale	On- & Off-Sale	----	691	286,749	174,312	112,437	39.2%	138,821	(26,384)	134	----	(26,250)	-9.2%	(28,000)
201	Hanley Falls	On- & Off-Sale	----	301	217,459	134,506	82,953	38.1%	112,588	(29,635)	8,543	----	(21,092)	-9.7%	13,299
202	Bertha	On- & Off-Sale	[21]	498	135,907	74,685	61,222	45.0%	75,126	(13,904)	679	11,829	(25,054)	-18.4%	----
203	Williams	On- & Off-Sale	----	190	287,576	164,186	123,390	42.9%	183,958	(60,568)	----	----	(60,568)	-21.1%	----
204	Kellogg	On- & Off-Sale	----	450	124,401	80,157	44,244	35.6%	79,862	(35,618)	8,032	----	(27,586)	-22.2%	----
205	Biscay	On- & Off-Sale	----	113	422,730	206,188	216,542	51.2%	294,097	(77,555)	23,936	40,423	(94,042)	-22.2%	(10,000)
206	Flensburg	On- & Off-Sale	----	227	344,247	158,380	185,867	54.0%	256,798	(70,931)	1,423	120,218	(189,726)	-55.1%	(50,000)
207	Rushford	On- & Off-Sale	[21]	1,749	149,863	122,929	26,934	18.0%	112,516	(85,582)	3,379	18,673	(100,876)	-67.3%	----
208	Lake Wilson	On- & Off-Sale	[21]	248	116	----	116	100.0%	3,846	(3,730)	1,250	444	(2,924)	-2520.7%	109,017

**Table 7**  
**Comparison of City Liquor Store Operations - 2011**  
**Ranked by Net Profit/(Loss) as a Percent of Sales**

Ranking	Name of City	Type of Store	Foot- notes	Population	Sales	Cost of Sales	Gross Profit		Operating		Nonoperating		Net Profit/(Loss)		Transfers To/(From) Other Funds
							Amount	Percent of Sales	Expenses	Income/(Loss)	Revenues	Expenses	Amount	Percent of Sales	
	Off-Sale Only			825,423	\$247,863,063	\$184,811,974	\$63,051,089	25.4%	\$42,378,164	\$20,672,925	\$1,624,028	\$1,473,515	\$20,823,438	8.4%	\$18,454,000
	On- & Off-Sale			101,903	\$69,366,042	\$42,227,747	\$27,138,295	39.1%	\$24,588,688	\$2,549,607	\$731,988	\$705,330	\$2,576,265	3.7%	\$1,648,376
	All Stores			927,326	\$317,229,105	\$227,039,721	\$90,189,384	28.4%	\$66,966,852	\$23,222,532	\$2,356,016	\$2,178,845	\$23,399,703	7.4%	\$20,102,376

Footnotes: [21] Discontinued liquor operations.

**Table 8  
Comparison of Metro Area City Liquor Store Operations - 2011**

Name of City	Type of Store	Foot- notes	Population	Sales	Cost of Sales	Gross Profit		Operating		Nonoperating		Net Profit/(Loss)		Transfers To/(From) Other Funds
						Amount	Percent of Sales	Expenses	Income/(Loss)	Revenues	Expenses	Amount	Percent of Sales	
Anoka	Off-Sale Only	----	17,331	\$3,790,973	\$2,937,691	\$853,282	22.5%	\$715,804	\$137,478	\$21,174	\$----	\$158,652	4.2%	\$263,333
Apple Valley	Off-Sale Only	----	49,801	9,005,660	6,448,087	2,557,573	28.4%	1,601,269	956,304	89,325	128,323	917,306	10.2%	525,000
Brooklyn Center	Off-Sale Only	----	30,204	5,789,346	4,175,906	1,613,440	27.9%	1,214,496	398,944	19,431	----	418,375	7.2%	147,488
Columbia Heights	Off-Sale Only	----	19,619	8,494,962	6,413,886	2,081,076	24.5%	1,459,656	621,420	1,500	237,147	385,773	4.5%	98,955
Eden Prairie	Off-Sale Only	----	61,151	11,676,390	8,656,149	3,020,241	25.9%	2,118,675	901,566	51,817	6,812	946,571	8.1%	1,000,000
Edina	Off-Sale Only	----	48,262	13,172,484	9,648,160	3,524,324	26.8%	2,078,946	1,445,378	----	----	1,445,378	11.0%	1,255,100
Farmington	Off-Sale Only	----	21,369	4,199,344	3,151,829	1,047,515	24.9%	938,007	109,508	----	1,705	107,803	2.6%	90,007
Fridley	Off-Sale Only	----	27,515	4,893,436	3,681,988	1,211,448	24.8%	886,294	325,154	761	----	325,915	6.7%	350,000
Lakeville	Off-Sale Only	----	56,534	14,373,261	10,826,384	3,546,877	24.7%	2,196,758	1,350,119	56,924	181,335	1,225,708	8.5%	1,134,131
Lexington	Off-Sale Only	----	2,078	3,049,103	2,401,544	647,559	21.2%	533,317	114,242	3,112	24,687	92,667	3.0%	50,000
Mound	Off-Sale Only	----	9,084	2,675,527	1,997,081	678,446	25.4%	581,533	96,913	14,388	22,803	88,498	3.3%	8,438
Richfield	Off-Sale Only	----	35,376	11,198,404	8,358,937	2,839,467	25.4%	1,932,217	907,250	18,387	----	925,637	8.3%	693,870
Robbinsdale	Off-Sale Only	----	14,014	2,725,843	2,023,712	702,131	25.8%	516,886	185,245	37,163	----	222,408	8.2%	75,000
Rogers	On- & Off-Sale	----	8,879	3,151,356	2,213,802	937,554	29.8%	652,047	285,507	----	29,050	256,457	8.1%	211,273
Saint Anthony	Off-Sale Only	----	8,333	6,995,923	5,341,718	1,654,205	23.6%	1,162,894	491,311	3,661	32,659	462,313	6.6%	417,200
Saint Francis	Off-Sale Only	----	7,255	2,017,684	1,504,114	513,570	25.5%	369,823	143,747	39,393	----	183,140	9.1%	60,000
Savage	Off-Sale Only	----	27,147	4,657,014	3,463,507	1,193,507	25.6%	943,648	249,859	----	65,681	184,178	4.0%	----
Spring Lake Park	Off-Sale Only	----	6,432	2,345,287	1,810,117	535,170	22.8%	536,185	(1,015)	27,243	----	26,228	1.1%	150,000
Wayzata	On- & Off-Sale	----	3,720	4,391,203	2,294,347	2,096,856	47.8%	1,837,321	259,535	35,236	92,629	202,142	4.6%	20,000
<b>Off-Sale Only</b>			<b>441,505</b>	<b>\$111,060,641</b>	<b>\$82,840,810</b>	<b>\$28,219,831</b>	<b>25.4%</b>	<b>\$19,786,408</b>	<b>\$8,433,423</b>	<b>\$384,279</b>	<b>\$701,152</b>	<b>\$8,116,550</b>	<b>7.3%</b>	<b>\$6,318,522</b>
<b>On- &amp; Off-Sale</b>			<b>12,599</b>	<b>\$7,542,559</b>	<b>\$4,508,149</b>	<b>\$3,034,410</b>	<b>40.2%</b>	<b>\$2,489,368</b>	<b>\$545,042</b>	<b>\$35,236</b>	<b>\$121,679</b>	<b>\$458,599</b>	<b>6.1%</b>	<b>\$231,273</b>
<b>All Stores</b>			<b>454,104</b>	<b>\$118,603,200</b>	<b>\$87,348,959</b>	<b>\$31,254,241</b>	<b>26.4%</b>	<b>\$22,275,776</b>	<b>\$8,978,465</b>	<b>\$419,515</b>	<b>\$822,831</b>	<b>\$8,575,149</b>	<b>7.2%</b>	<b>\$6,549,795</b>

**Table 9  
Comparison of Greater Minnesota City Liquor Store Operations - 2011**

Name of City	Type of Store	Foot- notes	Population	Sales	Cost of Sales	Gross Profit		Operating		Nonoperating		Net Profit/(Loss)		Transfers To/(From) Other Funds
						Amount	Percent of Sales	Expenses	Income/(Loss)	Revenues	Expenses	Amount	Percent of Sales	
Ada	On- & Off-Sale	----	1,710	\$571,259	\$338,812	\$232,447	40.7%	\$205,975	\$26,472	\$----	\$----	\$26,472	4.6%	\$5,000
Aitkin	Off-Sale Only	----	2,160	890,949	710,643	180,306	20.2%	148,817	31,489	20,874	----	52,363	5.9%	40,000
Akeley	On- & Off-Sale	----	430	344,456	194,029	150,427	43.7%	138,228	12,199	2	----	12,201	3.5%	----
Alexandria	Off-Sale Only	----	12,920	4,609,760	3,613,420	996,340	21.6%	745,137	251,203	1,786	15,190	237,799	5.2%	200,000
Appleton	Off-Sale Only	----	1,403	481,825	347,516	134,309	27.9%	106,251	28,058	----	----	28,058	5.8%	----
Audubon	On- & Off-Sale	----	522	564,107	365,807	198,300	35.2%	198,256	44	6,932	10,881	(3,905)	-0.7%	5,000
Avoca	On- & Off-Sale	----	143	260,055	128,834	131,221	50.5%	120,239	10,982	3,331	1,168	13,145	5.1%	27,200
Bagley	Off-Sale Only	----	1,404	910,174	672,669	237,505	26.1%	197,910	39,595	1,470	----	41,065	4.5%	15,000
Balaton	On- & Off-Sale	----	645	425,937	262,493	163,444	38.4%	145,988	17,456	3,875	----	21,331	5.0%	10,000
Barnesville	Off-Sale Only	----	2,588	412,322	308,668	103,654	25.1%	79,101	24,553	1,761	----	26,314	6.4%	14,000
Barnum	On- & Off-Sale	----	614	442,307	234,512	207,795	47.0%	240,837	(33,042)	29,275	----	(3,767)	-0.9%	7,000
Battle Lake	Off-Sale Only	----	877	1,101,324	777,757	323,567	29.4%	225,537	98,030	1,946	----	99,976	9.1%	95,000
Baudette	On- & Off-Sale	----	1,111	1,312,239	839,335	472,904	36.0%	371,239	101,665	1,091	----	102,756	7.8%	50,000
Beaver Bay	On- & Off-Sale	----	181	395,259	207,179	188,080	47.6%	187,112	968	22	----	990	0.3%	----
Bemidji	Off-Sale Only	----	13,528	4,990,978	3,643,412	1,347,566	27.0%	719,913	627,653	4,645	16,871	615,427	12.3%	547,395
Benson	On- & Off-Sale	----	3,223	988,311	665,037	323,274	32.7%	296,960	26,314	15,113	----	41,427	4.2%	30,000
Bertha	On- & Off-Sale	[21]	498	135,907	74,685	61,222	45.0%	75,126	(13,904)	679	11,829	(25,054)	-18.4%	----
Big Falls	On- & Off-Sale	----	235	314,457	165,325	149,132	47.4%	128,395	20,737	1,642	----	22,379	7.1%	7,500
Big Lake	Off-Sale Only	----	10,164	3,115,859	2,304,378	811,481	26.0%	499,870	311,611	----	60,774	250,837	8.1%	257,000
Biscay	On- & Off-Sale	----	113	422,730	206,188	216,542	51.2%	294,097	(77,555)	23,936	40,423	(94,042)	-22.2%	(10,000)
Blackduck	On- & Off-Sale	----	797	818,204	519,201	299,003	36.5%	260,124	38,879	10,531	----	49,410	6.0%	25,000
Blue Earth	Off-Sale Only	----	3,348	1,414,217	1,054,441	359,776	25.4%	258,707	101,069	3,986	22,628	82,427	5.8%	----
Boyd	On- & Off-Sale	----	174	312,929	167,795	145,134	46.4%	142,388	2,746	10,001	----	12,747	4.1%	----
Braham	Off-Sale Only	----	1,812	1,217,196	930,885	286,311	23.5%	244,684	41,627	70,634	66,123	46,138	3.8%	36,000
Brandon	On- & Off-Sale	----	491	445,866	247,123	198,743	44.6%	154,151	44,592	1,484	----	46,076	10.3%	(10,255)
Browerville	On- & Off-Sale	----	791	443,057	245,108	197,949	44.7%	190,504	7,445	10,493	----	17,938	4.0%	(7,495)
Browns Valley	On- & Off-Sale	----	583	300,389	172,605	127,784	42.5%	116,070	11,714	7,582	----	19,296	6.4%	----
Buffalo	Off-Sale Only	----	15,580	4,113,498	2,952,792	1,160,706	28.2%	672,752	487,954	198,096	48,892	637,158	15.5%	500,000
Buffalo Lake	On- & Off-Sale	----	723	332,634	184,538	148,096	44.5%	164,297	(16,201)	23,035	----	6,834	2.1%	----
Butterfield	Off-Sale Only	----	586	220,520	167,085	53,435	24.2%	44,439	8,996	3,701	----	12,697	5.8%	----
Caledonia	Off-Sale Only	----	2,851	596,265	449,999	146,266	24.5%	138,940	7,326	----	----	7,326	1.2%	----
Callaway	On- & Off-Sale	----	236	526,421	276,518	249,903	47.5%	212,653	37,250	3,090	----	40,340	7.7%	11,956
Cambridge	Off-Sale Only	----	8,194	4,355,132	3,338,052	1,017,080	23.4%	658,571	358,509	10,216	5,654	363,071	8.3%	----
Canton	On- & Off-Sale	----	346	81,839	64,811	17,028	20.8%	20,809	(3,781)	1,854	----	(1,927)	-2.4%	----
Clarissa	On- & Off-Sale	----	682	364,387	230,042	134,345	36.9%	141,442	(7,097)	3,928	----	(3,169)	-0.9%	----
Clearbrook	On- & Off-Sale	----	521	482,506	266,316	216,190	44.8%	179,206	36,984	----	----	36,984	7.7%	20,000
Cleveland	On- & Off-Sale	----	717	185,728	109,150	76,578	41.2%	107,480	(30,902)	15,903	----	(14,999)	-8.1%	----
Clontarf	On- & Off-Sale	----	159	376,682	220,001	156,681	41.6%	172,425	(15,744)	9,000	651	(7,395)	-2.0%	(3,477)
Conger	On- & Off-Sale	----	147	352,476	193,076	159,400	45.2%	156,873	2,527	4,362	----	6,889	2.0%	3,600
Cook	Off-Sale Only	----	574	1,424,364	1,059,005	365,359	25.7%	218,957	146,402	5,127	----	151,529	10.6%	20,000
Cromwell	On- & Off-Sale	----	238	467,069	215,807	251,262	53.8%	181,579	69,683	10,179	238	79,624	17.0%	75,000
Dalton	Off-Sale Only	----	253	308,406	240,297	68,109	22.1%	71,201	(3,092)	1,409	----	(1,683)	-0.5%	----
Danvers	On- & Off-Sale	----	96	335,092	190,338	144,754	43.2%	138,534	6,220	655	----	6,875	2.1%	----
Darwin	Off-Sale Only	----	351	444,813	348,649	96,164	21.6%	86,383	9,781	7,365	----	17,146	3.9%	110,000
Dassel	Off-Sale Only	----	1,473	1,054,774	831,004	223,770	21.2%	184,561	39,209	25,154	40,133	24,230	2.3%	22,000
Dawson	Off-Sale Only	----	1,533	446,267	319,459	126,808	28.4%	128,179	(1,371)	21,849	----	20,478	4.6%	----
De Graff	On- & Off-Sale	----	112	468,680	212,172	256,508	54.7%	206,655	49,853	----	13,389	36,464	7.8%	1,020
Delano	Off-Sale Only	----	5,510	2,276,358	1,669,143	607,215	26.7%	428,542	178,673	2,037	----	180,710	7.9%	100,000
Detroit Lakes	Off-Sale Only	----	8,716	5,202,486	3,934,467	1,268,019	24.4%	359,660	908,359	48,798	69,600	887,557	17.1%	747,876
Eagle Bend	Off-Sale Only	----	532	272,468	165,794	106,674	39.2%	117,563	(10,889)	9,111	----	(1,778)	-0.7%	9,000
Elizabeth	Off-Sale Only	----	173	353,333	250,151	103,182	29.2%	92,616	10,566	500	----	11,066	3.1%	----
Elk River	Off-Sale Only	----	23,101	6,145,692	4,385,452	1,760,240	28.6%	947,692	812,548	45,444	33,827	824,165	13.4%	3,115,592
Ellendale	On- & Off-Sale	----	691	286,749	174,312	112,437	39.2%	138,821	(26,384)	134	----	(26,250)	-9.2%	(28,000)
Elmore	Off-Sale Only	----	665	153,073	117,120	35,953	23.5%	29,557	6,396	140	----	6,536	4.3%	----
Erhard	Off-Sale Only	----	148	300,602	224,588	76,014	25.3%	76,573	(559)	5,557	----	4,998	1.7%	----
Fairfax	On- & Off-Sale	----	1,225	504,847	295,859	244,988	45.3%	248,544	(3,556)	4,209	----	653	0.1%	----
Fairmont	Off-Sale Only	----	10,631	3,170,439	2,326,099	844,340	26.6%	524,112	320,228	6,885	----	327,113	10.3%	146,500
Fergus Falls	Off-Sale Only	----	13,103	5,244,209	3,821,399	1,422,810	27.1%	852,925	569,885	56,738	46,340	580,283	11.1%	340,811

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**Table 9  
Comparison of Greater Minnesota City Liquor Store Operations - 2011**

Name of City	Type of Store	Foot- notes	Population	Sales	Cost of Sales	Gross Profit		Operating		Nonoperating		Net Profit/(Loss)		Transfers To/(From) Other Funds
						Amount	Percent of Sales	Expenses	Income/(Loss)	Revenues	Expenses	Amount	Percent of Sales	
Fifty Lakes	On- & Off-Sale	----	390	382,435	177,656	204,779	53.5%	204,520	259	88	----	347	0.1%	----
Finlayson	On- & Off-Sale	----	316	509,215	280,015	229,200	45.0%	163,523	65,677	4,200	----	69,877	13.7%	24,279
Flensburg	On- & Off-Sale	----	227	344,247	158,380	185,867	54.0%	256,798	(70,931)	1,423	120,218	(189,726)	-55.1%	(50,000)
Foreston	On- & Off-Sale	----	529	333,151	151,046	182,105	54.7%	180,541	1,564	7,979	450	9,093	2.7%	----
Frazee	On- & Off-Sale	----	1,363	656,140	430,384	225,756	34.4%	202,281	23,475	109	----	23,584	3.6%	----
Gilman	On- & Off-Sale	----	227	368,703	162,534	206,169	55.9%	183,536	22,633	10,661	----	33,294	9.0%	----
Glencoe	Off-Sale Only	----	5,621	1,280,440	973,379	307,061	24.0%	173,617	133,444	105	----	133,549	10.4%	160,000
Glenwood	Off-Sale Only	----	2,553	1,123,425	875,474	247,951	22.1%	192,252	55,699	1,718	----	57,417	5.1%	40,000
Goodridge	On- & Off-Sale	----	134	333,238	163,995	169,243	50.8%	156,903	12,340	----	----	12,340	3.7%	10,000
Grand Marais	Off-Sale Only	----	1,356	1,631,349	1,089,824	541,525	33.2%	302,781	238,744	3,920	----	242,664	14.9%	200,000
Granite Falls	Off-Sale Only	----	2,879	956,646	708,406	248,240	25.9%	171,992	76,248	16,724	17,618	75,354	7.9%	98,275
Hackensack	On- & Off-Sale	----	314	1,010,349	701,244	309,105	30.6%	271,345	37,760	57	29,753	8,064	0.8%	----
Hadley	On- & Off-Sale	----	62	237,385	105,403	131,982	55.6%	141,519	(9,537)	7,960	----	(1,577)	-0.7%	5,000
Hanley Falls	On- & Off-Sale	----	301	217,459	134,506	82,953	38.1%	112,588	(29,635)	8,543	----	(21,092)	-9.7%	13,299
Hanska	On- & Off-Sale	----	397	303,599	166,301	137,298	45.2%	122,178	15,120	2,664	379	17,405	5.7%	----
Hawley	Off-Sale Only	----	2,087	880,160	652,931	227,229	25.8%	162,758	64,471	166	29,413	35,224	4.0%	5,000
Herman	On- & Off-Sale	----	433	336,939	185,308	151,631	45.0%	133,976	17,655	----	5,693	11,962	3.6%	----
Heron Lake	On- & Off-Sale	----	691	338,301	187,239	151,062	44.7%	133,714	17,348	101	3,905	13,544	4.0%	----
Hinckley	On- & Off-Sale	----	1,805	2,235,342	1,518,575	716,767	32.1%	555,484	161,283	429	42,923	118,789	5.3%	106,750
Hitterdal	On- & Off-Sale	----	207	395,746	173,913	221,833	56.1%	183,271	38,562	----	----	38,562	9.7%	55,990
Holdingford	On- & Off-Sale	----	710	351,111	193,088	158,023	45.0%	162,017	(3,994)	9,785	----	5,791	1.6%	14,500
Howard Lake	On- & Off-Sale	----	1,978	743,489	538,077	205,412	27.6%	192,106	13,306	77,993	11,280	80,019	10.8%	----
Hutchinson	Off-Sale Only	----	14,148	5,099,629	3,946,363	1,153,266	22.6%	651,933	501,333	4,503	43,308	462,528	9.1%	451,030
Isanti	Off-Sale Only	----	5,286	2,086,169	1,538,605	547,564	26.2%	376,161	171,403	10,161	----	181,564	8.7%	150,000
Isle	On- & Off-Sale	----	765	1,018,674	601,382	417,292	41.0%	302,716	114,576	12,729	----	127,305	12.5%	20,950
Ivanhoe	On- & Off-Sale	----	551	461,149	265,199	195,950	42.5%	202,026	(6,076)	230	337	(6,183)	-1.3%	----
Jackson	Off-Sale Only	----	3,294	985,721	796,265	189,456	19.2%	178,750	10,706	5,151	----	15,857	1.6%	41,000
Kasson	Off-Sale Only	----	6,010	1,098,000	869,678	228,322	20.8%	208,808	19,514	8,089	----	27,603	2.5%	14,000
Kelliher	On- & Off-Sale	----	264	380,054	199,440	180,614	47.5%	152,800	27,814	328	----	28,142	7.4%	20,000
Kellogg	On- & Off-Sale	----	450	124,401	80,157	44,244	35.6%	79,862	(35,618)	8,032	----	(27,586)	-22.2%	----
Kenyon	On- & Off-Sale	----	1,818	620,028	416,711	203,317	32.8%	182,444	20,873	13,665	637	33,901	5.5%	20,000
Kiester	Off-Sale Only	----	499	184,699	120,997	63,702	34.5%	53,819	9,883	----	----	9,883	5.4%	24,523
Lake Benton	On- & Off-Sale	----	677	320,430	183,485	136,945	42.7%	132,584	4,361	18	----	4,379	1.4%	----
Lake Park	On- & Off-Sale	----	783	656,305	382,668	273,637	41.7%	259,763	13,874	3,615	----	17,489	2.7%	----
Lake Wilson	On- & Off-Sale	[21]	248	116	----	116	100.0%	3,846	(3,730)	1,250	444	(2,924)	-2520.7%	109,017
Lakefield	Off-Sale Only	----	1,690	385,363	275,182	110,181	28.6%	79,890	30,291	3,514	22	33,783	8.8%	3,000
Lancaster	On- & Off-Sale	----	338	277,893	150,943	126,950	45.7%	92,527	34,423	839	----	35,262	12.7%	20,000
Le Center	On- & Off-Sale	----	2,506	844,283	526,389	317,894	37.7%	276,869	41,025	160	6,452	34,733	4.1%	50,000
Lewisville	On- & Off-Sale	----	250	228,708	124,362	104,346	45.6%	115,726	(11,380)	9,441	----	(1,939)	-0.8%	----
Lindstrom	On- & Off-Sale	----	4,464	2,336,898	1,660,798	676,100	28.9%	558,106	117,994	35,164	----	153,158	6.6%	155,700
Litchfield	Off-Sale Only	----	6,721	1,943,424	1,482,464	460,960	23.7%	316,105	144,855	1,768	----	146,623	7.5%	59,000
Littlefork	On- & Off-Sale	----	646	406,710	240,324	166,386	40.9%	153,939	12,447	----	----	14,174	3.5%	----
Long Prairie	Off-Sale Only	----	3,445	1,286,535	988,875	297,660	23.1%	172,188	125,472	2,692	----	128,164	10.0%	90,000
Longville	On- & Off-Sale	----	154	1,410,804	918,748	492,056	34.9%	369,552	122,504	1,366	7,757	116,113	8.2%	----
Lonsdale	Off-Sale Only	----	3,721	1,293,363	1,007,107	286,256	22.1%	267,378	18,878	397	----	19,275	1.5%	----
Luverne	Off-Sale Only	----	4,745	1,103,616	778,111	325,505	29.5%	241,361	84,144	5,036	----	89,180	8.1%	45,000
Madelia	Off-Sale Only	----	2,307	387,059	305,737	81,322	21.0%	58,565	22,757	594	----	23,351	6.0%	35,000
Madison	Off-Sale Only	----	1,542	435,512	318,668	116,844	26.8%	108,650	8,194	1,680	----	9,874	2.3%	11,000
Mahnomen	On- & Off-Sale	----	1,215	982,393	665,932	316,461	32.2%	287,851	28,610	35,278	29,010	34,878	3.6%	----
Maple Lake	Off-Sale Only	----	2,081	1,267,616	958,870	308,746	24.4%	274,837	33,909	3,699	----	37,608	3.0%	20,000
Mapleton	On- & Off-Sale	----	1,761	546,919	362,323	184,596	33.8%	230,698	(46,102)	18,797	----	(27,305)	-5.0%	----
Marshall	Off-Sale Only	----	13,767	3,570,487	2,692,836	877,651	24.6%	386,684	490,967	2,487	1,857	491,597	13.8%	1,424,204
Mazeppa	On- & Off-Sale	----	844	321,618	195,916	125,702	39.1%	129,499	(3,797)	8,500	----	4,703	1.5%	----
Medford	On- & Off-Sale	----	1,243	358,341	188,421	169,920	47.4%	173,185	(3,265)	7,620	----	4,355	1.2%	10,000
Menahga	On- & Off-Sale	----	1,300	714,177	419,356	294,821	41.3%	251,159	43,662	2,869	1,992	44,539	6.2%	50,000
Mentor	On- & Off-Sale	----	153	488,183	262,507	225,676	46.2%	194,526	31,150	693	----	31,843	6.5%	46,000
Milaca	Off-Sale Only	----	2,944	1,816,473	1,382,307	434,166	23.9%	314,981	119,185	6,439	25,998	99,626	5.5%	25,000
Millerville	On- & Off-Sale	----	105	347,203	192,101	155,102	44.7%	119,797	35,305	743	----	36,048	10.4%	----

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Name of City	Type of Store	Foot- notes	Population	Sales	Cost of Sales	Gross Profit		Operating		Nonoperating		Net Profit/(Loss)		Transfers To/(From) Other Funds
						Amount	Percent of Sales	Expenses	Income/(Loss)	Revenues	Expenses	Amount	Percent of Sales	
Miltona	On- & Off-Sale	----	419	625,030	351,562	273,468	43.8%	231,936	41,532	3,206	----	44,738	7.2%	----
Montevideo	Off-Sale Only	----	5,360	2,040,406	1,516,326	524,080	25.7%	402,426	121,654	2,350	58	123,946	6.1%	100,000
Monticello	Off-Sale Only	----	12,840	4,653,476	3,502,213	1,151,263	24.7%	658,999	492,264	202,961	----	695,225	14.9%	250,000
Moose Lake	On- & Off-Sale	----	2,791	1,069,875	686,701	383,174	35.8%	335,284	47,890	----	50,485	(2,595)	-0.2%	----
Mora	Off-Sale Only	----	3,557	2,645,500	1,961,735	683,765	25.8%	451,834	231,931	6,604	61,750	176,785	6.7%	270,000
Morris	Off-Sale Only	----	5,343	1,641,525	1,247,381	394,144	24.0%	253,056	141,088	4,958	----	146,046	8.9%	98,115
Nevis	On- & Off-Sale	----	393	550,543	319,132	231,411	42.0%	168,578	62,833	4,499	----	67,332	12.2%	30,000
New York Mills	On- & Off-Sale	----	1,195	703,384	455,712	247,672	35.2%	194,539	53,133	4,923	----	58,056	8.3%	70,750
Nisswa	On- & Off-Sale	----	1,979	3,043,426	2,165,051	878,375	28.9%	679,326	199,049	----	12,721	186,328	6.1%	173,403
North Branch	Off-Sale Only	----	10,122	2,145,494	1,540,049	605,445	28.2%	419,628	185,817	7	29,104	156,720	7.3%	124,603
Northfield	Off-Sale Only	----	20,454	2,850,182	2,110,126	740,056	26.0%	541,411	198,645	32,096	----	230,741	8.1%	131,280
Northome	On- & Off-Sale	----	202	319,287	166,838	152,449	47.7%	107,880	44,569	15	----	44,584	14.0%	20,000
Ogema	On- & Off-Sale	----	192	325,676	185,948	139,728	42.9%	114,062	25,666	3,231	----	28,897	8.9%	20,156
Ogilvie	On- & Off-Sale	----	362	421,138	232,796	188,342	44.7%	173,523	14,819	2,364	11,872	5,311	1.3%	11,872
Okabena	On- & Off-Sale	----	189	246,222	156,384	89,838	36.5%	101,209	(11,371)	3,871	----	(7,500)	-3.0%	----
Olivia	On- & Off-Sale	----	2,479	888,052	641,675	246,377	27.7%	276,411	(30,034)	13,919	----	(16,115)	-1.8%	----
Orr	On- & Off-Sale	----	268	511,173	313,665	197,508	38.6%	158,930	38,578	7,660	19	46,219	9.0%	22,000
Osakis	On- & Off-Sale	----	1,742	666,964	379,438	287,526	43.1%	243,932	43,594	19,723	----	63,317	9.5%	33,719
Palisade	On- & Off-Sale	----	163	378,880	255,830	123,050	32.5%	132,922	(9,872)	17,446	----	7,574	2.0%	----
Park Rapids	Off-Sale Only	----	3,708	3,098,425	2,334,969	763,456	24.6%	445,211	318,245	1,856	----	320,101	10.3%	392,298
Parkers Prairie	On- & Off-Sale	----	1,011	647,984	415,260	232,724	35.9%	205,725	26,999	80	28,430	(1,351)	-0.2%	----
Paynesville	Off-Sale Only	----	2,434	1,070,424	842,939	227,485	21.3%	220,553	6,932	232,891	----	239,823	22.4%	34,109
Pelican Rapids	Off-Sale Only	----	2,476	1,119,405	818,333	301,072	26.9%	171,767	129,305	3,736	29,157	103,884	9.3%	(42,288)
Perham	Off-Sale Only	----	2,995	2,478,482	1,802,237	676,245	27.3%	336,870	339,375	9,325	75,803	272,897	11.0%	120,750
Pine City	Off-Sale Only	----	3,119	1,661,417	1,203,043	458,374	27.6%	320,453	137,921	5,904	----	143,825	8.7%	100,000
Pipestone	Off-Sale Only	----	4,308	1,313,905	955,761	358,144	27.3%	206,838	151,306	5,702	----	157,008	11.9%	50,000
Plainview	On- & Off-Sale	----	3,348	621,117	377,177	243,940	39.3%	217,611	26,329	5,759	----	32,088	5.2%	----
Princeton	Off-Sale Only	----	4,698	2,579,665	1,960,744	618,921	24.0%	441,774	177,147	14,636	----	191,783	7.4%	5,610
Proctor	Off-Sale Only	----	3,058	896,730	680,968	215,762	24.1%	183,701	32,061	64	----	32,125	3.6%	3,000
Randall	On- & Off-Sale	----	651	537,361	353,167	184,194	34.3%	180,209	3,985	6,634	----	10,619	2.0%	----
Ranier	On- & Off-Sale	----	609	416,257	174,302	241,955	58.1%	199,922	42,033	1,463	----	43,496	10.4%	50,000
Redwood Falls	Off-Sale Only	----	5,248	1,716,357	1,283,525	432,832	25.2%	331,912	100,920	19,608	32,243	88,285	5.1%	80,000
Remer	On- & Off-Sale	----	367	537,073	324,235	212,838	39.6%	180,206	32,632	----	----	32,632	6.1%	500
Roseau	Off-Sale Only	----	2,622	1,618,780	1,155,825	462,955	28.6%	246,159	216,796	409	----	217,205	13.4%	----
Round Lake	Off-Sale Only	----	374	144,599	115,651	28,948	20.0%	32,710	(3,762)	2,998	----	(764)	-0.5%	----
Rush City	Off-Sale Only	----	3,091	1,072,035	820,792	251,243	23.4%	262,872	(11,629)	101	----	(11,528)	-1.1%	11,000
Rushford	On- & Off-Sale	[21]	1,749	149,863	122,929	26,934	18.0%	112,516	(85,582)	3,379	18,673	(100,876)	-67.3%	----
Russell	On- & Off-Sale	----	336	267,436	142,771	124,665	46.6%	120,384	4,281	1,780	----	6,061	2.3%	----
Sacred Heart	On- & Off-Sale	----	541	465,551	280,401	185,150	39.8%	189,097	(3,947)	12,721	----	8,774	1.9%	----
Saint Hilaire	On- & Off-Sale	----	283	418,093	251,843	166,250	39.8%	189,464	(23,214)	3,923	----	(19,291)	-4.6%	----
Saint James	Off-Sale Only	----	4,597	979,615	659,590	320,025	32.7%	165,604	154,421	2,176	----	156,597	16.0%	74,600
Sauk Rapids	Off-Sale Only	----	12,796	2,253,057	1,762,679	490,378	21.8%	405,076	85,302	11,739	----	97,041	4.3%	----
Sebekka	On- & Off-Sale	----	708	467,155	266,370	200,785	43.0%	176,830	23,955	77	----	24,032	5.1%	47,390
Sherburn	On- & Off-Sale	----	1,131	743,669	497,610	246,059	33.1%	240,648	5,411	6	----	5,417	0.7%	----
Silver Bay	On- & Off-Sale	----	1,869	902,688	541,300	361,388	40.0%	368,697	(7,309)	2,508	15,099	(19,900)	-2.2%	----
Silver Lake	On- & Off-Sale	----	835	535,744	297,297	238,447	44.5%	231,437	7,010	388	----	7,398	1.4%	10,000
Sleepy Eye	Off-Sale Only	----	3,598	563,827	419,916	143,911	25.5%	140,140	3,771	5,451	----	9,222	1.6%	15,000
South Haven	On- & Off-Sale	----	189	251,309	119,017	132,292	52.6%	131,842	450	14,479	----	14,929	5.9%	----
Spring Grove	On- & Off-Sale	----	1,324	356,546	223,381	133,165	37.3%	139,239	(6,074)	553	----	(5,521)	-1.5%	----
Stacy	On- & Off-Sale	----	1,456	2,524,782	1,653,003	871,779	34.5%	680,166	191,613	30,833	83,882	138,564	5.5%	30,000
Thief River Falls	Off-Sale Only	----	8,587	4,216,698	3,229,473	987,225	23.4%	589,665	397,560	13,759	----	411,319	9.8%	362,835
Tracy	On- & Off-Sale	----	2,178	808,575	486,553	322,022	39.8%	345,057	(23,035)	6,578	494	(16,951)	-2.1%	20,000
Twin Valley	On- & Off-Sale	----	823	549,560	319,876	229,684	41.8%	208,384	21,300	332	----	21,632	3.9%	----
Two Harbors	Off-Sale Only	----	3,728	1,699,109	1,232,876	466,233	27.4%	407,209	59,024	4,693	----	63,717	3.8%	196,373
Ulen	On- & Off-Sale	----	553	340,507	171,633	168,874	49.6%	136,784	32,090	586	----	32,676	9.6%	----
Underwood	Off-Sale Only	----	339	422,642	294,711	127,931	30.3%	105,696	22,235	1,029	----	23,264	5.5%	5,000
Vergas	Off-Sale Only	----	332	590,874	443,337	147,537	25.0%	115,262	32,275	8,648	----	40,923	6.9%	3,647
Verndale	On- & Off-Sale	----	601	247,947	145,329	102,618	41.4%	121,795	(19,177)	1,609	2,193	(19,761)	-8.0%	(100,321)

**Table 9**  
**Comparison of Greater Minnesota City Liquor Store Operations - 2011**

Name of City	Type of Store	Foot- notes	Population	Sales	Cost of Sales	Gross Profit		Operating		Nonoperating		Net Profit/(Loss)		Transfers To/(From) Other Funds
						Amount	Percent of Sales	Expenses	Income/(Loss)	Revenues	Expenses	Amount	Percent of Sales	
Vesta	On- & Off-Sale	----	319	206,586	117,180	89,406	43.3%	100,941	(11,535)	----	----	(11,535)	-5.6%	----
Wadena	Off-Sale Only	----	4,014	1,685,569	1,266,987	418,582	24.8%	244,505	174,077	4,946	----	179,023	10.6%	181,403
Waldorf	On- & Off-Sale	----	230	193,975	109,413	84,562	43.6%	93,606	(9,044)	8,645	----	(399)	-0.2%	----
Walker	On- & Off-Sale	----	925	907,638	664,173	243,465	26.8%	143,694	99,771	240	----	100,011	11.0%	----
Walnut Grove	On- & Off-Sale	----	871	497,682	254,500	243,182	48.9%	213,260	29,922	959	----	30,881	6.2%	10,500
Warroad	Off-Sale Only	----	1,768	1,268,403	920,823	347,580	27.4%	212,915	134,665	2,667	----	137,332	10.8%	85,000
Waverly	On- & Off-Sale	----	1,371	951,830	667,657	284,173	29.9%	247,015	37,158	55	7,190	30,023	3.2%	----
Wells	On- & Off-Sale	----	2,338	696,242	483,447	212,795	30.6%	246,814	(34,019)	6,452	----	(27,567)	-4.0%	25,000
West Concord	On- & Off-Sale	----	785	374,461	203,623	170,838	45.6%	165,452	5,386	5,030	----	10,416	2.8%	----
Williams	On- & Off-Sale	----	190	287,576	164,186	123,390	42.9%	183,958	(60,568)	----	----	(60,568)	-21.1%	----
Wilmont	On- & Off-Sale	----	337	235,608	129,995	105,613	44.8%	123,919	(18,306)	533	----	(17,773)	-7.5%	----
Windom	Off-Sale Only	----	4,649	1,499,600	1,052,441	447,159	29.8%	313,731	133,428	----	----	133,428	8.9%	70,937
Winton	On- & Off-Sale	----	170	287,075	114,033	173,042	60.3%	145,220	27,822	131	9,337	18,616	6.5%	16,600
Wolf Lake	On- & Off-Sale	----	59	405,228	205,371	199,857	49.3%	180,114	19,743	2,768	3,447	19,064	4.7%	25,000
Worthington	Off-Sale Only	----	12,829	2,833,232	2,109,291	723,941	25.6%	411,119	312,822	4,363	----	317,185	11.2%	200,000
<b>Off-Sale Only</b>			<b>383,918</b>	<b>\$136,802,422</b>	<b>\$101,971,164</b>	<b>\$34,831,258</b>	<b>25.5%</b>	<b>\$22,591,756</b>	<b>\$12,239,502</b>	<b>\$1,239,749</b>	<b>\$772,363</b>	<b>\$12,706,888</b>	<b>9.3%</b>	<b>\$12,135,478</b>
<b>On- &amp; Off-Sale</b>			<b>89,304</b>	<b>\$61,823,483</b>	<b>\$37,719,598</b>	<b>\$24,103,885</b>	<b>39.0%</b>	<b>\$22,099,320</b>	<b>\$2,004,565</b>	<b>\$696,752</b>	<b>\$583,651</b>	<b>\$2,117,666</b>	<b>3.4%</b>	<b>\$1,417,103</b>
<b>All Stores</b>			<b>473,222</b>	<b>\$198,625,905</b>	<b>\$139,690,762</b>	<b>\$58,935,143</b>	<b>29.7%</b>	<b>\$44,691,076</b>	<b>\$14,244,067</b>	<b>\$1,936,501</b>	<b>\$1,356,014</b>	<b>\$14,824,554</b>	<b>7.5%</b>	<b>\$13,552,581</b>

Footnotes: [21] Discontinued liquor operations.

## **Appendix 2**

### **2011 Liquor Store Tables and Maps by Economic Development Region**

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**Table 10**  
**Comparison of Off-Sale City Liquor Store Operations - 2011**  
**Average Per Store by Economic Development Region**

Region	Population	Number of Stores	Sales	Cost of Sales	Gross Profit		Operating		Nonoperating		Net Income/(Loss)	Transfers To/(From) Other Funds
					Amount	Percent of Sales	Expenses	Income	Revenues	Expenses		
1 - Northwest	12,977	3	\$2,367,960	\$1,768,707	\$599,253	25.3%	\$349,580	\$249,674	\$5,612	\$---	\$255,285	\$149,278
2 - Headwaters	18,640	4	2,249,894	1,662,763	587,132	26.1%	340,759	246,373	1,993	4,218	244,148	238,673
3 - Arrowhead	10,876	5	1,308,500	954,663	353,837	27.0%	252,293	101,544	6,936	----	108,480	91,875
4 - West Central	54,903	17	1,516,997	1,135,597	381,400	25.1%	225,907	155,494	8,710	15,618	148,586	95,759
5 - North Central	7,991	3	1,081,524	807,219	274,305	25.4%	178,085	96,220	5,583	----	101,803	93,468
6E - Southwest Central	28,314	5	1,964,616	1,516,372	448,244	22.8%	282,520	165,724	7,779	16,688	156,815	160,406
6W - Upper Southwest	12,717	5	872,131	642,075	230,056	26.4%	183,500	46,557	8,521	3,535	51,542	41,855
7E - East Central	42,823	9	2,175,453	1,630,690	544,763	25.0%	387,884	156,879	13,856	20,959	149,776	80,246
7W - Central	84,506	10	2,489,598	1,837,847	651,751	26.2%	410,832	240,919	69,687	14,349	296,257	427,670
8 - Southwest	50,904	9	1,505,876	1,117,674	388,202	25.8%	242,555	145,647	5,429	3,791	147,284	212,682
9 - South Central	26,231	8	884,181	646,373	237,808	26.9%	159,368	78,440	2,867	2,829	78,478	36,953
10 - Southeast	33,036	4	1,459,453	1,109,228	350,225	24.0%	289,134	61,091	10,146	----	71,236	36,320
11 - 7-County Metro Area	441,505	36	3,085,018	2,301,134	783,884	25.4%	549,622	234,262	10,674	19,476	225,460	175,515
<b>Average for Off-Sale</b>	<b>825,423</b>	<b>118</b>	<b>\$2,100,534</b>	<b>\$1,566,203</b>	<b>\$534,331</b>	<b>25.4%</b>	<b>\$359,137</b>	<b>\$175,194</b>	<b>\$13,763</b>	<b>\$12,487</b>	<b>\$176,470</b>	<b>\$156,390</b>

**Table 11**  
**Comparison of On-Sale City Liquor Store Operations - 2011**  
**Average Per Store by Economic Development Region**

Region	Population	Number of Stores	Sales	Cost of Sales	Gross Profit		Operating		Nonoperating		Net Income/(Loss)	Transfers To/(From) Other Funds
					Amount	Percent of Sales	Expenses	Income	Revenues	Expenses		
1 - Northwest	3,441	6	\$439,704	\$247,996	\$191,708	43.6%	\$174,630	\$17,079	\$965	\$---	\$18,043	\$13,500
2 - Headwaters	4,921	10	515,797	316,757	199,040	38.6%	174,198	24,842	5,173	2,901	27,114	14,500
3 - Arrowhead	7,986	12	492,586	276,318	216,268	43.9%	195,060	21,209	6,006	6,265	20,950	16,508
4 - West Central	9,894	16	496,493	286,959	209,534	42.2%	180,457	29,077	3,630	3,028	29,678	13,270
5 - North Central	9,587	17	620,351	402,561	217,789	35.1%	190,736	27,054	1,733	10,968	17,818	6,675
6E - Southwest Central	5,916	6	530,926	317,660	213,267	40.2%	233,981	(20,714)	13,035	6,737	(14,416)	----
6W - Upper Southwest	4,065	6	449,859	264,975	184,884	41.1%	178,258	6,626	7,219	2,340	11,504	6,807
7E - East Central	9,697	9	1,042,133	677,513	364,621	35.0%	290,451	74,170	10,411	15,459	69,122	38,839
7W - Central	4,475	5	533,288	336,075	197,214	37.0%	183,303	13,911	22,595	3,694	32,811	2,900
8 - Southwest	7,247	13	331,191	186,157	145,034	43.8%	144,976	58	2,345	488	1,915	13,978
9 - South Central	9,330	8	467,890	297,374	170,516	36.4%	179,252	(8,736)	7,759	854	(1,832)	9,375
10 - Southeast	12,745	11	331,585	203,683	127,902	38.6%	137,846	(9,944)	5,353	1,755	(6,346)	509
11 - 7-County Metro Area	12,599	3	2,514,186	1,502,716	1,011,470	40.2%	829,789	181,681	11,745	40,560	152,866	77,091
<b>Average for On-Sale</b>	<b>101,903</b>	<b>122</b>	<b>\$568,574</b>	<b>\$346,129</b>	<b>\$222,445</b>	<b>39.1%</b>	<b>\$201,547</b>	<b>\$20,898</b>	<b>\$6,000</b>	<b>\$5,781</b>	<b>\$21,117</b>	<b>\$13,511</b>

**Table 12**  
**Comparison of City Liquor Store Operations - 2011**  
**Listed by Economic Development Region and City**

Region and City	Type of Store	Foot- notes	Population	Sales	Cost of Sales	Gross Profit	Operating			Nonoperating		Net Profit/(Loss)		Transfers To/(From) Other Funds
							Expenses	as a Percent of Sales	Income/ (Loss)	Revenues	Expenses	Amount	Percent of Sales	
<b>1 - Northwest</b>														
Ada	On- & Off-Sale	---	1,710	\$571,259	\$338,812	\$232,447	\$205,975	36.1%	\$26,472	\$---	\$---	\$26,472	4.6%	\$5,000
Goodridge	On- & Off-Sale	---	134	333,238	163,995	169,243	156,903	47.1%	12,340	---	---	12,340	3.7%	10,000
Lancaster	On- & Off-Sale	---	338	277,893	150,943	126,950	92,527	33.3%	34,423	839	---	35,262	12.7%	20,000
Mentor	On- & Off-Sale	---	153	488,183	262,507	225,676	194,526	39.8%	31,150	693	---	31,843	6.5%	46,000
Roseau	Off-Sale Only	---	2,622	1,618,780	1,155,825	462,955	246,159	15.2%	216,796	409	---	217,205	13.4%	---
Saint Hilaire	On- & Off-Sale	---	283	418,093	251,843	166,250	189,464	45.3%	(23,214)	3,923	---	(19,291)	-4.6%	---
Thief River Falls	Off-Sale Only	---	8,587	4,216,698	3,229,473	987,225	589,665	14.0%	397,560	13,759	---	411,319	9.8%	362,835
Twin Valley	On- & Off-Sale	---	823	549,560	319,876	229,684	208,384	37.9%	21,300	332	---	21,632	3.9%	---
Warroad	Off-Sale Only	---	1,768	1,268,403	920,823	347,580	212,915	16.8%	134,665	2,667	---	137,332	10.8%	85,000
<b>Total for Region</b>			<b>16,418</b>	<b>\$9,742,107</b>	<b>\$6,794,097</b>	<b>\$2,948,010</b>	<b>\$2,096,518</b>	<b>21.5%</b>	<b>\$851,492</b>	<b>\$22,622</b>	<b>\$---</b>	<b>\$874,114</b>	<b>9.0%</b>	<b>\$528,835</b>
<b>Percent of Total MLS Operations</b>			<b>1.8%</b>	<b>3.1%</b>	<b>3.0%</b>	<b>3.3%</b>	<b>3.1%</b>	<b>---</b>	<b>3.7%</b>	<b>1.0%</b>	<b>---</b>	<b>3.7%</b>	<b>---</b>	<b>2.6%</b>
<b>2 - Headwaters</b>														
Akeley	On- & Off-Sale	---	430	\$344,456	\$194,029	\$150,427	\$138,228	40.1%	\$12,199	\$2	\$---	\$12,201	3.5%	\$---
Bagley	Off-Sale Only	---	1,404	910,174	672,669	237,505	197,910	21.7%	39,595	1,470	---	41,065	4.5%	15,000
Baudette	On- & Off-Sale	---	1,111	1,312,239	839,335	472,904	371,239	28.3%	101,665	1,091	---	102,756	7.8%	50,000
Bemidji	Off-Sale Only	---	13,528	4,990,978	3,643,412	1,347,566	719,913	14.4%	627,653	4,645	16,871	615,427	12.3%	547,395
Blackduck	On- & Off-Sale	---	797	818,204	519,201	299,003	260,124	31.8%	38,879	10,531	---	49,410	6.0%	25,000
Clearbrook	On- & Off-Sale	---	521	482,506	266,316	216,190	179,206	37.1%	36,984	---	---	36,984	7.7%	20,000
Kelliher	On- & Off-Sale	---	264	380,054	199,440	180,614	152,800	40.2%	27,814	328	---	28,142	7.4%	20,000
Mahnomen	On- & Off-Sale	---	1,215	982,393	665,932	316,461	287,851	29.3%	28,610	35,278	29,010	34,878	3.6%	---
Nevis	On- & Off-Sale	---	393	550,543	319,132	231,411	168,578	30.6%	62,833	4,499	---	67,332	12.2%	30,000
Park Rapids	Off-Sale Only	---	3,708	3,098,425	2,334,969	763,456	445,211	14.4%	318,245	1,856	---	320,101	10.3%	392,298
Williams	On- & Off-Sale	---	190	287,576	164,186	123,390	183,958	64.0%	(60,568)	---	---	(60,568)	-21.1%	---
<b>Total for Region</b>			<b>23,561</b>	<b>\$14,157,548</b>	<b>\$9,818,621</b>	<b>\$4,338,927</b>	<b>\$3,105,018</b>	<b>21.9%</b>	<b>\$1,233,909</b>	<b>\$59,700</b>	<b>\$45,881</b>	<b>\$1,247,728</b>	<b>8.8%</b>	<b>\$1,099,693</b>
<b>Percent of Total MLS Operations</b>			<b>2.5%</b>	<b>4.5%</b>	<b>4.3%</b>	<b>4.8%</b>	<b>4.6%</b>	<b>---</b>	<b>5.3%</b>	<b>2.5%</b>	<b>2.1%</b>	<b>5.3%</b>	<b>---</b>	<b>5.5%</b>
<b>3 - Arrowhead</b>														
Aitkin	Off-Sale Only	---	2,160	\$890,949	\$710,643	\$180,306	\$148,817	16.7%	\$31,489	\$20,874	\$---	\$52,363	5.9%	\$40,000
Barnum	On- & Off-Sale	---	614	442,307	234,512	207,795	240,837	54.5%	(33,042)	29,275	---	(3,767)	-0.9%	7,000
Beaver Bay	On- & Off-Sale	---	181	395,259	207,179	188,080	187,112	47.3%	968	22	---	990	0.3%	---
Big Falls	On- & Off-Sale	---	235	314,457	165,325	149,132	128,395	40.8%	20,737	1,642	---	22,379	7.1%	7,500
Cook	Off-Sale Only	---	574	1,424,364	1,059,005	365,359	218,957	15.4%	146,402	5,127	---	151,529	10.6%	20,000
Cromwell	On- & Off-Sale	---	238	467,069	215,807	251,262	181,579	38.9%	69,683	10,179	238	79,624	17.0%	75,000
Grand Marais	Off-Sale Only	---	1,356	1,631,349	1,089,824	541,525	302,781	18.6%	238,744	3,920	---	242,664	14.9%	200,000
Littlefork	On- & Off-Sale	---	646	406,710	240,324	166,386	153,939	37.8%	12,447	1,727	---	14,174	3.5%	---
Moose Lake	On- & Off-Sale	---	2,791	1,069,875	686,701	383,174	335,284	31.3%	47,890	---	50,485	(2,595)	-0.2%	---
Northome	On- & Off-Sale	---	202	319,287	166,838	152,449	107,880	33.8%	44,569	15	---	44,584	14.0%	20,000
Orr	On- & Off-Sale	---	268	511,173	313,665	197,508	158,930	31.1%	38,578	7,660	19	46,219	9.0%	22,000
Palisade	On- & Off-Sale	---	163	378,880	255,830	123,050	132,922	35.1%	(9,872)	17,446	---	7,574	2.0%	---
Proctor	Off-Sale Only	---	3,058	896,730	680,968	215,762	183,701	20.5%	32,061	64	---	32,125	3.6%	3,000
Ranier	On- & Off-Sale	---	609	416,257	174,302	241,955	199,922	48.0%	42,033	1,463	---	43,496	10.4%	50,000
Silver Bay	On- & Off-Sale	---	1,869	902,688	541,300	361,388	368,697	40.8%	(7,309)	2,508	15,099	(19,900)	-2.2%	---
Two Harbors	Off-Sale Only	---	3,728	1,699,109	1,232,876	466,233	407,209	24.0%	59,024	4,693	---	63,717	3.8%	196,373
Winton	On- & Off-Sale	---	170	287,075	114,033	173,042	145,220	50.6%	27,822	131	9,337	18,616	6.5%	16,600
<b>Total for Region</b>			<b>18,862</b>	<b>\$12,453,538</b>	<b>\$8,089,132</b>	<b>\$4,364,406</b>	<b>\$3,602,182</b>	<b>28.9%</b>	<b>\$762,224</b>	<b>\$106,746</b>	<b>\$75,178</b>	<b>\$793,792</b>	<b>6.4%</b>	<b>\$657,473</b>
<b>Percent of Total MLS Operations</b>			<b>2.0%</b>	<b>3.9%</b>	<b>3.6%</b>	<b>4.8%</b>	<b>5.4%</b>	<b>---</b>	<b>3.3%</b>	<b>4.5%</b>	<b>3.5%</b>	<b>3.4%</b>	<b>---</b>	<b>3.3%</b>

**Table 12**  
**Comparison of City Liquor Store Operations - 2011**  
**Listed by Economic Development Region and City**

Region and City	Type of Store	Foot- notes	Population	Sales	Cost of Sales	Gross Profit	Operating Expenses as a Percent of Sales			Nonoperating		Net Profit/(Loss)		Transfers To/(From) Other Funds
							Expenses	Income/ (Loss)	Revenues	Expenses	Amount	Percent of Sales		
<b>4 - West Central</b>														
Alexandria	Off-Sale Only	---	12,920	\$4,609,760	\$3,613,420	\$996,340	\$745,137	16.2%	\$251,203	\$1,786	\$15,190	\$237,799	5.2%	\$200,000
Audubon	On- & Off-Sale	---	522	564,107	365,807	198,300	198,256	35.1%	44	6,932	10,881	(3,905)	-0.7%	5,000
Barnesville	Off-Sale Only	---	2,588	412,322	308,668	103,654	79,101	19.2%	24,553	1,761	---	26,314	6.4%	14,000
Battle Lake	Off-Sale Only	---	877	1,101,324	777,757	323,567	225,537	20.5%	98,030	1,946	---	99,976	9.1%	95,000
Brandon	On- & Off-Sale	---	491	445,866	247,123	198,743	154,151	34.6%	44,592	1,484	---	46,076	10.3%	(10,255)
Browns Valley	On- & Off-Sale	---	583	300,389	172,605	127,784	116,070	38.6%	11,714	7,582	---	19,296	6.4%	---
Callaway	On- & Off-Sale	---	236	526,421	276,518	249,903	212,653	40.4%	37,250	3,090	---	40,340	7.7%	11,956
Dalton	Off-Sale Only	---	253	308,406	240,297	68,109	71,201	23.1%	(3,092)	1,409	---	(1,683)	-0.5%	---
Detroit Lakes	Off-Sale Only	---	8,716	5,202,486	3,934,467	1,268,019	359,660	6.9%	908,359	48,798	69,600	887,557	17.1%	747,876
Elizabeth	Off-Sale Only	---	173	353,333	250,151	103,182	92,616	26.2%	10,566	500	---	11,066	3.1%	---
Erhard	Off-Sale Only	---	148	300,602	224,588	76,014	76,573	25.5%	(559)	5,557	---	4,998	1.7%	---
Fergus Falls	Off-Sale Only	---	13,103	5,244,209	3,821,399	1,422,810	852,925	16.3%	569,885	56,738	46,340	580,283	11.1%	340,811
Frazee	On- & Off-Sale	---	1,363	656,140	430,384	225,756	202,281	30.8%	23,475	109	---	23,584	3.6%	---
Glenwood	Off-Sale Only	---	2,553	1,123,425	875,474	247,951	192,252	17.1%	55,699	1,718	---	57,417	5.1%	40,000
Hawley	Off-Sale Only	---	2,087	880,160	652,931	227,229	162,758	18.5%	64,471	166	29,413	35,224	4.0%	5,000
Herman	On- & Off-Sale	---	433	336,939	185,308	151,631	133,976	39.8%	17,655	---	5,693	11,962	3.6%	---
Hitterdal	On- & Off-Sale	---	207	395,746	173,913	221,833	183,271	46.3%	38,562	---	---	38,562	9.7%	55,990
Lake Park	On- & Off-Sale	---	783	656,305	382,668	273,637	259,763	39.6%	13,874	3,615	---	17,489	2.7%	---
Millerville	On- & Off-Sale	---	105	347,203	192,101	155,102	119,797	34.5%	35,305	743	---	36,048	10.4%	---
Miltona	On- & Off-Sale	---	419	625,030	351,562	273,468	231,936	37.1%	41,532	3,206	---	44,738	7.2%	---
Morris	Off-Sale Only	---	5,343	1,641,525	1,247,381	394,144	253,056	15.4%	141,088	4,958	---	146,046	8.9%	98,115
New York Mills	On- & Off-Sale	---	1,195	703,384	455,712	247,672	194,539	27.7%	53,133	4,923	---	58,056	8.3%	70,750
Ogema	On- & Off-Sale	---	192	325,676	185,948	139,728	114,062	35.0%	25,666	3,231	---	28,897	8.9%	20,156
Osakis	On- & Off-Sale	---	1,742	666,964	379,438	287,526	243,932	36.6%	43,594	19,723	---	63,317	9.5%	33,719
Parkers Prairie	On- & Off-Sale	---	1,011	647,984	415,260	232,724	205,725	31.7%	26,999	80	28,430	(1,351)	-0.2%	---
Pelican Rapids	Off-Sale Only	---	2,476	1,119,405	818,333	301,072	171,767	15.3%	129,305	3,736	29,157	103,884	9.3%	(42,288)
Perham	Off-Sale Only	---	2,995	2,478,482	1,802,237	676,245	336,870	13.6%	339,375	9,325	75,803	272,897	11.0%	120,750
Ulen	On- & Off-Sale	---	553	340,507	171,633	168,874	136,784	40.2%	32,090	586	---	32,676	9.6%	---
Underwood	Off-Sale Only	---	339	422,642	294,711	127,931	105,696	25.0%	22,235	1,029	---	23,264	5.5%	5,000
Vergas	Off-Sale Only	---	332	590,874	443,337	147,537	115,262	19.5%	32,275	8,648	---	40,923	6.9%	3,647
Wolf Lake	On- & Off-Sale	---	59	405,228	205,371	199,857	180,114	44.4%	19,743	2,768	3,447	19,064	4.7%	25,000
<b>Total for Region</b>			<b>64,797</b>	<b>\$33,732,844</b>	<b>\$23,896,502</b>	<b>\$9,836,342</b>	<b>\$6,727,721</b>	<b>19.9%</b>	<b>\$3,108,621</b>	<b>\$206,147</b>	<b>\$313,954</b>	<b>\$3,000,814</b>	<b>8.9%</b>	<b>\$1,840,227</b>
<b>Percent of Total MLS Operations</b>			<b>7.0%</b>	<b>10.6%</b>	<b>10.5%</b>	<b>10.9%</b>	<b>10.0%</b>	<b>---</b>	<b>13.4%</b>	<b>8.7%</b>	<b>14.4%</b>	<b>12.8%</b>	<b>---</b>	<b>9.2%</b>
<b>5 - North Central</b>														
Bertha	On- & Off-Sale	[21]	498	\$135,907	\$74,685	\$61,222	\$75,126	55.3%	(\$13,904)	\$679	\$---	(\$25,054)	-18.4%	\$---
Browerville	On- & Off-Sale	---	791	443,057	245,108	197,949	190,504	43.0%	7,445	10,493	---	17,938	4.0%	(7,495)
Clarissa	On- & Off-Sale	---	682	364,387	230,042	134,345	141,442	38.8%	(7,097)	3,928	---	(3,169)	-0.9%	---
Eagle Bend	Off-Sale Only	---	532	272,468	165,794	106,674	117,563	43.1%	(10,889)	9,111	---	(1,778)	-0.7%	9,000
Fifty Lakes	On- & Off-Sale	---	390	382,435	177,656	204,779	204,520	53.5%	259	88	---	347	0.1%	---
Flensburg	On- & Off-Sale	---	227	344,247	158,380	185,867	256,798	74.6%	(70,931)	1,423	120,218	(189,726)	-55.1%	(50,000)
Hackensack	On- & Off-Sale	---	314	1,010,349	701,244	309,105	271,345	26.9%	37,760	57	29,753	8,064	0.8%	---
Long Prairie	Off-Sale Only	---	3,445	1,286,535	988,875	297,660	172,188	13.4%	125,472	2,692	---	128,164	10.0%	90,000
Longville	On- & Off-Sale	---	154	1,410,804	918,748	492,056	369,552	26.2%	122,504	1,366	7,757	116,113	8.2%	---
Menahga	On- & Off-Sale	---	1,300	714,177	419,356	294,821	251,159	35.2%	43,662	2,869	1,992	44,539	6.2%	50,000
Nisswa	On- & Off-Sale	---	1,979	3,043,426	2,165,051	878,375	679,326	22.3%	199,049	---	12,721	186,328	6.1%	173,403
Randall	On- & Off-Sale	---	651	537,361	353,167	184,194	180,209	33.5%	3,985	6,634	---	10,619	2.0%	---
Remer	On- & Off-Sale	---	367	537,073	324,235	212,838	180,206	33.6%	32,632	---	---	32,632	6.1%	500
Sebeka	On- & Off-Sale	---	708	467,155	266,370	200,785	176,830	37.9%	23,955	77	---	24,032	5.1%	47,390
Verndale	On- & Off-Sale	---	601	247,947	145,329	102,618	121,795	49.1%	(19,177)	1,609	2,193	(19,761)	-8.0%	(100,321)

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Region and City	Type of Store	Foot- notes	Population	Sales	Cost of Sales	Gross Profit	Operating Expenses as a Percent of Sales		Income/ (Loss)	Nonoperating		Net Profit/(Loss)		Transfers To/(From) Other Funds
							Expenses			Revenues	Expenses	Amount	Percent of Sales	
Wadena	Off-Sale Only	---	4,014	1,685,569	1,266,987	418,582	244,505	14.5%	174,077	4,946	---	179,023	10.6%	181,403
Walker	On- & Off-Sale	---	925	907,638	664,173	243,465	143,694	15.8%	99,771	240	---	100,011	11.0%	---
<b>Total for Region</b>			<b>17,578</b>	<b>\$13,790,535</b>	<b>\$9,265,200</b>	<b>\$4,525,335</b>	<b>\$3,776,762</b>	<b>27.4%</b>	<b>\$748,573</b>	<b>\$46,212</b>	<b>\$174,634</b>	<b>\$608,322</b>	<b>4.4%</b>	<b>\$393,880</b>
<b>Percent of Total MLS Operations</b>			<b>1.9%</b>	<b>4.3%</b>	<b>4.1%</b>	<b>5.0%</b>	<b>5.6%</b>	<b>---</b>	<b>3.2%</b>	<b>2.0%</b>	<b>8.0%</b>	<b>2.6%</b>	<b>---</b>	<b>2.0%</b>
<b>6E - Southwest Central</b>														
Biscay	On- & Off-Sale	---	113	\$422,730	\$206,188	\$216,542	\$294,097	69.6%	(\$77,555)	\$23,936	\$40,423	(\$94,042)	-22.2%	(\$10,000)
Buffalo Lake	On- & Off-Sale	---	723	332,634	184,538	148,096	164,297	49.4%	(16,201)	23,035	---	6,834	2.1%	---
Darwin	Off-Sale Only	---	351	444,813	348,649	96,164	86,383	19.4%	9,781	7,365	---	17,146	3.9%	\$110,000
Dassel	Off-Sale Only	---	1,473	1,054,774	831,004	223,770	184,561	17.5%	39,209	25,154	40,133	24,230	2.3%	22,000
Fairfax	On- & Off-Sale	---	1,225	540,847	295,859	244,988	248,544	46.0%	(3,556)	4,209	---	653	0.1%	---
Glencoe	Off-Sale Only	---	5,621	1,280,440	973,379	307,061	173,617	13.6%	133,444	105	---	133,549	10.4%	160,000
Hutchinson	Off-Sale Only	---	14,148	5,099,629	3,946,363	1,153,266	651,933	12.8%	501,333	4,503	43,308	462,528	9.1%	451,030
Litchfield	Off-Sale Only	---	6,721	1,943,424	1,482,464	460,960	316,105	16.3%	144,855	1,768	---	146,623	7.5%	59,000
Olivia	On- & Off-Sale	---	2,479	888,052	641,675	246,377	276,411	31.1%	(30,034)	13,919	---	(16,115)	-1.8%	---
Sacred Heart	On- & Off-Sale	---	541	465,551	280,401	185,150	189,097	40.6%	(3,947)	12,721	---	8,774	1.9%	---
Silver Lake	On- & Off-Sale	---	835	535,744	297,297	238,447	231,437	43.2%	7,010	388	---	7,398	1.4%	10,000
<b>Total for Region</b>			<b>34,230</b>	<b>\$13,008,638</b>	<b>\$9,487,817</b>	<b>\$3,520,821</b>	<b>\$2,816,482</b>	<b>21.7%</b>	<b>\$704,339</b>	<b>\$117,103</b>	<b>\$123,864</b>	<b>\$697,578</b>	<b>5.4%</b>	<b>\$802,030</b>
<b>Percent of Total MLS Operations</b>			<b>3.7%</b>	<b>4.1%</b>	<b>4.2%</b>	<b>3.9%</b>	<b>4.2%</b>	<b>---</b>	<b>3.0%</b>	<b>5.0%</b>	<b>5.7%</b>	<b>3.0%</b>	<b>---</b>	<b>4.0%</b>
<b>6W - Upper Southwest</b>														
Appleton	Off-Sale Only	---	1,403	\$481,825	\$347,516	\$134,309	\$106,251	22.1%	\$28,058	\$---	\$---	\$28,058	5.8%	\$---
Benson	On- & Off-Sale	---	3,223	988,311	665,037	323,274	296,960	30.0%	26,314	15,113	---	41,427	4.2%	30,000
Boyd	On- & Off-Sale	---	174	312,929	167,795	145,134	142,388	45.5%	2,746	10,001	---	12,747	4.1%	---
Clontarf	On- & Off-Sale	---	159	376,682	220,001	156,681	172,425	45.8%	(15,744)	9,000	651	(7,395)	-2.0%	(3,477)
Danvers	On- & Off-Sale	---	96	335,092	190,338	144,754	138,534	41.3%	6,220	655	---	6,875	2.1%	---
Dawson	Off-Sale Only	---	1,533	446,267	319,459	126,808	128,179	28.7%	(1,371)	21,849	---	20,478	4.6%	---
De Graff	On- & Off-Sale	---	112	468,680	212,172	256,508	206,655	44.1%	49,853	---	13,389	36,464	7.8%	1,020
Granite Falls	Off-Sale Only	---	2,879	956,646	708,406	248,240	171,992	18.0%	76,248	16,724	17,618	75,354	7.9%	98,275
Hanley Falls	On- & Off-Sale	---	301	217,459	134,506	82,953	112,588	51.8%	(29,635)	8,543	---	(21,092)	-9.7%	13,299
Madison	Off-Sale Only	---	1,542	435,512	318,668	116,844	108,650	24.9%	8,194	1,680	---	9,874	2.3%	11,000
Montevideo	Off-Sale Only	---	5,360	2,040,406	1,516,326	524,080	402,426	19.7%	121,654	2,350	58	123,946	6.1%	100,000
<b>Total for Region</b>			<b>16,782</b>	<b>\$7,059,809</b>	<b>\$4,800,224</b>	<b>\$2,259,585</b>	<b>\$1,987,048</b>	<b>28.1%</b>	<b>\$272,537</b>	<b>\$85,915</b>	<b>\$31,716</b>	<b>\$326,736</b>	<b>4.6%</b>	<b>\$250,117</b>
<b>Percent of Total MLS Operations</b>			<b>1.8%</b>	<b>2.2%</b>	<b>2.1%</b>	<b>2.5%</b>	<b>3.0%</b>	<b>---</b>	<b>1.2%</b>	<b>3.6%</b>	<b>1.5%</b>	<b>1.4%</b>	<b>---</b>	<b>1.2%</b>
<b>7E - East Central</b>														
Braham	Off-Sale Only	---	1,812	\$1,217,196	\$930,885	\$286,311	\$244,684	20.1%	\$41,627	\$70,634	\$66,123	\$46,138	3.8%	\$36,000
Cambridge	Off-Sale Only	---	8,194	4,355,132	3,338,052	1,017,080	658,571	15.1%	358,509	10,216	5,654	363,071	8.3%	---
Finlayson	On- & Off-Sale	---	316	509,215	280,015	229,200	163,523	32.1%	65,677	4,200	---	69,877	13.7%	24,279
Foreston	On- & Off-Sale	---	529	333,151	151,046	182,105	180,541	54.2%	1,564	7,979	450	9,093	2.7%	---
Hinckley	On- & Off-Sale	---	1,805	2,235,342	1,518,575	716,767	555,484	24.9%	161,283	429	42,923	118,789	5.3%	106,750
Isanti	Off-Sale Only	---	5,286	2,086,169	1,538,605	547,564	376,161	18.0%	171,403	10,161	---	181,564	8.7%	150,000
Isle	On- & Off-Sale	---	765	1,018,674	601,382	417,292	302,716	29.7%	114,576	12,729	---	127,305	12.5%	20,950
Lindstrom	On- & Off-Sale	---	4,464	2,336,898	1,660,798	676,100	558,106	23.9%	117,994	35,164	---	153,158	6.6%	155,700
Milaca	Off-Sale Only	---	2,944	1,816,473	1,382,307	434,166	314,981	17.3%	119,185	6,439	25,998	99,626	5.5%	25,000
Mora	Off-Sale Only	---	3,557	2,645,500	1,961,735	683,765	451,834	17.1%	231,931	6,604	61,750	176,785	6.7%	270,000
North Branch	Off-Sale Only	---	10,122	2,145,494	1,540,049	605,445	419,628	19.6%	185,817	7	29,104	156,720	7.3%	124,603
Ogilvie	On- & Off-Sale	---	362	421,138	232,796	188,342	173,523	41.2%	14,819	2,364	11,872	5,311	1.3%	11,872
Pine City	Off-Sale Only	---	3,119	1,661,417	1,203,043	458,374	320,453	19.3%	137,921	5,904	---	143,825	8.7%	100,000

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							Expenses			Revenues	Expenses	Amount	Percent of Sales	
Princeton	Off-Sale Only	---	4,698	2,579,665	1,960,744	618,921	441,774	17.1%	177,147	14,636	---	191,783	7.4%	5,610
Rush City	Off-Sale Only	---	3,091	1,072,035	820,792	251,243	262,872	24.5%	(11,629)	101	---	(11,528)	-1.1%	11,000
Stacy	On- & Off-Sale	---	1,456	2,524,782	1,653,003	871,779	680,166	26.9%	191,613	30,833	83,882	138,564	5.5%	30,000
<b>Total for Region</b>			<b>52,520</b>	<b>\$28,958,281</b>	<b>\$20,773,827</b>	<b>\$8,184,454</b>	<b>\$6,105,017</b>	<b>21.1%</b>	<b>\$2,079,437</b>	<b>\$218,400</b>	<b>\$327,756</b>	<b>\$1,970,081</b>	<b>6.8%</b>	<b>\$1,071,764</b>
<b>Percent of Total MLS Operations</b>			<b>5.7%</b>	<b>9.1%</b>	<b>9.1%</b>	<b>9.1%</b>	<b>9.1%</b>	<b>---</b>	<b>9.0%</b>	<b>9.3%</b>	<b>15.0%</b>	<b>8.4%</b>	<b>---</b>	<b>5.3%</b>
<b>7W - Central</b>														
Big Lake	Off-Sale Only	---	10,164	\$3,115,859	\$2,304,378	\$811,481	\$499,870	16.0%	\$311,611	\$---	\$60,774	\$250,837	8.1%	\$257,000
Buffalo	Off-Sale Only	---	15,580	4,113,498	2,952,792	1,160,706	672,752	16.4%	487,954	198,096	48,892	637,158	15.5%	500,000
Delano	Off-Sale Only	---	5,510	2,276,358	1,669,143	607,215	428,542	18.8%	178,673	2,037	---	180,710	7.9%	100,000
Elk River	Off-Sale Only	---	23,101	6,145,692	4,385,452	1,760,240	947,692	15.4%	812,548	45,444	33,827	824,165	13.4%	3,115,592
Gilman	On- & Off-Sale	---	227	368,703	162,534	206,169	183,536	49.8%	22,633	10,661	---	33,294	9.0%	---
Holdingsford	On- & Off-Sale	---	710	351,111	193,088	158,023	162,017	46.1%	(3,994)	9,785	---	5,791	1.6%	14,500
Howard Lake	On- & Off-Sale	---	1,978	743,489	538,077	205,412	192,106	25.8%	13,306	77,993	11,280	80,019	10.8%	---
Maple Lake	Off-Sale Only	---	2,081	1,267,616	958,870	308,746	274,837	21.7%	33,909	3,699	---	37,608	3.0%	20,000
Monticello	Off-Sale Only	---	12,840	4,653,476	3,502,213	1,151,263	658,999	14.2%	492,264	202,961	---	695,225	14.9%	250,000
Paynesville	Off-Sale Only	---	2,434	1,070,424	842,939	227,485	220,553	20.6%	6,932	232,891	---	239,823	22.4%	34,109
Sauk Rapids	Off-Sale Only	---	12,796	2,253,057	1,762,679	490,378	405,076	18.0%	85,302	11,739	---	97,041	4.3%	---
South Haven	On- & Off-Sale	---	189	251,309	119,017	132,292	131,842	52.5%	450	14,479	---	14,929	5.9%	---
Waverly	On- & Off-Sale	---	1,371	951,830	667,657	284,173	247,015	26.0%	37,158	55	7,190	30,023	3.2%	---
<b>Total for Region</b>			<b>88,981</b>	<b>\$27,562,422</b>	<b>\$20,058,839</b>	<b>\$7,503,583</b>	<b>\$5,024,837</b>	<b>18.2%</b>	<b>\$2,478,746</b>	<b>\$809,840</b>	<b>\$161,963</b>	<b>\$3,126,623</b>	<b>11.3%</b>	<b>\$4,291,201</b>
<b>Percent of Total MLS Operations</b>			<b>9.6%</b>	<b>8.7%</b>	<b>8.8%</b>	<b>8.3%</b>	<b>7.5%</b>	<b>---</b>	<b>10.7%</b>	<b>34.4%</b>	<b>7.4%</b>	<b>13.4%</b>	<b>---</b>	<b>21.3%</b>
<b>8 - Southwest</b>														
Avoca	On- & Off-Sale	---	143	\$260,055	\$128,834	\$131,221	\$120,239	46.2%	\$10,982	\$3,331	\$1,168	\$13,145	5.1%	\$27,200
Balaton	On- & Off-Sale	---	645	425,937	262,493	163,444	145,988	34.3%	17,456	3,875	---	21,331	5.0%	10,000
Hadley	On- & Off-Sale	---	62	237,385	105,403	131,982	141,519	59.6%	(9,537)	7,960	---	(1,577)	-0.7%	5,000
Heron Lake	On- & Off-Sale	---	691	338,301	187,239	151,062	133,714	39.5%	17,348	101	3,905	13,544	4.0%	---
Ivanhoe	On- & Off-Sale	---	551	461,149	265,199	195,950	202,026	43.8%	(6,076)	230	337	(6,183)	-1.3%	---
Jackson	Off-Sale Only	---	3,294	985,721	796,265	189,456	178,750	18.1%	10,706	5,151	---	15,857	1.6%	41,000
Lake Benton	On- & Off-Sale	---	677	320,430	183,485	136,945	132,584	41.4%	4,361	18	---	4,379	1.4%	---
Lake Wilson	On- & Off-Sale	[21]	248	116	---	116	3846	3315.5%	(3,730)	1,250	444	(2,924)	-2520.7%	109,017
Lakefield	Off-Sale Only	---	1,690	385,363	275,182	110,181	79,890	20.7%	30,291	3,514	22	33,783	8.8%	3,000
Luverne	Off-Sale Only	---	4,745	1,103,616	778,111	325,505	241,361	21.9%	84,144	5,036	---	89,180	8.1%	45,000
Marshall	Off-Sale Only	---	13,767	3,570,487	2,692,836	877,651	386,684	10.8%	490,967	2,487	1,857	491,597	13.8%	1,424,204
Okabena	On- & Off-Sale	---	189	246,222	156,384	89,838	101,209	41.1%	(11,371)	3,871	---	(7,500)	-3.0%	---
Pipestone	Off-Sale Only	---	4,308	1,313,905	955,761	358,144	206,838	15.7%	151,306	5,702	---	157,008	11.9%	50,000
Redwood Falls	Off-Sale Only	---	5,248	1,716,357	1,283,525	432,832	331,912	19.3%	100,920	19,608	32,243	88,285	5.1%	80,000
Round Lake	Off-Sale Only	---	374	144,599	115,651	28,948	32,710	22.6%	(3,762)	2,998	---	(764)	-0.5%	---
Russell	On- & Off-Sale	---	336	267,436	142,771	124,665	120,384	45.0%	4,281	1,780	---	6,061	2.3%	---
Tracy	On- & Off-Sale	---	2,178	808,575	486,553	322,022	345,057	42.7%	(23,035)	6,578	494	(16,951)	-2.1%	20,000
Vesta	On- & Off-Sale	---	319	206,586	117,180	89,406	100,941	48.9%	(11,535)	---	---	(11,535)	-5.6%	---
Walnut Grove	On- & Off-Sale	---	871	497,682	254,500	243,182	213,260	42.9%	29,922	959	---	30,881	6.2%	10,500
Wilmont	On- & Off-Sale	---	337	235,608	129,995	105,613	123,919	52.6%	(18,306)	533	---	(17,773)	-7.5%	---
Windom	Off-Sale Only	---	4,649	1,499,600	1,052,441	447,159	313,731	20.9%	133,428	---	---	133,428	8.9%	70,937
Worthington	Off-Sale Only	---	12,829	2,833,232	2,109,291	723,941	411,119	14.5%	312,822	4,363	---	317,185	11.2%	200,000
<b>Total for Region</b>			<b>58,151</b>	<b>\$17,858,362</b>	<b>\$12,479,099</b>	<b>\$5,379,263</b>	<b>\$4,067,681</b>	<b>22.8%</b>	<b>\$1,311,582</b>	<b>\$79,345</b>	<b>\$40,470</b>	<b>\$1,350,457</b>	<b>7.6%</b>	<b>\$2,095,858</b>
<b>Percent of Total MLS Operations</b>			<b>6.3%</b>	<b>5.6%</b>	<b>5.5%</b>	<b>6.0%</b>	<b>6.1%</b>	<b>---</b>	<b>5.6%</b>	<b>3.4%</b>	<b>1.9%</b>	<b>5.8%</b>	<b>---</b>	<b>10.4%</b>

**Table 12**  
**Comparison of City Liquor Store Operations - 2011**  
**Listed by Economic Development Region and City**

Region and City	Type of Store	Foot- notes	Population	Sales	Cost of Sales	Gross Profit	Operating Expenses			Nonoperating		Net Profit/(Loss)		Transfers To/(From) Other Funds
							Expenses	as a Percent of Sales	Income/ (Loss)	Revenues	Expenses	Amount	Percent of Sales	
<b>9 - South Central</b>														
Blue Earth	Off-Sale Only	---	3,348	\$1,414,217	\$1,054,441	\$359,776	\$258,707	18.3%	\$101,069	\$3,986	\$22,628	\$82,427	5.8%	\$---
Butterfield	Off-Sale Only	---	586	220,520	167,085	53,435	44,439	20.2%	8,996	3,701	---	12,697	5.8%	---
Cleveland	On- & Off-Sale	---	717	185,728	109,150	76,578	107,480	57.9%	(30,902)	15,903	---	(14,999)	-8.1%	---
Elmore	Off-Sale Only	---	665	153,073	117,120	35,953	29,557	19.3%	6,396	140	---	6,536	4.3%	---
Fairmont	Off-Sale Only	---	10,631	3,170,439	2,326,099	844,340	524,112	16.5%	320,228	6,885	---	327,113	10.3%	146,500
Hanska	On- & Off-Sale	---	397	303,599	166,301	137,298	122,178	40.2%	15,120	2,664	379	17,405	5.7%	---
Kiester	Off-Sale Only	---	499	184,699	120,997	63,702	53,819	29.1%	9,883	---	---	9,883	5.4%	24,523
Le Center	On- & Off-Sale	---	2,506	844,283	526,389	317,894	276,869	32.8%	41,025	160	6,452	34,733	4.1%	50,000
Lewisville	On- & Off-Sale	---	250	228,708	124,362	104,346	115,726	50.6%	(11,380)	9,441	---	(1,939)	-0.8%	---
Madelia	Off-Sale Only	---	2,307	387,059	305,737	81,322	58,565	15.1%	22,757	594	---	23,351	6.0%	35,000
Mapleton	On- & Off-Sale	---	1,761	546,919	362,323	184,596	230,698	42.2%	(46,102)	18,797	---	(27,305)	-5.0%	---
Saint James	Off-Sale Only	---	4,597	979,615	659,590	320,025	165,604	16.9%	154,421	2,176	---	156,597	16.0%	74,600
Sherburn	On- & Off-Sale	---	1,131	743,669	497,610	246,059	240,648	32.4%	5,411	6	---	5,417	0.7%	---
Sleepy Eye	Off-Sale Only	---	3,598	563,827	419,916	143,911	140,140	24.9%	3,771	5,451	---	9,222	1.6%	15,000
Waldorf	On- & Off-Sale	---	230	193,975	109,413	84,562	93,606	48.3%	(9,044)	8,645	---	(399)	-0.2%	---
Wells	On- & Off-Sale	---	2,338	696,242	483,447	212,795	246,814	35.4%	(34,019)	6,452	---	(27,567)	-4.0%	25,000
<b>Total for Region</b>			<b>35,561</b>	<b>\$10,816,572</b>	<b>\$7,549,980</b>	<b>\$3,266,592</b>	<b>\$2,708,962</b>	<b>25.0%</b>	<b>\$557,630</b>	<b>\$85,001</b>	<b>\$29,459</b>	<b>\$613,172</b>	<b>5.7%</b>	<b>\$370,623</b>
<b>Percent of Total MLS Operations</b>			<b>3.8%</b>	<b>3.4%</b>	<b>3.3%</b>	<b>3.6%</b>	<b>4.0%</b>	<b>---</b>	<b>2.4%</b>	<b>3.6%</b>	<b>1.4%</b>	<b>2.6%</b>	<b>---</b>	<b>1.8%</b>
<b>10 - Southeast</b>														
Caledonia	Off-Sale Only	---	2,851	\$596,265	\$449,999	\$146,266	\$138,940	23.3%	\$7,326	\$---	\$---	\$7,326	1.2%	\$---
Canton	On- & Off-Sale	---	346	81,839	64,811	17,028	20,809	25.4%	(3,781)	1,854	---	(1,927)	-2.4%	---
Conger	On- & Off-Sale	---	147	352,476	193,076	159,400	156,873	44.5%	2,527	4,362	---	6,889	2.0%	3,600
Ellendale	On- & Off-Sale	---	691	286,749	174,312	112,437	138,821	48.4%	(26,384)	134	---	(26,250)	-9.2%	(28,000)
Kasson	Off-Sale Only	---	6,010	1,098,000	869,678	228,322	208,808	19.0%	19,514	8,089	---	27,603	2.5%	14,000
Kellogg	On- & Off-Sale	---	450	124,401	80,157	44,244	79,862	64.2%	(35,618)	8,032	---	(27,586)	-22.2%	---
Kenyon	On- & Off-Sale	---	1,818	620,028	416,711	203,317	182,444	29.4%	20,873	13,665	637	33,901	5.5%	20,000
Lonsdale	Off-Sale Only	---	3,721	1,293,363	1,007,107	286,256	267,378	20.7%	18,878	397	---	19,275	1.5%	---
Mazeppa	On- & Off-Sale	---	844	321,618	195,916	125,702	129,499	40.3%	(3,797)	8,500	---	4,703	1.5%	---
Medford	On- & Off-Sale	---	1,243	358,341	188,421	169,920	173,185	48.3%	(3,265)	7,620	---	4,355	1.2%	10,000
Northfield	Off-Sale Only	---	20,454	2,850,182	2,110,126	740,056	541,411	19.0%	198,645	32,096	---	230,741	8.1%	131,280
Plainview	On- & Off-Sale	---	3,348	621,117	377,177	243,940	217,611	35.0%	26,329	5,759	---	32,088	5.2%	---
Rushford	On- & Off-Sale	[21]	1,749	149,863	122,929	26,934	112,516	75.1%	(85,582)	3,379	18,673	(100,876)	-67.3%	---
Spring Grove	On- & Off-Sale	---	1,324	356,546	223,381	133,165	139,239	39.1%	(6,074)	553	---	(5,521)	-1.5%	---
West Concord	On- & Off-Sale	---	785	374,461	203,623	170,838	165,452	44.2%	5,386	5,030	---	10,416	2.8%	---
<b>Total for Region</b>			<b>45,781</b>	<b>\$9,485,249</b>	<b>\$6,677,424</b>	<b>\$2,807,825</b>	<b>\$2,672,848</b>	<b>28.2%</b>	<b>\$134,977</b>	<b>\$99,470</b>	<b>\$19,310</b>	<b>\$215,137</b>	<b>2.3%</b>	<b>\$150,880</b>
<b>Percent of Total MLS Operations</b>			<b>4.9%</b>	<b>3.0%</b>	<b>2.9%</b>	<b>3.1%</b>	<b>4.0%</b>	<b>---</b>	<b>0.6%</b>	<b>4.2%</b>	<b>0.9%</b>	<b>0.9%</b>	<b>---</b>	<b>0.8%</b>
<b>11 - 7-County Metro Area</b>														
Anoka	Off-Sale Only	---	17,331	\$3,790,973	\$2,937,691	\$853,282	\$715,804	18.9%	\$137,478	\$21,174	\$---	\$158,652	4.2%	\$263,333
Apple Valley	Off-Sale Only	---	49,801	9,005,660	6,448,087	2,557,573	1,601,269	17.8%	956,304	89,325	128,323	917,306	10.2%	525,000
Brooklyn Center	Off-Sale Only	---	30,204	5,789,346	4,175,906	1,613,440	1,214,496	21.0%	398,944	19,431	---	418,375	7.2%	147,488
Columbia Heights	Off-Sale Only	---	19,619	8,494,962	6,413,886	2,081,076	1,459,656	17.2%	621,420	1,500	237,147	385,773	4.5%	98,955
Eden Prairie	Off-Sale Only	---	61,151	11,676,390	8,656,149	3,020,241	2,118,675	18.1%	901,566	51,817	6,812	946,571	8.1%	1,000,000
Edina	Off-Sale Only	---	48,262	13,172,484	9,648,160	3,524,324	2,078,946	15.8%	1,445,378	---	---	1,445,378	11.0%	1,255,100
Farmington	Off-Sale Only	---	21,369	4,199,344	3,151,829	1,047,515	938,007	22.3%	109,508	---	1,705	107,803	2.6%	90,007
Fridley	Off-Sale Only	---	27,515	4,893,436	3,681,988	1,211,448	886,294	18.1%	325,154	761	---	325,915	6.7%	350,000
Lakeville	Off-Sale Only	---	56,534	14,373,261	10,826,384	3,546,877	2,196,758	15.3%	1,350,119	56,924	181,335	1,225,708	8.5%	1,134,131
Lexington	Off-Sale Only	---	2,078	3,049,103	2,401,544	647,559	533,317	17.5%	114,242	3,112	24,687	92,667	3.0%	50,000

**Table 12**  
**Comparison of City Liquor Store Operations - 2011**  
**Listed by Economic Development Region and City**

Region and City	Type of Store	Foot- notes	Population	Sales	Cost of Sales	Gross Profit	Operating Expenses as a Percent of Sales		Income/ (Loss)	Nonoperating		Net Profit/(Loss)		Transfers To/(From) Other Funds
							Expenses			Revenues	Expenses	Amount	Percent of Sales	
Mound	Off-Sale Only	---	9,084	2,675,527	1,997,081	678,446	581,533	21.7%	96,913	14,388	22,803	88,498	3.3%	8,438
Richfield	Off-Sale Only	---	35,376	11,198,404	8,358,937	2,839,467	1,932,217	17.3%	907,250	18,387	---	925,637	8.3%	693,870
Robbinsdale	Off-Sale Only	---	14,014	2,725,843	2,023,712	702,131	516,886	19.0%	185,245	37,163	---	222,408	8.2%	75,000
Rogers	On- & Off-Sale	---	8,879	3,151,356	2,213,802	937,554	652,047	20.7%	285,507	---	29,050	256,457	8.1%	211,273
Saint Anthony	Off-Sale Only	---	8,333	6,995,923	5,341,718	1,654,205	1,162,894	16.6%	491,311	3,661	32,659	462,313	6.6%	417,200
Saint Francis	Off-Sale Only	---	7,255	2,017,684	1,504,114	513,570	369,823	18.3%	143,747	39,393	---	183,140	9.1%	60,000
Savage	Off-Sale Only	---	27,147	4,657,014	3,463,507	1,193,507	943,648	20.3%	249,859	---	65,681	184,178	4.0%	---
Spring Lake Park	Off-Sale Only	---	6,432	2,345,287	1,810,117	535,170	536,185	22.9%	(1,015)	27,243	---	26,228	1.1%	150,000
Wayzata	On- & Off-Sale	---	3,720	4,391,203	2,294,347	2,096,856	1,837,321	41.8%	259,535	35,236	92,629	202,142	4.6%	20,000
<b>Total for Region</b>			<b>454,104</b>	<b>\$118,603,200</b>	<b>\$87,348,959</b>	<b>\$31,254,241</b>	<b>\$22,275,776</b>	<b>18.8%</b>	<b>\$8,978,465</b>	<b>\$419,515</b>	<b>\$822,831</b>	<b>\$8,575,149</b>	<b>7.2%</b>	<b>\$6,549,795</b>
<b>Percent of Total MLS Operations</b>			<b>49.0%</b>	<b>37.4%</b>	<b>38.5%</b>	<b>34.7%</b>	<b>33.3%</b>	<b>---</b>	<b>38.7%</b>	<b>17.8%</b>	<b>37.8%</b>	<b>36.6%</b>	<b>---</b>	<b>32.6%</b>
<b>Off-Sale Only</b>			<b>825,423</b>	<b>\$247,863,063</b>	<b>\$184,811,974</b>	<b>\$63,051,089</b>	<b>\$42,378,164</b>	<b>17.1%</b>	<b>\$20,672,925</b>	<b>\$1,624,028</b>	<b>\$1,473,515</b>	<b>\$20,823,438</b>	<b>8.4%</b>	<b>\$18,454,000</b>
<b>On- &amp; Off-Sale</b>			<b>101,903</b>	<b>\$69,366,042</b>	<b>\$42,227,747</b>	<b>\$27,138,295</b>	<b>\$24,588,688</b>	<b>35.4%</b>	<b>\$2,549,607</b>	<b>\$731,988</b>	<b>\$705,330</b>	<b>\$2,576,265</b>	<b>3.7%</b>	<b>\$1,648,376</b>
<b>All Stores</b>			<b>927,326</b>	<b>\$317,229,105</b>	<b>\$227,039,721</b>	<b>\$90,189,384</b>	<b>\$66,966,852</b>	<b>21.1%</b>	<b>\$23,222,532</b>	<b>\$2,356,016</b>	<b>\$2,178,845</b>	<b>\$23,399,703</b>	<b>7.4%</b>	<b>\$20,102,376</b>

Footnotes: [21] Discontinued liquor operations.

**Table 13**  
**Comparison of City Liquor Store Operations - 2011**  
**Listed by Economic Development Region and City**  
**Ranked by Net Profit/(Loss) as a Percent of Sales by Type of Establishment**

Rank	Region and City	Type of Store	Foot- notes	Population	Sales	Cost of Sales	Gross Profit	Operating Expenses as a Percent of Sales		Income/ (Loss)	Nonoperating		Net Profit/(Loss)		Transfers To/(From) Other Funds
								Expenses			Revenues	Expenses	Amount	Percent of Sales	
<b>1 - Northwest</b>															
1	Roseau	Off-Sale Only	---	2,622	\$1,618,780	\$1,155,825	\$462,955	\$246,159	15.2%	\$216,796	\$409	\$---	\$217,205	13.4%	\$---
2	Warroad	Off-Sale Only	---	1,768	1,268,403	920,823	347,580	212,915	16.8%	134,665	2,667	---	137,332	10.8%	85,000
3	Thief River Falls	Off-Sale Only	---	8,587	4,216,698	3,229,473	987,225	589,665	14.0%	397,560	13,759	---	411,319	9.8%	362,835
1	Lancaster	On- & Off-Sale	---	338	277,893	150,943	126,950	92,527	33.3%	34,423	839	---	35,262	12.7%	20,000
2	Mentor	On- & Off-Sale	---	153	488,183	262,507	225,676	194,526	39.8%	31,150	693	---	31,843	6.5%	46,000
3	Ada	On- & Off-Sale	---	1,710	571,259	338,812	232,447	205,975	36.1%	26,472	---	---	26,472	4.6%	5,000
4	Twin Valley	On- & Off-Sale	---	823	549,560	319,876	229,684	208,384	37.9%	21,300	332	---	21,632	3.9%	---
5	Goodridge	On- & Off-Sale	---	134	333,238	163,995	169,243	156,903	47.1%	12,340	---	---	12,340	3.7%	10,000
6	Saint Hilaire	On- & Off-Sale	---	283	418,093	251,843	166,250	189,464	45.3%	(23,214)	3,923	---	(19,291)	-4.6%	---
<b>Total for Region</b>				<b>16,418</b>	<b>\$9,742,107</b>	<b>\$6,794,097</b>	<b>\$2,948,010</b>	<b>\$2,096,518</b>	<b>21.5%</b>	<b>\$851,492</b>	<b>\$22,622</b>	<b>\$---</b>	<b>\$874,114</b>	<b>9.0%</b>	<b>\$528,835</b>
<b>Percent of Total MLS Operations</b>				<b>1.8%</b>	<b>3.1%</b>	<b>3.0%</b>	<b>3.3%</b>	<b>3.1%</b>	<b>---</b>	<b>3.7%</b>	<b>1.0%</b>	<b>---</b>	<b>3.7%</b>	<b>---</b>	<b>2.6%</b>
<b>2 - Headwaters</b>															
1	Bemidji	Off-Sale Only	---	13,528	\$4,990,978	\$3,643,412	\$1,347,566	\$719,913	14.4%	\$627,653	\$4,645	\$16,871	\$615,427	12.3%	\$547,395
2	Park Rapids	Off-Sale Only	---	3,708	3,098,425	2,334,969	763,456	445,211	14.4%	318,245	1,856	---	320,101	10.3%	392,298
3	Bagley	Off-Sale Only	---	1,404	910,174	672,669	237,505	197,910	21.7%	39,595	1,470	---	41,065	4.5%	15,000
1	Nevis	On- & Off-Sale	---	393	550,543	319,132	231,411	168,578	30.6%	62,833	4,499	---	67,332	12.2%	30,000
2	Baudette	On- & Off-Sale	---	1,111	1,312,239	839,335	472,904	371,239	28.3%	101,665	1,091	---	102,756	7.8%	50,000
3	Clearbrook	On- & Off-Sale	---	521	482,506	266,316	216,190	179,206	37.1%	36,984	---	---	36,984	7.7%	20,000
4	Kelliher	On- & Off-Sale	---	264	380,054	199,440	180,614	152,800	40.2%	27,814	328	---	28,142	7.4%	20,000
5	Blackduck	On- & Off-Sale	---	797	818,204	519,201	299,003	260,124	31.8%	38,879	10,531	---	49,410	6.0%	25,000
6	Mahnomen	On- & Off-Sale	---	1,215	982,393	665,932	316,461	287,851	29.3%	28,610	35,278	29,010	34,878	3.6%	---
7	Akeley	On- & Off-Sale	---	430	344,456	194,029	150,427	138,228	40.1%	12,199	2	---	12,201	3.5%	---
8	Williams	On- & Off-Sale	---	190	287,576	164,186	123,390	183,958	64.0%	(60,568)	---	---	(60,568)	-21.1%	---
<b>Total for Region</b>				<b>23,561</b>	<b>\$14,157,548</b>	<b>\$9,818,621</b>	<b>\$4,338,927</b>	<b>\$3,105,018</b>	<b>21.9%</b>	<b>\$1,233,909</b>	<b>\$59,700</b>	<b>\$45,881</b>	<b>\$1,247,728</b>	<b>8.8%</b>	<b>\$1,099,693</b>
<b>Percent of Total MLS Operations</b>				<b>2.5%</b>	<b>4.5%</b>	<b>4.3%</b>	<b>4.8%</b>	<b>4.6%</b>	<b>---</b>	<b>5.3%</b>	<b>2.5%</b>	<b>2.1%</b>	<b>5.3%</b>	<b>---</b>	<b>5.5%</b>
<b>3 - Arrowhead</b>															
1	Grand Marais	Off-Sale Only	---	1,356	\$1,631,349	\$1,089,824	\$541,525	\$302,781	18.6%	\$238,744	\$3,920	\$---	\$242,664	14.9%	\$200,000
2	Cook	Off-Sale Only	---	574	1,424,364	1,059,005	365,359	218,957	15.4%	146,402	5,127	---	151,529	10.6%	20,000
3	Aitkin	Off-Sale Only	---	2,160	890,949	710,643	180,306	148,817	16.7%	31,489	20,874	---	52,363	5.9%	40,000
4	Two Harbors	Off-Sale Only	---	3,728	1,699,109	1,232,876	466,233	407,209	24.0%	59,024	4,693	---	63,717	3.8%	196,373
5	Proctor	Off-Sale Only	---	3,058	896,730	680,968	215,762	183,701	20.5%	32,061	64	---	32,125	3.6%	3,000
1	Cromwell	On- & Off-Sale	---	238	467,069	215,807	251,262	181,579	38.9%	69,683	10,179	238	79,624	17.0%	75,000
2	Northome	On- & Off-Sale	---	202	319,287	166,838	152,449	107,880	33.8%	44,569	15	---	44,584	14.0%	20,000
3	Ranier	On- & Off-Sale	---	609	416,257	174,302	241,955	199,922	48.0%	42,033	1,463	---	43,496	10.4%	50,000
4	Orr	On- & Off-Sale	---	268	511,173	313,665	197,508	158,930	31.1%	38,578	7,660	19	46,219	9.0%	22,000
5	Big Falls	On- & Off-Sale	---	235	314,457	165,325	149,132	128,395	40.8%	20,737	1,642	---	22,379	7.1%	7,500
6	Winton	On- & Off-Sale	---	170	287,075	114,033	173,042	145,220	50.6%	27,822	131	9,337	18,616	6.5%	16,600
7	Littlefork	On- & Off-Sale	---	646	406,710	240,324	166,386	153,939	37.8%	12,447	1,727	---	14,174	3.5%	---
8	Palisade	On- & Off-Sale	---	163	378,880	255,830	123,050	132,922	35.1%	(9,872)	17,446	---	7,574	2.0%	---
9	Beaver Bay	On- & Off-Sale	---	181	395,259	207,179	188,080	187,112	47.3%	968	22	---	990	0.3%	---
10	Moose Lake	On- & Off-Sale	---	2,791	1,069,875	686,701	383,174	335,284	31.3%	47,890	---	50,485	(2,595)	-0.2%	---
11	Barnum	On- & Off-Sale	---	614	442,307	234,512	207,795	240,837	54.5%	(33,042)	29,275	---	(3,767)	-0.9%	7,000
12	Silver Bay	On- & Off-Sale	---	1,869	902,688	541,300	361,388	368,697	40.8%	(7,309)	2,508	15,099	(19,900)	-2.2%	---
<b>Total for Region</b>				<b>18,862</b>	<b>\$12,453,538</b>	<b>\$8,089,132</b>	<b>\$4,364,406</b>	<b>\$3,602,182</b>	<b>28.9%</b>	<b>\$762,224</b>	<b>\$106,746</b>	<b>\$75,178</b>	<b>\$793,792</b>	<b>6.4%</b>	<b>\$657,473</b>
<b>Percent of Total MLS Operations</b>				<b>2.0%</b>	<b>3.9%</b>	<b>3.6%</b>	<b>4.8%</b>	<b>5.4%</b>	<b>---</b>	<b>3.3%</b>	<b>4.5%</b>	<b>3.5%</b>	<b>3.4%</b>	<b>---</b>	<b>3.3%</b>

**Table 13**  
**Comparison of City Liquor Store Operations - 2011**  
**Listed by Economic Development Region and City**  
**Ranked by Net Profit/(Loss) as a Percent of Sales by Type of Establishment**

Rank	Region and City	Type of Store	Foot- notes	Population	Sales	Cost of Sales	Gross Profit	Operating Expenses as a Percent of Sales		Income/ (Loss)	Nonoperating		Net Profit/(Loss)		Transfers To/(From) Other Funds
								Expenses	Revenues		Expenses	Amount	Percent of Sales		
<b>4 - West Central</b>															
1	Detroit Lakes	Off-Sale Only	---	8,716	\$5,202,486	\$3,934,467	\$1,268,019	\$359,660	6.9%	\$908,359	\$48,798	\$69,600	\$887,557	17.1%	\$747,876
2	Fergus Falls	Off-Sale Only	---	13,103	5,244,209	3,821,399	1,422,810	852,925	16.3%	569,885	56,738	46,340	580,283	11.1%	340,811
3	Perham	Off-Sale Only	---	2,995	2,478,482	1,802,237	676,245	336,870	13.6%	339,375	9,325	75,803	272,897	11.0%	120,750
4	Pelican Rapids	Off-Sale Only	---	2,476	1,119,405	818,333	301,072	171,767	15.3%	129,305	3,736	29,157	103,884	9.3%	(42,288)
5	Battle Lake	Off-Sale Only	---	877	1,101,324	777,757	323,567	225,537	20.5%	98,030	1,946	---	99,976	9.1%	95,000
6	Morris	Off-Sale Only	---	5,343	1,641,525	1,247,381	394,144	253,056	15.4%	141,088	4,958	---	146,046	8.9%	98,115
7	Vergas	Off-Sale Only	---	332	590,874	443,337	147,537	115,262	19.5%	32,275	8,648	---	40,923	6.9%	3,647
8	Barnesville	Off-Sale Only	---	2,588	412,322	308,668	103,654	79,101	19.2%	24,553	1,761	---	26,314	6.4%	14,000
9	Underwood	Off-Sale Only	---	339	422,642	294,711	127,931	105,696	25.0%	22,235	1,029	---	23,264	5.5%	5,000
10	Alexandria	Off-Sale Only	---	12,920	4,609,760	3,613,420	996,340	745,137	16.2%	251,203	1,786	15,190	237,799	5.2%	200,000
11	Glenwood	Off-Sale Only	---	2,553	1,123,425	875,474	247,951	192,252	17.1%	55,699	1,718	---	57,417	5.1%	40,000
12	Hawley	Off-Sale Only	---	2,087	880,160	652,931	227,229	162,758	18.5%	64,471	166	29,413	35,224	4.0%	5,000
13	Elizabeth	Off-Sale Only	---	173	353,333	250,151	103,182	92,616	26.2%	10,566	500	---	11,066	3.1%	---
14	Erhard	Off-Sale Only	---	148	300,602	224,588	76,014	76,573	25.5%	(559)	5,557	---	4,998	1.7%	---
15	Dalton	Off-Sale Only	---	253	308,406	240,297	68,109	71,201	23.1%	(3,092)	1,409	---	(1,683)	-0.5%	---
1	Millerville	On- & Off-Sale	---	105	347,203	192,101	155,102	119,797	34.5%	35,305	743	---	36,048	10.4%	---
2	Brandon	On- & Off-Sale	---	491	445,866	247,123	198,743	154,151	34.6%	44,592	1,484	---	46,076	10.3%	(10,255)
3	Hitterdal	On- & Off-Sale	---	207	395,746	173,913	221,833	183,271	46.3%	38,562	---	---	38,562	9.7%	55,990
4	Ulen	On- & Off-Sale	---	553	340,507	171,633	168,874	136,784	40.2%	32,090	586	---	32,676	9.6%	---
5	Osakis	On- & Off-Sale	---	1,742	666,964	379,438	287,526	243,932	36.6%	43,594	19,723	---	63,317	9.5%	33,719
6	Ogema	On- & Off-Sale	---	192	325,676	185,948	139,728	114,062	35.0%	25,666	3,231	---	28,897	8.9%	20,156
7	New York Mills	On- & Off-Sale	---	1,195	703,384	455,712	247,672	194,539	27.7%	53,133	4,923	---	58,056	8.3%	70,750
8	Callaway	On- & Off-Sale	---	236	526,421	276,518	249,903	212,653	40.4%	37,250	3,090	---	40,340	7.7%	11,956
9	Miltona	On- & Off-Sale	---	419	625,030	351,562	273,468	231,936	37.1%	41,532	3,206	---	44,738	7.2%	---
10	Browns Valley	On- & Off-Sale	---	583	300,389	172,605	127,784	116,070	38.6%	11,714	7,582	---	19,296	6.4%	---
11	Wolf Lake	On- & Off-Sale	---	59	405,228	205,371	199,857	180,114	44.4%	19,743	3,447	---	19,064	4.7%	25,000
12	Frazee	On- & Off-Sale	---	1,363	656,140	430,384	225,756	202,281	30.8%	23,475	109	---	23,584	3.6%	---
13	Herman	On- & Off-Sale	---	433	336,939	185,308	151,631	133,976	39.8%	17,655	---	5,693	11,962	3.6%	---
14	Lake Park	On- & Off-Sale	---	783	656,305	382,668	273,637	259,763	39.6%	13,874	3,615	---	17,489	2.7%	---
15	Parkers Prairie	On- & Off-Sale	---	1,011	647,984	415,260	232,724	205,725	31.7%	26,999	80	28,430	(1,351)	-0.2%	---
16	Audubon	On- & Off-Sale	---	522	564,107	365,807	198,300	198,256	35.1%	44	6,932	10,881	(3,905)	-0.7%	5,000
<b>Total for Region</b>				<b>64,797</b>	<b>\$33,732,844</b>	<b>\$23,896,502</b>	<b>\$9,836,342</b>	<b>\$6,727,721</b>	<b>19.9%</b>	<b>\$3,108,621</b>	<b>\$206,147</b>	<b>\$313,954</b>	<b>\$3,000,814</b>	<b>8.9%</b>	<b>\$1,840,227</b>
<b>Percent of Total MLS Operations</b>				<b>7.0%</b>	<b>10.6%</b>	<b>10.5%</b>	<b>10.9%</b>	<b>10.1%</b>	<b>---</b>	<b>13.4%</b>	<b>8.7%</b>	<b>14.4%</b>	<b>12.8%</b>	<b>---</b>	<b>9.2%</b>
<b>5 - North Central</b>															
1	Wadena	Off-Sale Only	---	4,014	\$1,685,569	\$1,266,987	\$418,582	\$244,505	14.5%	\$174,077	\$4,946	\$---	\$179,023	10.6%	\$181,403
2	Long Prairie	Off-Sale Only	---	3,445	1,286,535	988,875	297,660	172,188	13.4%	125,472	2,692	---	128,164	10.0%	90,000
3	Eagle Bend	Off-Sale Only	---	532	272,468	165,794	106,674	117,563	43.1%	(10,889)	9,111	---	(1,778)	-0.7%	9,000
1	Walker	On- & Off-Sale	---	925	907,638	664,173	243,465	143,694	15.8%	99,771	240	---	100,011	11.0%	---
2	Longville	On- & Off-Sale	---	154	1,410,804	918,748	492,056	369,552	26.2%	122,504	1,366	7,757	116,113	8.2%	---
3	Menahga	On- & Off-Sale	---	1,300	714,177	419,356	294,821	251,159	35.2%	43,662	2,869	1,992	44,539	6.2%	50,000
4	Remer	On- & Off-Sale	---	367	537,073	324,235	212,838	180,206	33.6%	32,632	---	---	32,632	6.1%	500
5	Nisswa	On- & Off-Sale	---	1,979	3,043,426	2,165,051	878,375	679,326	22.3%	199,049	---	12,721	186,328	6.1%	173,403
6	Sebeka	On- & Off-Sale	---	708	467,155	266,370	200,785	176,830	37.9%	23,955	77	---	24,032	5.1%	47,390
7	Browerville	On- & Off-Sale	---	791	443,057	245,108	197,949	190,504	43.0%	7,445	10,493	---	17,938	4.0%	(7,495)
8	Randall	On- & Off-Sale	---	651	537,361	353,167	184,194	180,209	33.5%	3,985	6,634	---	10,619	2.0%	---
9	Hackensack	On- & Off-Sale	---	314	1,010,349	701,244	309,105	271,345	26.9%	37,760	57	29,753	8,064	0.8%	---
10	Fifty Lakes	On- & Off-Sale	---	390	382,435	177,656	204,779	204,520	53.5%	259	---	---	347	0.1%	---
11	Clarissa	On- & Off-Sale	---	682	364,387	230,042	134,345	141,442	38.8%	(7,097)	3,928	---	(3,169)	-0.9%	---
12	Verndale	On- & Off-Sale	---	601	247,947	145,329	102,618	121,795	49.1%	(19,177)	1,609	2,193	(19,761)	-8.0%	(100,321)
13	Bertha	On- & Off-Sale	[2]	498	135,907	74,685	61,222	75,126	55.3%	(13,904)	679	---	(25,054)	-18.4%	---
14	Flensburg	On- & Off-Sale	---	227	344,247	158,380	185,867	256,798	74.6%	(70,931)	1,423	120,218	(189,726)	-55.1%	(50,000)
<b>Total for Region</b>				<b>17,578</b>	<b>\$13,790,535</b>	<b>\$9,265,200</b>	<b>\$4,525,335</b>	<b>\$3,776,762</b>	<b>27.4%</b>	<b>\$748,573</b>	<b>\$46,212</b>	<b>\$174,634</b>	<b>\$608,322</b>	<b>4.4%</b>	<b>\$393,880</b>
<b>Percent of Total MLS Operations</b>				<b>1.9%</b>	<b>4.3%</b>	<b>4.1%</b>	<b>5.0%</b>	<b>5.6%</b>	<b>---</b>	<b>3.2%</b>	<b>2.0%</b>	<b>8.0%</b>	<b>2.6%</b>	<b>---</b>	<b>2.0%</b>

**Table 13**  
**Comparison of City Liquor Store Operations - 2011**  
**Listed by Economic Development Region and City**  
**Ranked by Net Profit/(Loss) as a Percent of Sales by Type of Establishment**

Rank	Region and City	Type of Store	Foot- notes	Population	Sales	Cost of Sales	Gross Profit	Operating Expenses as a Percent of Sales		Income/ (Loss)	Nonoperating		Net Profit/(Loss)		Transfers To/(From) Other Funds
								Expenses			Revenues	Expenses	Amount	Percent of Sales	
<b>6E - Southwest Central</b>															
1	Glencoe	Off-Sale Only	---	5,621	\$1,280,440	\$973,379	\$307,061	\$173,617	13.6%	\$133,444	\$105	\$---	\$133,549	10.4%	\$160,000
2	Hutchinson	Off-Sale Only	---	14,148	5,099,629	3,946,363	1,153,266	651,933	12.8%	501,333	4,503	43,308	462,528	9.1%	451,030
3	Litchfield	Off-Sale Only	---	6,721	1,943,424	1,482,464	460,960	316,105	16.3%	144,855	1,768	---	146,623	7.5%	59,000
4	Darwin	Off-Sale Only	---	351	444,813	348,649	96,164	86,383	19.4%	9,781	7,365	---	17,146	3.9%	110,000
5	Dassel	Off-Sale Only	---	1,473	1,054,774	831,004	223,770	184,561	17.5%	39,209	25,154	40,133	24,230	2.3%	22,000
1	Buffalo Lake	On- & Off-Sale	---	723	332,634	184,538	148,096	164,297	49.4%	(16,201)	23,035	---	6,834	2.1%	---
2	Sacred Heart	On- & Off-Sale	---	541	465,551	280,401	185,150	189,097	40.6%	(3,947)	12,721	---	8,774	1.9%	---
3	Silver Lake	On- & Off-Sale	---	835	535,744	297,297	238,447	231,437	43.2%	7,010	388	---	7,398	1.4%	10,000
4	Fairfax	On- & Off-Sale	---	1,225	540,847	295,859	244,988	248,544	46.0%	(3,556)	4,209	---	653	0.1%	---
5	Olivia	On- & Off-Sale	---	2,479	888,052	641,675	246,377	276,411	31.1%	(30,034)	13,919	---	(16,115)	-1.8%	---
6	Biscay	On- & Off-Sale	---	113	\$422,730	\$206,188	\$216,542	\$294,097	69.6%	(\$77,555)	\$23,936	\$40,423	(\$94,042)	-22.2%	(\$10,000)
<b>Total for Region</b>				<b>34,230</b>	<b>\$13,008,638</b>	<b>\$9,487,817</b>	<b>\$3,520,821</b>	<b>\$2,816,482</b>	<b>21.7%</b>	<b>\$704,339</b>	<b>\$117,103</b>	<b>\$123,864</b>	<b>\$697,578</b>	<b>5.4%</b>	<b>\$802,030</b>
<b>Percent of Total MLS Operations</b>				<b>3.7%</b>	<b>4.1%</b>	<b>4.2%</b>	<b>3.9%</b>	<b>4.2%</b>	<b>---</b>	<b>3.0%</b>	<b>5.0%</b>	<b>5.7%</b>	<b>3.0%</b>	<b>---</b>	<b>4.0%</b>
<b>6W - Upper Southwest</b>															
1	Granite Falls	Off-Sale Only	---	2,879	\$956,646	\$708,406	\$248,240	\$171,992	18.0%	\$76,248	\$16,724	\$17,618	\$75,354	7.9%	\$98,275
2	Montevideo	Off-Sale Only	---	5,360	2,040,406	1,516,326	524,080	402,426	19.7%	121,654	2,350	58	123,946	6.1%	100,000
3	Appleton	Off-Sale Only	---	1,403	481,825	347,516	134,309	106,251	22.1%	28,058	---	---	28,058	5.8%	---
4	Dawson	Off-Sale Only	---	1,533	446,267	319,459	126,808	128,179	28.7%	(1,371)	21,849	---	20,478	4.6%	---
5	Madison	Off-Sale Only	---	1,542	435,512	318,668	116,844	108,650	24.9%	8,194	1,680	---	9,874	2.3%	11,000
1	De Graff	On- & Off-Sale	---	112	468,680	212,172	256,508	206,655	44.1%	49,853	---	13,389	36,464	7.8%	1,020
2	Benson	On- & Off-Sale	---	3,223	988,311	665,037	323,274	296,960	30.0%	26,314	15,113	---	41,427	4.2%	30,000
3	Boyd	On- & Off-Sale	---	174	312,929	167,795	145,134	142,388	45.5%	2,746	10,001	---	12,747	4.1%	---
4	Danvers	On- & Off-Sale	---	96	335,092	190,338	144,754	138,534	41.3%	6,220	---	---	6,875	2.1%	---
5	Clontarf	On- & Off-Sale	---	159	376,682	220,001	156,681	172,425	45.8%	(15,744)	9,000	651	(7,395)	-2.0%	(3,477)
6	Hanley Falls	On- & Off-Sale	---	301	217,459	134,506	82,953	112,588	51.8%	(29,635)	8,543	---	(21,092)	-9.7%	13,299
<b>Total for Region</b>				<b>16,782</b>	<b>\$7,059,809</b>	<b>\$4,800,224</b>	<b>\$2,259,585</b>	<b>\$1,987,048</b>	<b>28.1%</b>	<b>\$272,537</b>	<b>\$85,915</b>	<b>\$31,716</b>	<b>\$326,736</b>	<b>4.6%</b>	<b>\$250,117</b>
<b>Percent of Total MLS Operations</b>				<b>1.8%</b>	<b>2.2%</b>	<b>2.1%</b>	<b>2.5%</b>	<b>3.0%</b>	<b>---</b>	<b>1.2%</b>	<b>3.6%</b>	<b>1.5%</b>	<b>1.4%</b>	<b>---</b>	<b>1.2%</b>
<b>7E - East Central</b>															
1	Pine City	Off-Sale Only	---	3,119	\$1,661,417	\$1,203,043	\$458,374	\$320,453	19.3%	\$137,921	\$5,904	\$---	\$143,825	8.7%	\$100,000
2	Isanti	Off-Sale Only	---	5,286	2,086,169	1,538,605	547,564	376,161	18.0%	171,403	10,161	---	181,564	8.7%	150,000
3	Cambridge	Off-Sale Only	---	8,194	4,355,132	3,338,052	1,017,080	658,571	15.1%	358,509	10,216	5,654	363,071	8.3%	---
4	Princeton	Off-Sale Only	---	4,698	2,579,665	1,960,744	618,921	441,774	17.1%	177,147	14,636	---	191,783	7.4%	5,610
5	North Branch	Off-Sale Only	---	10,122	2,145,494	1,540,049	605,445	419,628	19.6%	185,817	7	29,104	156,720	7.3%	124,603
6	Mora	Off-Sale Only	---	3,557	2,645,500	1,961,735	683,765	451,834	17.1%	231,931	6,604	61,750	176,785	6.7%	270,000
7	Milaca	Off-Sale Only	---	2,944	1,816,473	1,382,307	434,166	314,981	17.3%	119,185	6,439	25,998	99,626	5.5%	25,000
8	Braham	Off-Sale Only	---	1,812	\$1,217,196	\$930,885	\$286,311	\$244,684	20.1%	\$41,627	\$70,634	\$66,123	\$46,138	3.8%	\$36,000
9	Rush City	Off-Sale Only	---	3,091	1,072,035	820,792	251,243	262,872	24.5%	(11,629)	101	---	(11,528)	-1.1%	11,000
1	Finlayson	On- & Off-Sale	---	316	509,215	280,015	229,200	163,523	32.1%	65,677	4,200	---	69,877	13.7%	24,279
2	Isle	On- & Off-Sale	---	765	1,018,674	601,382	417,292	302,716	29.7%	114,576	12,729	---	127,305	12.5%	20,950
3	Lindstrom	On- & Off-Sale	---	4,464	2,336,898	1,660,798	676,100	558,106	23.9%	117,994	35,164	---	153,158	6.6%	155,700
4	Stacy	On- & Off-Sale	---	1,456	2,524,782	1,653,003	871,779	680,166	26.9%	191,613	30,833	83,882	138,564	5.5%	30,000
5	Hinckley	On- & Off-Sale	---	1,805	2,235,342	1,518,575	716,767	555,484	24.9%	161,283	429	42,923	118,789	5.3%	106,750
6	Foreston	On- & Off-Sale	---	529	333,151	151,046	182,105	180,541	54.2%	1,564	7,979	450	9,093	2.7%	---
6	Ogilvie	On- & Off-Sale	---	362	421,138	232,796	188,342	173,523	41.2%	14,819	2,364	11,872	5,311	1.3%	11,872
<b>Total for Region</b>				<b>50,708</b>	<b>\$28,958,281</b>	<b>\$20,773,827</b>	<b>\$8,184,454</b>	<b>\$6,105,017</b>	<b>21.1%</b>	<b>\$2,079,437</b>	<b>\$218,400</b>	<b>\$327,756</b>	<b>\$1,970,081</b>	<b>6.8%</b>	<b>\$1,071,764</b>
<b>Percent of Total MLS Operations</b>				<b>5.5%</b>	<b>8.7%</b>	<b>8.7%</b>	<b>8.8%</b>	<b>8.8%</b>	<b>---</b>	<b>8.8%</b>	<b>6.3%</b>	<b>12.0%</b>	<b>8.2%</b>	<b>---</b>	<b>5.2%</b>
<b>7W - Central</b>															
1	Paynesville	Off-Sale Only	---	2,434	\$1,070,424	\$842,939	\$227,485	\$220,553	20.6%	\$6,932	\$232,891	\$---	\$239,823	22.4%	\$34,109
2	Buffalo	Off-Sale Only	---	15,580	4,113,498	2,952,792	1,160,706	672,752	16.4%	487,954	198,096	48,892	637,158	15.5%	500,000
3	Monticello	Off-Sale Only	---	12,840	4,653,476	3,502,213	1,151,263	658,999	14.2%	492,264	202,961	---	695,225	14.9%	250,000

**Table 13**  
**Comparison of City Liquor Store Operations - 2011**  
**Listed by Economic Development Region and City**  
**Ranked by Net Profit/(Loss) as a Percent of Sales by Type of Establishment**

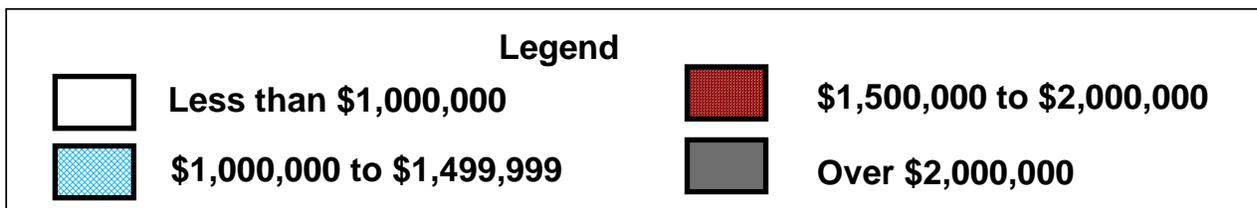
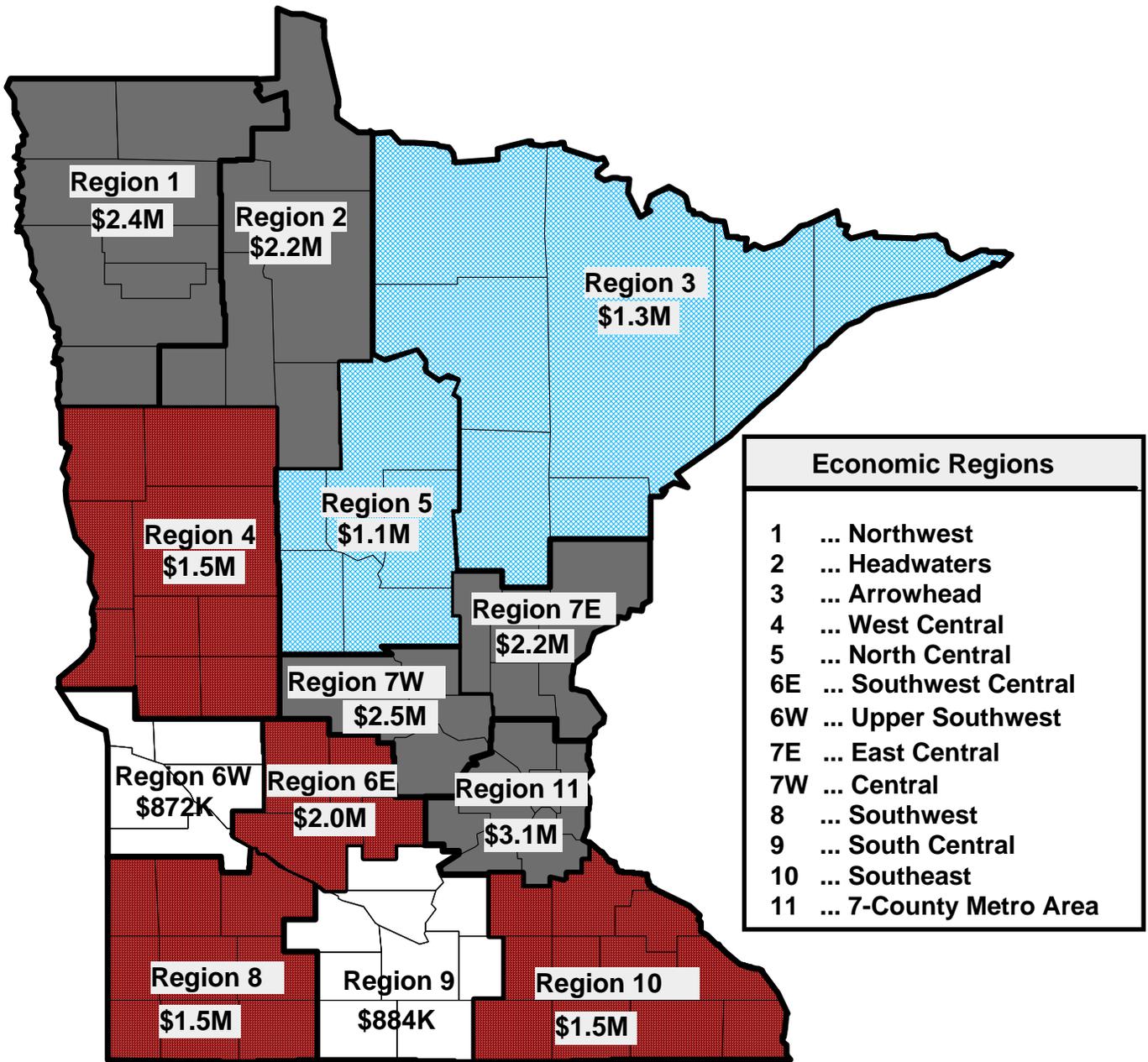
Rank	Region and City	Type of Store	Foot- notes	Population	Sales	Cost of Sales	Gross Profit	Operating Expenses as a Percent of Sales		Income/ (Loss)	Nonoperating		Net Profit/(Loss)		Transfers To/(From) Other Funds
								Expenses	Income/ (Loss)		Revenues	Expenses	Amount	Percent of Sales	
4	Elk River	Off-Sale Only	---	23,101	6,145,692	4,385,452	1,760,240	947,692	15.4%	812,548	45,444	33,827	824,165	13.4%	3,115,592
5	Big Lake	Off-Sale Only	---	10,164	3,115,859	2,304,378	811,481	499,870	16.0%	311,611	---	60,774	250,837	8.1%	257,000
6	Delano	Off-Sale Only	---	5,510	2,276,358	1,669,143	607,215	428,542	18.8%	178,673	2,037	---	180,710	7.9%	100,000
7	Sauk Rapids	Off-Sale Only	---	12,796	2,253,057	1,762,679	490,378	405,076	18.0%	85,302	11,739	---	97,041	4.3%	---
8	Maple Lake	Off-Sale Only	---	2,081	1,267,616	958,870	308,746	274,837	21.7%	33,909	3,699	---	37,608	3.0%	20,000
1	Howard Lake	On- & Off-Sale	---	1,978	743,489	538,077	205,412	192,106	25.8%	13,306	77,993	11,280	80,019	10.8%	---
2	Gilman	On- & Off-Sale	---	227	368,703	162,534	206,169	183,536	49.8%	22,633	10,661	---	33,294	9.0%	---
3	South Haven	On- & Off-Sale	---	189	251,309	119,017	132,292	131,842	52.5%	450	14,479	---	14,929	5.9%	---
4	Waverly	On- & Off-Sale	---	1,371	951,830	667,657	284,173	247,015	26.0%	37,158	55	7,190	30,023	3.2%	---
5	Holdingsford	On- & Off-Sale	---	710	351,111	193,088	158,023	162,017	46.1%	(3,994)	9,785	---	5,791	1.6%	14,500
<b>Total for Region</b>				<b>88,981</b>	<b>\$27,562,422</b>	<b>\$20,058,839</b>	<b>\$7,503,583</b>	<b>\$5,024,837</b>	<b>18.2%</b>	<b>\$2,478,746</b>	<b>\$809,840</b>	<b>\$161,963</b>	<b>\$3,126,623</b>	<b>11.3%</b>	<b>\$4,291,201</b>
<b>Percent of Total MLS Operations</b>				<b>9.6%</b>	<b>8.7%</b>	<b>8.8%</b>	<b>8.3%</b>	<b>7.5%</b>	<b>---</b>	<b>10.7%</b>	<b>34.4%</b>	<b>7.4%</b>	<b>13.3%</b>	<b>---</b>	<b>21.3%</b>
<b>8 - Southwest</b>															
1	Marshall	Off-Sale Only	---	13,767	\$3,570,487	\$2,692,836	\$877,651	\$386,684	10.8%	\$490,967	\$2,487	\$1,857	\$491,597	13.8%	\$1,424,204
2	Pipestone	Off-Sale Only	---	4,308	1,313,905	955,761	358,144	206,838	15.7%	151,306	5,702	---	157,008	11.9%	50,000
3	Worthington	Off-Sale Only	---	12,829	2,833,232	2,109,291	723,941	411,119	14.5%	312,822	4,363	---	317,185	11.2%	200,000
4	Windom	Off-Sale Only	---	4,649	1,499,600	1,052,441	447,159	313,731	20.9%	133,428	---	---	133,428	8.9%	70,937
5	Lakefield	Off-Sale Only	---	1,690	385,363	275,182	110,181	79,890	20.7%	30,291	3,514	22	33,783	8.8%	3,000
6	Luverne	Off-Sale Only	---	4,745	1,103,616	778,111	325,505	241,361	21.9%	84,144	5,036	---	89,180	8.1%	45,000
7	Redwood Falls	Off-Sale Only	---	5,248	1,716,357	1,283,525	432,832	331,912	19.3%	100,920	19,608	32,243	88,285	5.1%	80,000
8	Jackson	Off-Sale Only	---	3,294	985,721	796,265	189,456	178,750	18.1%	10,706	5,151	---	15,857	1.6%	41,000
9	Round Lake	Off-Sale Only	---	374	144,599	115,651	28,948	32,710	22.6%	(3,762)	2,998	---	(764)	-0.5%	---
1	Walnut Grove	On- & Off-Sale	---	871	497,682	254,500	243,182	213,260	42.9%	29,922	959	---	30,881	6.2%	10,500
2	Avoca	On- & Off-Sale	---	143	260,055	128,834	131,221	120,239	46.2%	10,982	3,331	1,168	13,145	5.1%	27,200
3	Balaton	On- & Off-Sale	---	645	425,937	262,493	163,444	145,988	34.3%	17,456	3,875	---	21,331	5.0%	10,000
4	Heron Lake	On- & Off-Sale	---	691	338,301	187,239	151,062	133,714	39.5%	17,348	101	3,905	13,544	4.0%	---
5	Russell	On- & Off-Sale	---	336	267,436	142,771	124,665	120,384	45.0%	4,281	1,780	---	6,061	2.3%	---
6	Lake Benton	On- & Off-Sale	---	677	320,430	183,485	136,945	132,584	41.4%	4,361	18	---	4,379	1.4%	---
7	Hadley	On- & Off-Sale	---	62	237,385	105,403	131,982	141,519	59.6%	(9,537)	7,960	---	(1,577)	-0.7%	5,000
8	Ivanhoe	On- & Off-Sale	---	551	461,149	265,199	195,950	202,026	43.8%	(6,076)	230	337	(6,183)	-1.3%	---
9	Tracy	On- & Off-Sale	---	2,178	808,575	486,553	322,022	345,057	42.7%	(23,035)	6,578	494	(16,951)	-2.1%	20,000
10	Okabena	On- & Off-Sale	---	189	246,222	156,384	89,838	101,209	41.1%	(11,371)	3,871	---	(7,500)	-3.0%	---
11	Vesta	On- & Off-Sale	---	319	206,586	117,180	89,406	100,941	48.9%	(11,535)	---	---	(11,535)	-5.6%	---
12	Wilmont	On- & Off-Sale	---	337	235,608	129,995	105,613	123,919	52.6%	(18,306)	533	---	(17,773)	-7.5%	---
13	Lake Wilson	On- & Off-Sale	[21]	248	116	---	116	3,846	3315.5%	(3,730)	1,250	444	(2,924)	-2520.7%	109,017
<b>Total for Region</b>				<b>58,151</b>	<b>\$17,858,362</b>	<b>\$12,479,099</b>	<b>\$5,379,263</b>	<b>\$4,067,681</b>	<b>22.8%</b>	<b>\$1,311,582</b>	<b>\$79,345</b>	<b>\$40,470</b>	<b>\$1,350,457</b>	<b>7.6%</b>	<b>\$2,095,858</b>
<b>Percent of Total MLS Operations</b>				<b>6.3%</b>	<b>5.6%</b>	<b>5.5%</b>	<b>6.0%</b>	<b>6.1%</b>	<b>---</b>	<b>5.6%</b>	<b>3.4%</b>	<b>1.9%</b>	<b>5.8%</b>	<b>---</b>	<b>10.4%</b>
<b>9 - South Central</b>															
1	Saint James	Off-Sale Only	---	4,597	\$979,615	\$659,590	\$320,025	\$165,604	16.9%	\$154,421	\$2,176	\$---	\$156,597	16.0%	\$74,600
2	Fairmont	Off-Sale Only	---	10,631	3,170,439	2,326,099	844,340	524,112	16.5%	320,228	6,885	---	327,113	10.3%	146,500
3	Madelia	Off-Sale Only	---	2,307	\$387,059	\$305,737	\$81,322	\$58,565	15.1%	\$22,757	\$594	---	\$23,351	6.0%	\$35,000
4	Blue Earth	Off-Sale Only	---	3,348	1,414,217	1,054,441	359,776	258,707	18.3%	101,069	3,986	22,628	82,427	5.8%	---
5	Butterfield	Off-Sale Only	---	586	220,520	167,085	53,435	44,439	20.2%	8,996	3,701	---	12,697	5.8%	---
6	Kiester	Off-Sale Only	---	499	184,699	120,997	63,702	53,819	29.1%	9,883	---	---	9,883	5.4%	24,523
7	Elmore	Off-Sale Only	---	665	153,073	117,120	35,953	29,557	19.3%	6,396	140	---	6,536	4.3%	---
8	Sleepy Eye	Off-Sale Only	---	3,598	563,827	419,916	143,911	140,140	24.9%	3,771	5,451	---	9,222	1.6%	15,000
1	Hanska	On- & Off-Sale	---	397	303,599	166,301	137,298	122,178	40.2%	15,120	2,664	379	17,405	5.7%	---
2	Le Center	On- & Off-Sale	---	2,506	844,283	526,389	317,894	276,869	32.8%	41,025	160	6,452	34,733	4.1%	50,000
3	Sherburn	On- & Off-Sale	---	1,131	743,669	497,610	246,059	240,648	32.4%	5,411	6	---	5,417	0.7%	---
4	Waldorf	On- & Off-Sale	---	230	193,975	109,413	84,562	93,606	48.3%	(9,044)	8,645	---	(399)	-0.2%	---
5	Lewisville	On- & Off-Sale	---	250	228,708	124,362	104,346	115,726	50.6%	(11,380)	9,441	---	(1,939)	-0.8%	---
6	Wells	On- & Off-Sale	---	2,338	696,242	483,447	212,795	246,814	35.4%	(34,019)	6,452	---	(27,567)	-4.0%	25,000
7	Mapleton	On- & Off-Sale	---	1,761	546,919	362,323	184,596	230,698	42.2%	(46,102)	18,797	---	(27,305)	-5.0%	---
8	Cleveland	On- & Off-Sale	---	717	185,728	109,150	76,578	107,480	57.9%	(30,902)	15,903	---	(14,999)	-8.1%	---

**Table 13**  
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**Listed by Economic Development Region and City**  
**Ranked by Net Profit/(Loss) as a Percent of Sales by Type of Establishment**

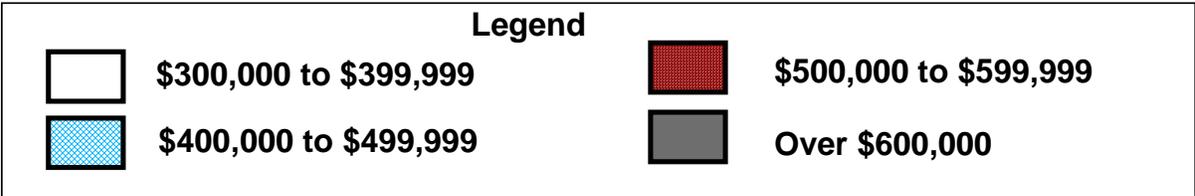
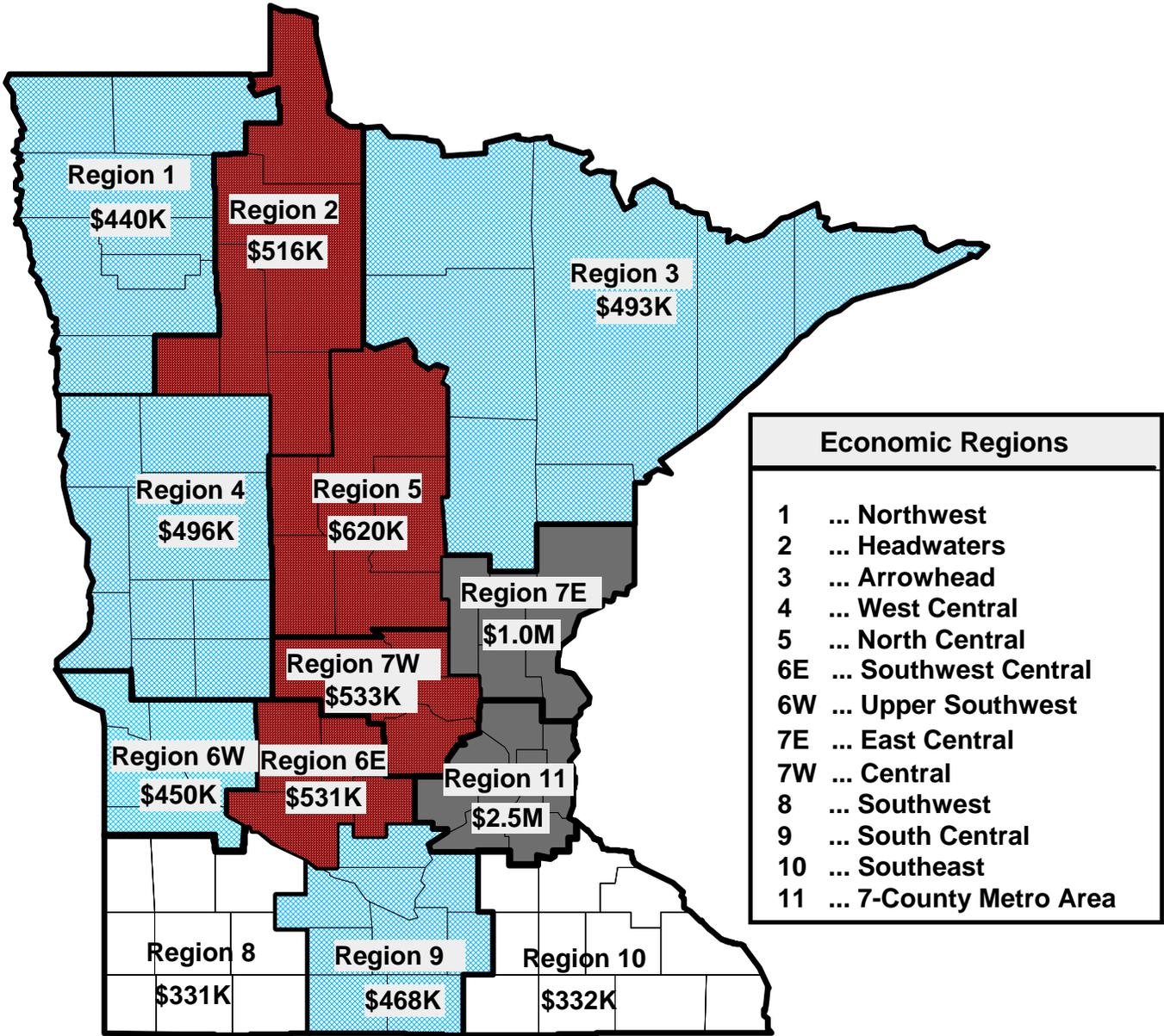
Rank	Region and City	Type of Store	Foot- notes	Population	Sales	Cost of Sales	Gross Profit	Operating Expenses as a Percent of Sales		Income/ (Loss)	Nonoperating		Net Profit/(Loss)		Transfers To/(From) Other Funds
								Expenses	Income/ (Loss)		Revenues	Expenses	Amount	Percent of Sales	
<b>Total for Region</b>				<b>35,561</b>	<b>\$10,816,572</b>	<b>\$7,549,980</b>	<b>\$3,266,592</b>	<b>\$2,660,142</b>	<b>24.6%</b>	<b>\$606,450</b>	<b>\$85,001</b>	<b>\$29,459</b>	<b>\$661,992</b>	<b>6.1%</b>	<b>\$370,623</b>
<b>Percent of Total MLS Operations</b>				<b>3.8%</b>	<b>3.4%</b>	<b>3.3%</b>	<b>3.6%</b>	<b>4.0%</b>	<b>---</b>	<b>2.6%</b>	<b>3.6%</b>	<b>1.4%</b>	<b>2.8%</b>	<b>---</b>	<b>1.8%</b>
<b>10 - Southeast</b>															
1	Northfield	Off-Sale Only	---	20,454	\$2,850,182	\$2,110,126	\$740,056	\$541,411	19.0%	\$198,645	\$32,096	\$---	\$230,741	8.1%	\$131,280
2	Kasson	Off-Sale Only	---	6,010	1,098,000	869,678	228,322	208,808	19.0%	19,514	8,089	---	27,603	2.5%	14,000
3	Lonsdale	Off-Sale Only	---	3,721	1,293,363	1,007,107	286,256	267,378	20.7%	18,878	397	---	19,275	1.5%	---
4	Caledonia	Off-Sale Only	---	2,851	596,265	449,999	146,266	138,940	23.3%	7,326	---	---	7,326	1.2%	---
1	Kenyon	On- & Off-Sale	---	1,818	620,028	416,711	203,317	182,444	29.4%	20,873	13,665	637	33,901	5.5%	20,000
2	Plainview	On- & Off-Sale	---	3,348	621,117	377,177	243,940	217,611	35.0%	26,329	5,759	---	32,088	5.2%	---
3	West Concord	On- & Off-Sale	---	785	374,461	203,623	170,838	165,452	44.2%	5,386	5,030	---	10,416	2.8%	---
4	Conger	On- & Off-Sale	---	147	352,476	193,076	159,400	156,873	44.5%	2,527	4,362	---	6,889	2.0%	3,600
5	Mazepa	On- & Off-Sale	---	844	321,618	195,916	125,702	129,499	40.3%	(3,797)	8,500	---	4,703	1.5%	---
6	Medford	On- & Off-Sale	---	1,243	358,341	188,421	169,920	173,185	48.3%	(3,265)	7,620	---	4,355	1.2%	10,000
7	Spring Grove	On- & Off-Sale	---	1,324	356,546	223,381	133,165	139,239	39.1%	(6,074)	553	---	(5,521)	-1.5%	---
8	Canton	On- & Off-Sale	---	346	81,839	64,811	17,028	20,809	25.4%	(3,781)	1,854	---	(1,927)	-2.4%	---
9	Ellendale	On- & Off-Sale	---	691	286,749	174,312	112,437	138,821	48.4%	(26,384)	134	---	(26,250)	-9.2%	(28,000)
10	Kellogg	On- & Off-Sale	---	450	124,401	80,157	44,244	79,862	64.2%	(35,618)	8,032	---	(27,586)	-22.2%	---
11	Rushford	On- & Off-Sale	[21]	1,749	149,863	122,929	26,934	112,516	75.1%	(85,582)	3,379	18,673	(100,876)	-67.3%	---
<b>Total for Region</b>				<b>45,781</b>	<b>\$9,485,249</b>	<b>\$6,677,424</b>	<b>\$2,807,825</b>	<b>\$2,672,848</b>	<b>28.2%</b>	<b>\$134,977</b>	<b>\$99,470</b>	<b>\$19,310</b>	<b>\$215,137</b>	<b>2.3%</b>	<b>\$150,880</b>
<b>Percent of Total MLS Operations</b>				<b>4.9%</b>	<b>3.0%</b>	<b>2.9%</b>	<b>3.1%</b>	<b>4.0%</b>	<b>---</b>	<b>0.6%</b>	<b>4.2%</b>	<b>0.9%</b>	<b>0.9%</b>	<b>---</b>	<b>0.8%</b>
<b>11 - 7-County Metro Area</b>															
1	Edina	Off-Sale Only	---	48,262	\$13,172,484	\$9,648,160	\$3,524,324	\$2,078,946	15.8%	\$1,445,378	\$---	\$---	\$1,445,378	11.0%	\$1,255,100
2	Apple Valley	Off-Sale Only	---	49,801	9,005,660	6,448,087	2,557,573	1,601,269	17.8%	956,304	89,325	128,323	917,306	10.2%	525,000
3	Saint Francis	Off-Sale Only	---	7,255	2,017,684	1,504,114	513,570	369,823	18.3%	143,747	39,393	---	183,140	9.1%	60,000
4	Lakeville	Off-Sale Only	---	56,534	14,373,261	10,826,384	3,546,877	2,196,758	15.3%	1,350,119	56,924	181,335	1,225,708	8.5%	1,134,131
5	Richfield	Off-Sale Only	---	35,376	11,198,404	8,358,937	2,839,467	1,932,217	17.3%	907,250	18,387	---	925,637	8.3%	693,870
6	Robbinsdale	Off-Sale Only	---	14,014	2,725,843	2,023,712	702,131	516,886	19.0%	185,245	37,163	---	222,408	8.2%	75,000
7	Eden Prairie	Off-Sale Only	---	61,151	11,676,390	8,656,149	3,020,241	2,118,675	18.1%	901,566	51,817	6,812	946,571	8.1%	1,000,000
8	Brooklyn Center	Off-Sale Only	---	30,204	5,789,346	4,175,906	1,613,440	1,214,496	21.0%	398,944	19,431	---	418,375	7.2%	147,488
9	Fridley	Off-Sale Only	---	27,515	4,893,436	3,681,988	1,211,448	886,294	18.1%	325,154	761	---	325,915	6.7%	350,000
10	Saint Anthony	Off-Sale Only	---	8,333	6,995,923	5,341,718	1,654,205	1,162,894	16.6%	491,311	3,661	32,659	462,313	6.6%	417,200
11	Columbia Heights	Off-Sale Only	---	19,619	8,494,962	6,413,886	2,081,076	1,459,656	17.2%	621,420	1,500	237,147	385,773	4.5%	98,955
12	Anoka	Off-Sale Only	---	17,331	3,790,973	2,937,691	853,282	715,804	18.9%	137,478	21,174	---	158,652	4.2%	263,333
13	Savage	Off-Sale Only	---	27,147	4,657,014	3,463,507	1,193,507	943,648	20.3%	249,859	---	65,681	184,178	4.0%	---
14	Mound	Off-Sale Only	---	9,084	2,675,527	1,997,081	678,446	581,533	21.7%	96,913	14,388	22,803	88,498	3.3%	8,438
15	Lexington	Off-Sale Only	---	2,078	3,049,103	2,401,544	647,559	533,317	17.5%	114,242	3,112	24,687	92,667	3.0%	50,000
16	Farmington	Off-Sale Only	---	21,369	4,199,344	3,151,829	1,047,515	938,007	22.3%	109,508	---	1,705	107,803	2.6%	90,007
17	Spring Lake Park	Off-Sale Only	---	6,432	2,345,287	1,810,117	535,170	536,185	22.9%	(1,015)	27,243	---	26,228	1.1%	150,000
1	Rogers	On- & Off-Sale	---	8,879	3,151,356	2,213,802	937,554	652,047	20.7%	285,507	---	29,050	256,457	8.1%	211,273
2	Wayzata	On- & Off-Sale	---	3,720	4,391,203	2,294,347	2,096,856	1,837,321	41.8%	259,535	35,236	92,629	202,142	4.6%	20,000
<b>Total for Region</b>				<b>454,104</b>	<b>\$118,603,200</b>	<b>\$87,348,959</b>	<b>\$31,254,241</b>	<b>\$22,275,776</b>	<b>18.8%</b>	<b>\$8,978,465</b>	<b>\$419,515</b>	<b>\$822,831</b>	<b>\$8,575,149</b>	<b>7.2%</b>	<b>\$6,549,795</b>
<b>Percent of Total MLS Operations</b>				<b>49.0%</b>	<b>37.4%</b>	<b>38.5%</b>	<b>34.7%</b>	<b>33.3%</b>	<b>---</b>	<b>38.6%</b>	<b>17.8%</b>	<b>37.8%</b>	<b>36.6%</b>	<b>---</b>	<b>32.6%</b>
<b>Off-Sale Only</b>				<b>825,423</b>	<b>\$247,863,063</b>	<b>\$184,811,974</b>	<b>\$63,051,089</b>	<b>\$42,378,164</b>	<b>17.1%</b>	<b>\$20,672,925</b>	<b>\$1,624,028</b>	<b>\$1,473,515</b>	<b>\$20,823,438</b>	<b>8.4%</b>	<b>\$18,454,000</b>
<b>On- &amp; Off-Sale</b>				<b>101,903</b>	<b>\$69,366,042</b>	<b>\$42,227,747</b>	<b>\$27,138,295</b>	<b>\$24,588,688</b>	<b>35.4%</b>	<b>\$2,549,607</b>	<b>\$731,988</b>	<b>\$705,330</b>	<b>\$2,576,265</b>	<b>3.7%</b>	<b>\$1,648,376</b>
<b>All Stores</b>				<b>927,326</b>	<b>\$317,229,105</b>	<b>\$227,039,721</b>	<b>\$90,189,384</b>	<b>\$66,966,852</b>	<b>21.1%</b>	<b>\$23,222,532</b>	<b>\$2,356,016</b>	<b>\$2,178,845</b>	<b>\$23,399,703</b>	<b>7.4%</b>	<b>\$20,102,376</b>

# Figure 8

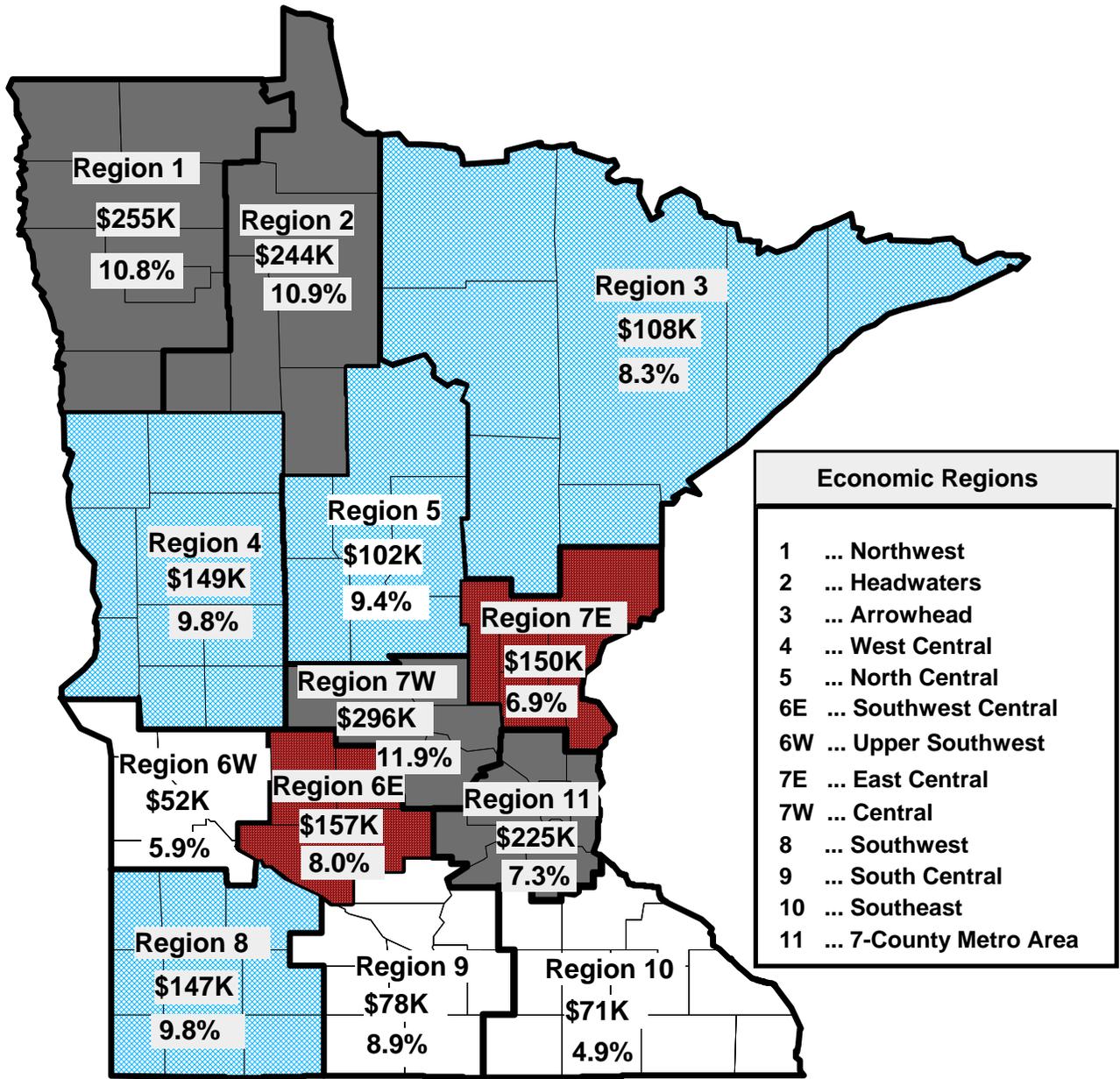
## 2011 Average Sales Per Off-Sale Municipal Liquor Establishment by Economic Development Region



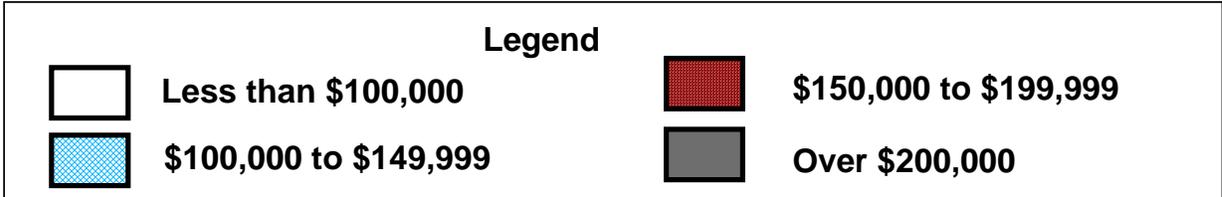
**Figure 9**  
**2011 Average Sales Per On-Sale Municipal Liquor**  
**Establishment by Economic Development Region**



**Figure 10**  
**2011 Average Net Profit and Percent of Sales**  
**Per Off-Sale Municipal Liquor Establishment**  
**by Economic Development Region**



Economic Regions	
1	... Northwest
2	... Headwaters
3	... Arrowhead
4	... West Central
5	... North Central
6E	... Southwest Central
6W	... Upper Southwest
7E	... East Central
7W	... Central
8	... Southwest
9	... South Central
10	... Southeast
11	... 7-County Metro Area



**Figure 11**  
**2011 Average Net Profit and Percent of Sales**  
**Per On-Sale Municipal Liquor Establishment**  
**by Economic Development Region**

