The Evolution of Community Shopping Centers in the Twin Cities

2009 is now upon us, and the outlook has never appeared more dismal for the shopping center industry. Rather than a story on the gloomy economic outlook, perhaps we can all take comfort in reminiscing on some history of the industry.

Home to Southdale and the Mall of America, the Twin Cities has an important place in the history of shopping center industry. Many of the developers, architects, and retailers based in Minnesota were visionaries of their time and remain significant today.

I had the opportunity to meet with Bruce Peterson, Principal of SDC Equity Partners, for his knowledge regarding this topic. Bruce has been in the shopping center industry for 50 years and worked for a number of developers in the 60s and 70s on projects throughout the Upper Midwest. He founded Security Development Corporation in 1977 as a development company for select clients. Since 1986, he and his partners have developed their own retail centers as long-term investments.

Bruce shared his ICSC directory from 1967/1968 (MSCA did not exist until 1988). The Minnesota section contained 30 member companies. The names listed on the sidebar, next page, could each have their own feature article, but the point of displaying this list is to highlight the growth of the industry and conjure up memories.

Beyond MOA and the “Dales,” the history and evolution of smaller “community” shopping centers is a story that often goes untold. Every Minnesotan knows that Southdale was the nation’s first indoor mall. Opened in 1956, it set the bar high for the industry.
Community Center Evolution - continued

for the next 25 years of retail development. The Edina mall was wildly popular and quickly copied across the nation, even in warm climates. Post-war suburbs now had a gathering place, a place where the kids could see Santa and adults attend a theatrical event. Every suburban and sizable outstate community looked with envy to what Edina possessed and wanted their own Southdale.

Of course, the Twin Cities could only support so many regional malls. Smaller “community” malls were constructed in many suburbs including:

Apple Valley Square (1976)
Brighton Village, New Brighton (1973)
Cobblestone Court, Burnsville (1981)
Champlin Plaza (1980)
Cedar Vale Mall, Eagan (1966)
Coon Rapids Mall, Woodbury (1974)
Galleria, Edina (1974)
Minnesota Valley Mall, Shakopee
Northgate Mall, Blaine (1978)
Ridgehaven Mall, Minnetonka (1981)
St. Croix Mall, Stillwater
Signal Hills, West St. Paul (1955)
Southtown, Bloomington (1960)
Valley Creek Mall, Woodbury (1974)
Valley West Mall, Bloomington (1971)
Village Square, Inver Grove Heights (1971)
Westview Shopping Center, Hastings (1976)
Zachary Square, Maple Grove (1981)

These indoor malls were typically 100,000 – 300,000 sf anchored by grocers, discount retailers, hardware, and/or drug stores. Interior bays were filled with fashion retailers, barbershops, arcades, pizzerias, specialty gift shops, dance studios, and movie theaters. The common areas usually included space large enough for community events. In addition to the “double-loaded” malls with an interior walkway, several other shopping centers were “single-loaded” that included a climate-controlled walkway between shops. For example, Valley West Mall in Bloomington was originally developed with a climate-controlled walkway.

The community treated developers of these centers very well. Land was cheap and readily available, regulations were few, and the burgeoning bedroom communities required retail space. Unlike today, the acres of parking lots surrounding shopping centers were not seen as blight but as a sign of vibrancy. Many cities required six parking spaces per 1,000 sf. According to Mr. Peterson, “parking standards were created to accommodate four days per year: Black Friday and the three Saturdays before Christmas.”

As the Twin Cities suburbs continued to add

“...parking standards were created to accommodate four days per year: Black Friday and the three Saturdays before Christmas.”

residents, retail space was needed beyond what was available at the local mall. Strip centers, which offered tenants greater visibility and access, became increasingly popular. Tenants balked at the high CAM costs in the interior malls, which included increased heating, cleaning, and security costs. At the same time, many fashion (soft goods) retailers realized that they needed to be in the large regional malls to compete. Grocers, drug, and discount stores consolidated and often outgrew their mall locations. They demanded large sites to build their prototypes.

By the mid-1980s, indoor community malls were no longer developed in the Twin Cities. Big-box retailers became the essential component of a new community shopping center. The Targets and Wal-Marts were destinations in and of themselves with no need to be attached to a mall. Convenience retail such as quick-serve food or dry cleaners could find better parking, visibility, and lower CAM costs in strip centers. Developments such as Maple Grove Square Center (1985) and Eagan Town Centre (1986) became the new standard with larger anchors, visibility for all tenants, and convenient parking. At the same time, these shopping centers no longer served as a gathering place for the community.

Some malls were able to adapt and remain viable, but most were completely “de-malled” in order to attract tenants. Ownership changes often accompanied an evolving shopping center. While exceptions exist (notably Kraus-Anderson and Paster Enterprises), many times it is not until the third owner that a property finds

continued on page 3
success. Either because of a bad economy, tenant bankruptcy, or competition, some shopping center owners are forced to sell at a bargain price. This gives the next owner a great opportunity to re-brand the property. We can see this process unfolding again with the current economic turmoil.

During the 1990s, a number of other factors influenced shopping center development. Developable land became scarcer and more expensive and environmental concerns began to affect cities’ zoning and ordinances. Storm water retention ponds, landscaping, and setbacks reduced a site’s ground coverage. Roadway expansion and medians reduced a site’s access, sometimes enough that it ceased to be a practical retail location. In addition, cities (or their concerned citizens) no longer accepted retail developers with open arms. It would be easy to argue that shopping center development has become much more challenging in recent years.

Design trends this decade favor the “Lifestyle Center” featuring an outdoor pedestrian “main street” while incorporating mixed-use and big-box retailers. These hybrid shopping centers are aesthetically pleasing and can be considered a compromise between cities, retailers, and developers. However, it must be questioned whether outdoor shopping centers can succeed in Minnesota. Whereas we invented the suburban indoor shopping mall, Minnesota imported the Lifestyle Center from warmer climates.

While the large regional shopping centers developed in the 60s and 70s continue to be successful today, most community shopping centers of that time have been demolished or undergone drastic renovations to remain viable. In the Twin Cities, the only indoor mall from that era still functioning is Valley Creek Mall in Woodbury. Maybe its success is because a large regional mall was never constructed in the area? (Kraus Anderson also has portions remaining of a few “single-loaded” centers, such as Valley West in Bloomington.) The fact is all shopping centers must evolve because of demographic, economic, or lifestyle changes. A superior location and/or ownership can also have a big impact on the success of a shopping center. Studying the 1967 ICSC directory, it is clear that Minnesota’s shopping center industry has seen tremendous growth while retaining the most entrepreneurial companies of the past.
**MN MARKETPLACE**

Press releases are printed based upon availability of space and relevance to the local market.

- **Australian boot maker Uggs**, has opened a concept store in **Shuler Shoes** at the Shoppes at Arbor Lakes, located at 7845 Main Street N., Maple Grove.

- **Casa Verde** will open this month at 911 W. 50th Street in South Minneapolis. The eco-friendly luxury shop founded by local women offers interior design services and innovative products for kitchen and bath.

- **Give My Regards To** has moved from Calhoun Commons to 7179 Washington Avenue in Edina. The new larger store focuses on custom paper-goods and party-planning resources, including event and invitation design services.

- **Pizza Luce** has added the ability to order gift cards through their Web site. Cards are paid for online and sent directly to you or the special someone that may be in need of a pizza pick-me up.

- From the owners of Tum Rup Thai comes **Roat Osha**, in a newly-constructed building at 27th & Hennepin in the lot formerly occupied by Sawatdee Uptown. With a full bar and intimate atmosphere expect favorites like pad Thai and a list of curries, all of which are made from scratch.

**2009 LEADERSHIP**

**OFFICERS**
- President: Cindy MacDonald, Kraus-Anderson Companies
- 1st Vice President: Stephen Eggert, Target Corporation
- 2nd Vice President: Peter Bentle, Faegre & Benson LLP
- Treasurer: Peter Austin, NAI Welsh
- Secretary: Tom Madsen, Benson-Orth Associates, Inc.

**DIRECTORS**
- John Gelderman, Faegre & Benson LLP
- Peter Austin, NAI Welsh
- Nancy Litwin, General Growth Properties
- Paula Mueller, Northtown Mall/Glimcher Properties
- Tricia Pitchford, NorthMarq

**Committee Chair** (as Director):
- Karla KellerTorp, Benson-Orth Associates, Inc.

**COMMITTEE CHAIRS**

**Program**
- Jeff Wurst, Chesapeake Companies
- Barry Englert, InSite Commercial Real Estate, Inc.

**Membership**
- Jeff Harstman, Paster Enterprises
- Brad Kaplan, NorthMarq

**Newsletter**
- Andy McDermott, Shea, Inc.
- Christopher Naumann

**Awards**
- Steve Johnson, Solomon Real Estate Group
- Steve Young, Arbor Commercial Group

**Legislative**
- Howard Pastor, Paster Enterprises
- Rob Stolpestad, Ester Realty Company

**Retail Report**
- Drew Johnson, United Properties
- Suzie Matti, Corbett Banker Commercial Griffin Companies

**Technology**
- Jim Mayland, Colliers Turley Martin Tucker
- Doug Sollor, Park Midwest Commercial Real Estate

**Golf**
- Jase Stumph, RJ Marca Construction Inc.
- Rick Schroeder, Robert Mur Company

**Sponsorship**
- Ned Rukavina, NorthMarq
- Jamie Taveggia, Leo A Daly

**Community Enhancement**
- Jennie Zaff, Cousins Properties, Inc.
- Stefanie Meyer, NorthMarq

**STAFF**
- Executive Director: Karla Keller Torp
- Associate Director: Stacey Bonine

**PRESS RELEASES**

**NEWSLETTER COMMITTEE**

The MSCA Newsletter Committee is pleased to again serve the MSCA for the 2009 membership year. As in past years, the Newsletter Committee is dedicated to serving the membership of the MSCA with the latest news and views from our industry. The committee is made up of a very diverse and passionate group of industry professionals who endeavor to make the MSCA newsletter one of the most respected and envied association newsletter publications in the region.

Committee members are fully responsible in generating all content of the eight-page publication, which is distributed monthly as a paper edition and is available in a searchable format within the members area of the MSCA website. The committee meets formally four times a year to assign quarterly writing topics for publication. All committee members actively participate by writing contributions and proofing articles. This year, the committee will be continuing the efforts to bring in guest authors, while producing the fresh and timely content our membership expects and deserves.

The Newsletter Committee is looking forward to the next year and the report on the challenges that are facing our industry. We welcome anyone who might have an interest in participating in the committee, or writing a guest article, to contact the Committee Chair Andy McDermott of Shea, inc. andym@shealink.com or Committee Co-chair Christopher Max Naumann chrismax8@comcast.net.
Congratulations!

MSCA wishes to thank and congratulate all of the 2008 STARRSM Awards nominees and winners.

2008 STARRSM AWARDS

The 2008 MSCA year-end ceremonies, or Shopping Center Tribute Awards for Retail Real Estate (STARRSM) awards and holiday party were held December 2 at the Golden Valley Country Club. Approximately 300 members and guests enjoyed the ceremonies, awards presentations, holiday party and buffet. Some of the notable moments during the ceremonies were:

- Bruce Carlson – outgoing MSCA President said his farewell and passed the presidential gavel to Cindy MacDonald.
- Cindy MacDonald – incoming MSCA president introduced herself and thanked Bruce Carlson for his service as MSCA president by presenting him with a Harmon Killebrew Minnesota Twins jersey.
- It was noted that The Caring Tree raised enough money in 2008 to provide kids with 13,000 backpacks.
- Mike Sims – outgoing Caring Tree President said goodbye.
- John Meyers with Opus Northwest LLC presented a $35,000 check to The Caring Tree from the Opus Foundation.
- Outgoing directors, officers and chairs were recognized.
- Co-chairs for the 2008 committees were recognized.
- New MSCA officers and directors were installed.
- Karla Keller Torp was recognized for her outstanding level of service and Decade of Dedication.
- All guests gave a toast to MSCA and a great 2009.
- Finally, several projects were recognized in various categories and individual awards were presented.

Please read on to see a complete list of the award-winning projects and individuals, 2008 STARRSM awards committee members and judges and your newly installed 2009 MSCA leadership. In addition, you can view the winning projects at www.msca-online.com and click on events.

2008 COMMITTEE MEMBERS

Committee Front Row (l to r):
Tony Barranco – Ryan Companies US, Inc.
Margaret Jordan – Great Clips, Inc.
Eileen Engels – Verizon Wireless
Steve Young – Arbor Commercial Group
Luann Sawochka – Rochon Corporation
Jennifer Castellanos – WOW! Events by Kraus-Anderson

Committee Back Row (l to r):
Robin Solberg – Kraus-Anderson Companies
Shelley Lidstone – Ryan Companies US, Inc.
Bruce Bahneman – The C. Chase Company
Dan Parks – Westwood Professional Services, Inc.
Steve Johnson – Solomon Real Estate Group
Brett Christopherson – Weis Builders, Inc.
John Dietrich – RLK Incorporated

2008 JUDGES

Judges Front Row (l to r):
Dana Andresen – Chuck & Don’s Pet Food Outlet
Lisa Diehl – Diehl & Partners
Tom Madsen – Benson-Orth Associates, Inc.

Judges Back Row (l to r):
Christopher Colby – Yaggy Colby Associates
Matt Rieger – Park Midwest Commercial Real Estate
Tim Igo – Sunlode Commercial Realty
Jon Dahlin – Itasca Funding Group, Inc.
UNDER 50,000 SF:
Winner: 
Owner/Leasing Agent: 
Developer: 
Architect: 
Consultants: 
Contractor: 
Leasing Agent: 

SHOPPING CENTERS
Winner: M & I Bank Building
Owner/Leasing Agent: Alshouse Company
Developer: Craig Alshouse
Architect: Architectural Consortium LLC
Consultants: Anderson-Urlacher PA
Contractor: C-70 Builders, Inc.
Leasing Agent: CB Richard Ellis

UNDER 50,000 SF:
Winner: 
Owner/Developer: 
Architect: 
Consultant: 
Contractor: 
Leasing Agent: 

FREESTANDING SINGLE USER
Winner: LA Fitness at Park Place Promenade
Owner/Developer: Solomon Real Estate Group
Architect: LA Fitness
Consultants: Westwood Professional Services, Inc.
Contractor: Weis Builders, Inc.
Leasing Agent: Tom Martin

OVER 50,000 SF:
Winner: 
Owner/Developer/Architect: 
Consultants: 
Contractor: 

FREESTANDING SINGLE USER
Winner: SuperTarget at Southdale
Owner/Developer: Target Corporation
Architect: RLK Incorporated
Consultants: Damon Farber Associates
Contractor: Ryan Companies US, Inc.

50,000 – 250,000 SF:
Winner: 
Owner: 
Developer/Leasing Agent: 
Architect: 
Consultants: 

SHOPPING CENTERS
Winner: Brighton Village
Owner: Engelsma Ltd. Partnership
Developer/Leasing Agent: Kraus-Anderson Realty
Architect: Architectural Consortium LLC
Consultants: Anderson-Urlacher PA
Leasing Agent: Land-De-Con, Inc.

OVER 250,000 SF:
Winner: 
Owner: 
Developer/Contractor: 
Architects: 
Consultants: 
Leasing Agent: 
Additional: 

SHOPPING CENTERS
Winner: Cedar Point Commons
Owner: Target Corporation
Developer/Contractor: Ryan Companies US, Inc.
Architects: RSP Architects
Consultants: RLK Incorporated
Contractor: Ryan Companies US, Inc.
Leasing Agent: NAI Welsh
Additional: City of Richfield

MIXED USE
Winner: Penn Lowry Crossing
Owner/Developer: Wellington Management, Inc.
Architect: Pope Architects
Contractor: United Properties
Consultants: Clark Engineering
Leasing Agent: Wellington Management, Inc.

M & I Bank Building
LA Fitness at Park Place Promenade
SuperTarget at Southdale
Brighton Village
Cedar Point Commons
Penn Lowry Crossing
Winner: Olives By Massad’s
Owner: John Massad
Architect/Designer: Paulsen Architects
Consultants: Cedar Lake Electrical, Faribo Plumbing, B & G
Contractor: Metcon
Additional: Boelter Contract & Design

Winner: Shoppes of Cedar Grove
Owner: Chaska Investment Ltd. Part.
Developer: Wallingford Properties Company
Architect: Architectural Consortium LLC
Consultants: Anderson-Urlacher PA
Contractor: DW Lutterman, Inc.

Winner: Prairieview Center
Owner: Prairieview Retail, LLC
Developer: United Properties
Architect: Shea, Inc.
Contractor: RJM Construction
Leasing Agent: NorthMarq

Winner: Best Buy Mall of America
Owner/Leasing Agent: Best Buy
Architect: C.M. Architecture, P.A.
Consultants: KFI, Twin City Hardware
Contractors: PCL Contractors
Additional: River City Glass, Thomas Sign and Awning, MG McGrath, Touchpoint

Winner: LA Fitness - Burnsville
Owner: LA Fitness International, LLC
Architect: Greenberg Farrow Architecture
Contractor: Doran Construction, Inc.
Development Process

M & I Bank Building
Owner/Leasing Agent: Alshouse Company
Developer: Craig Alshouse
Architect: Architectural Consortium LLC
Consultants: Anderson-Urlacher PA
Contractor: C-70 Builders, Inc.

Redevelopment

Cedar Point Commons
Owner/Developer: Ryan Companies US, Inc.
Architect: RSP Architects
Consultants: RLK Associates; Westwood Professional Services, Inc.; Braun Intersect; Barna, Guzy, Steffen, Ltd.; Kennedy Graven; Liesch Associates; MDOT; WSB; Mt. Calvary Church; Arteka; MAC; Target Corporation; Home Depot; John Nelson; City of Richfield; Hennepin County
Contractor: Ryan Companies US, Inc.
Leasing Agent: NAI Welsh

Member of the Year

Peter J. Berrie
Faegre & Benson LLP

MSCA Hall of Fame

Doug Sailor
Park Midwest Commercial Real Estate

Linda L. Zelm
Griffin Companies

Committee Member of the Year

Paula Mueller
Northtown Mall / Glimcher Properties

Thank you to the 2008 Corporate Sponsors

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NAI Welsh
NorthMarq Capital, Inc.
Ollson Associates
Oppidan, Inc.
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Park Midwest Commercial Real Estate
Paster Enterprises
RJ Marco Construction Inc.
RLK Incorporated
RSM McGladrey, Inc.
RSF Architects
Reliance Development Company, LLP
Robert Muir Company
Ryan Companies US, Inc.
Shea, Inc.
Shingobee
Solomon Real Estate Group Inc.
Stewart Title Guaranty Company
Stonehenge USA
TCF Bank
Target Corporation
U.S. Bank
United Properties
The Velmeir Companies
Venture Mortgage Corporation
Weis Builders, Inc.
Wells Fargo Bank, N.A.
Westwood Professional Services, Inc.
Winthrop & Weinstine, P.A.
Member Profiles

Robert Brian Pounds
NAI Welsh

Primary Career Focus: Investment Services
Hometown: Ocala, FL
Education: University of Florida
Family: Wife, Lori; daughter, Jackie (23); son, Brian (18); and daughter, Danielle (16)
Very First Job: Yardwork for Florida Telephone Company
Dream Job: Peddling flip-flops in Key West
Secret Talent: Will remain a secret if you don’t mind
Favorite Food: Jambalaya
MSCA Involvement: Past Director, past Research Committee; past Secretary

Deb Carlson
Cushman & Wakefield of Minnesota, Inc.

Primary Career Focus: Retail brokerage
Hometown: Cloquet, MN; my claim to fame is that I graduated with Jessica Lange’s baby brother, George
Education: University of Minnesota – go Gophers!
Family: Husband, Robin Gault, our 13 year-old daughter, Aly and two bichons: Harry & Rosie
Very First Job: Arthur Murrays Dance Studio during college – no dancing, but I called potential customers (usually during meal times) and offered free dance lessons. I was not very successful!
Dream Job: Getting paid for taking photos
Secret Talent: Used to be, a very long time ago, a trumpet soloist
MSCA Involvement: Member for over 10 years; Newsletter and Membership Committees (former Board Member and Newsletter Co-chair)

New Members

Mike Newcom
Metro Paving, Inc.

David Siegel
Hospitality Minnesota

Trish Stevens
Hospitality Minnesota

Susan Larson
Hospitality Minnesota

Andy Finn
Ryan Companies US, Inc.

John Hanks
Twin City Outdoor Services, Inc.

RISING STAR by Stephanie Cadmus, Mod & Company

Twice the Gift

The 2008 holiday season rang a little merrier for a second year. Twice the Gift, a seasonal boutique supported by The Pohlad Family Foundation, brought area nonprofits together to raise funds through the sale of hand-made products and philanthropic “ShareCards.”

“The ShareCard is a way of giving twice,” said Terry Egge, Senior Program Officer for The Pohlad Family Foundation. “A ShareCard honors the recipient by supporting specific services or items needed by Twin Cities’ nonprofits.” For example, this year the Crisis Nursery offered two cards, one of which was a $50 card which provided therapeutic bubble baths and health assessments for two siblings at the shelter.

In 2007, the Greater Minneapolis Crisis Nursery generated an additional $5,000 in revenue for their organization through the sale of a $25 ShareCard. “Helping others makes people happy and Twice the Gift gave customers the opportunity to honor both someone’s philanthropy as well as support someone in need,” said Egge.

Offered in addition to ShareCards was a wide array of merchandise which ranged from pajamas and aprons made by the local East African Women’s Center, to hat-and-mitten sets made from recycled sweaters created by Goodwill/Easter Seals.

In 2007, Twice the Gift raised $71,000 for participating nonprofits. Ten days into their 2008 seasonal run through New Year’s Eve, Twice the Gift was 48% of the way toward their sales goal. 2008 changes—an expanded sales floor and a just-in-time approach to inventory—were clearly working. “At this point we’re on track to meet our goal of $100,000,” said Egge. 100% of the proceeds go back to the participating non-profits due to The Pohlad Family Foundation’s payment of all expenses.

In 2009 the nonprofit organizations will convene to determine direction and growth; potential ideas include consideration of additional boutique locations and the possibility of selling items online.
When the legislature convenes on January 6, the focus will be on how to solve the $5.2 billion forecasted deficit. Towards the end of January, the Governor will release his budget recommendations to solve the deficit. In February, a revised budget forecast will be released and the legislature will begin forming its own solution to the budget problem. Work must be completed on the budget by the end of May.

In order to fix the budget problems, lawmakers will consider drastic cuts in state programs and opportunities to increase state revenues. The Governor has stated he will not sign a tax increase, but he may support “tax reforms.”

The following are key issues MSCA will focus on during the 2009 legislative session:

- **Statewide property tax.** Lawmakers may change the statewide property tax levy to a fixed rate to increase revenues;
- **Business tax loopholes.** Business tax loopholes and other tax breaks and incentives—whether they take the form of exemptions, credits or deductions—could be eliminated to increase state revenues;
- **Sales tax expansion.** Expansion of the state’s sales tax base has already been discussed as a way to increase revenue collections. Clothing and services, such as pharmaceuticals, tax preparation, advertising and legal advice, could be taxed; and
- **Transportation utility fee and other impact fees.** Proposals to allow local units of government to impose fees could be seen as a way to mitigate other cuts to local governments.

MSCA will work with other business organizations to oppose increased taxes and fees on business to solve the deficit problem.

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**CONGRATULATIONS ON MAKING THE “CARLSON ADMINISTRATION” A SUCCESSFUL ONE.**

Bruce Carlson, 2008 President of MSCA

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**THE CARING TREE RECEIVES $35,000 FROM OPUS FOUNDATION**

John Meyers of Opus Northwest LLC presented a check for $35,000 to The Caring Tree from the Opus Foundation at the STARRSM Awards on December 2. The Caring Tree’s mission is to promote educational success for Minnesota’s K-12 students in-need by ensuring that they have the appropriate school supplies. Bruce Carlson, MSCA 2008 President and Mike Sims, The Caring Tree 2008 President, accepted the check.

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**DON’T FORGET TO RENEW YOUR 2009 MSCA MEMBERSHIP BY JANUARY 30!**
Today’s financial mess is currently being called “The Price of Optimism.” Since 1980, “Americans have been living in a state of willful optimism about our financial future.”

Our attitude has been that things will eventually work out. Since then, the stock market has been soaring. People became comfortable with Wall Street and moved their money out of FDIC-insured accounts to uninsured mutual funds. The United States government and its people stopped saving. According to the Bureau of Economic Analysis, our personal savings have dropped from a high of 12-13% in the early 80s to today’s unprecedented low of 1-2%.

What is the justification for this? Since the 1980s, incomes for most families haven’t been growing very quickly, which makes it difficult to save. At the same time, asset values such as stocks and property have been increasing enormously. With our assets dropping as quickly as assets did in the Great Depression, fear has become the norm. But fear can be healthy. “Finding the right middle ground – in which we neither hoard our way into a deep recession nor spend our way into bankruptcy - will not be easy. But it’s also not impossible,”

Most of us learn to be optimists or pessimists during childhood. According to Martin E.P. Seligman Ph.D., one of the world’s leading authorities on motivation, optimists respond better to adversity and persevere in the face of it. Pessimists respond with helplessness and give up. What will you do?

Ironically, optimism may have caused our recent difficulties, but it will be just what it takes to get us out of this mess. Optimism and pessimism are learned behaviors and can be changed. You can choose how you face adversity. According to David Rosenthal, MAI, President & CEO of Curtis-Rosenthal, “Now is not the time for fear... it is a time for courage. Now is the time for us of the “spoiled generation” to show that we have the courage, the creativity and the boldness to march into the “belly of the beast” and conquer our challenges with our heads held high.”

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Technology Tip

Is your Member Profile up to date?

Make sure your company, phone, and email address information is up to date by logging into the MSCA web site, click on the Profile link in the upper-right corner and then click Update Member Profile. You are responsible for making sure this information is up to date, and it makes it so much easier for colleagues to contact you when they have the right information.

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