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Feature Article

THE VALUE OF PLACEMAKING FOR SHOPPING CENTERS

Retailing is about people; it's about shaping and harnessing the movements and needs of potential customers. At the end of the day, retail tenants pay the rent based on their ability to alter behavior and drive customers to their stores to buy merchandise. Once the demographics of an area are determined, the user experience within a shopping center is of primary importance. The success of shopping centers hinges on quality of the site lines, the connections to the surrounding area, and how compelling the experience is once a customer has arrived. Shopping centers profit based on their ability to translate people to arrivals, arrivals to initial purchase, and then turning that initial purchase into sales of adjacent merchandising of in-store items and nearby tenants.

I've had the privilege of touching on these issues in previous issues of this newsletter and at an MSCA breakfast last fall. Following that talk, I was approached by Jeff Hagen, President/CEO of Platinum Properties, about putting these placemaking principles into action at his Vadnais Square property. In the article that follows we'll explore how placemaking was used to improve the customer experience and deliver value to the customer, tenants, and ownership.

Where we started

Vadnais Square is a well designed and maintained shopping center with a strong mix of destination tenants in a highly accessible location on County Road E, just off of 35E and 694. The Target- and grocery-anchored center boasts a great mix of high quality destination brands such as Chipotle (with an adjacent outdoor food court shared with another food tenant), Xperience Fitness and other well-managed local businesses including a spa, bike shop, and medical office.

Despite the center's strong performance and fundamentals, the common areas left much to be desired and were a potential roadblock to Platinum Properties' efforts to push Vadnais Square more up-market. The Musicant Group was brought in to help Vadnais Square get more out of these common areas – the fabric that weaves together the customer's experience between stores – with the goals of: increasing customer trips, lengthening stays, and building the center's brand overall.



by Max Musicant, The Musicant Group

Creating Better Pathways for Customers

When we started, the common areas could best be described as no-man's-lands. The parking lot provided no clarity on how pedestrians should transition from their parked cars to the shopping center. This problem was exacerbated by the three "bends" in the layout that cut down sight lines as cars turned through the center entering and exiting.

Additionally, once a potential shopper was able to cross the parking lot, it was difficult to discern what other stores were nearby due to the dark shade of the arcade walkway and the drop down blade signs being difficult to see. Presumably because of these obstacles, we observed a number of customers getting in their cars to drive to other stores in the very same center. The problem was that once someone gets in their car, it is easy for them to leave the center completely as opposed to continuing to shop.

To improve the customer's arrival experience and increase their likelihood of making multiple shopping trips, we first installed painted cross walks at junctures with wide concrete bump outs. The addition of simple, painted white lines, created clarity for customers about where they were supposed to cross and gave drivers a heads up on where to look out and slow down. Since the implementation of these changes, we have heard multiple testimonials on how these improvements have reduced stress levels for drivers, pedestrians, and tenant reps.



Once shoppers arrive, they are greeted with new mapping and wayfinding systems that not only highlight what stores are within Vadnais Square, but also how long (or short) the walk is from their location. This has helped reduce the incidence of

continued on next page >



additional car trips and exposed those who were initially just there to eat at Chipotle to the ability to go to the shops or visit the gym in the same trip.

Creating Places for Shoppers to Be

Once the new and improved pathways were established we set out to transform the unused expanses of concrete bump outs into revenue producing spaces and upgrade the outdoor food court area.

When we started, the food court was disjointed, with Chipotle dominating half the space with a well maintained but fenced off area with their own furniture that gave the impression that it was only for their customers' use. The other half of the court was in disrepair with run-down furniture and waste receptacles and was not taken care of by the other restaurant tenant (who has since been replaced). The space overall was dark, especially in the fall and winter months. Most importantly though, the food court was well located and had a great sense of enclosure, while still being open and visible enough to draw people in.

To make the space more valuable for shoppers and tenants we consolidated all furniture and fixtures to be owned and managed by Vadnais Square, ensuring that it would clearly be seen as open to all customers of the shopping center, whether they were dining there or not. The space was made more inviting through the addition of new tables, chairs, umbrellas, and waste receptacles all in a bright red color that communicated energy and invitation. Additionally, we added overhead decorative lighting that served to liven up the space in the evening hours (especially in the winter), create a better sense of enclosure, and distract users from seeing the utilities that were above.

As for the two other concrete bump out areas, we made them gateways into the center via the new crosswalks, but also made investments that allowed them to generate revenue. We took the fact that the longer someone stays in a space the more merchandise they are likely to buy. We transformed these previously vacant areas into places for people to be, wait, and enjoy. We expanded the areas of seating beyond just the food court using the same red items, ensuring continuity and continuing to communicate that these amenities were for all customers. We also installed planters around the perimeter to semi-enclose the bump outs. These not only added a welcome, green element to the

space but also provided physical and psychological barriers between the pedestrian and car zones.

Building the Vadnais Square Brand

The final element was to bring together all of the improvements and build the brand of Vadnais Square as a distinct place both physically, but also in people's minds. This was done through a consistent red color scheme, the development of a new logo and website (www.vadnaissquare.com), and the placement of the new brand identity on the backs of the new chairs and maps.

Placemaking's Return on Investment

After these placemaking improvements were made, what was the return on investment? Jeff Hagan, President/CEO of Platinum properties stated: "The seating is fantastic; Vadnais Square is now a hub of activity. Customers are eating outside in the revamped patio and then hanging out for hours. Vadnais Square is slowly but surely becoming a gathering place for the community. The only complaint from tenants is that they want more of what we've done."

And tenants agree. In post project interviews, management from Jersey Mike's stated that half of all customers who order food to enjoy in-store utilize the remodeled patio area. New frozen yogurt store, Cherry Berry, reported that 90% of its customers do so as well.

Even non-food purveyors are getting benefits from the improvements. A manager from Erik's Bike Shop stated, "we have customers that use the new seating area while they wait for a bike, with quite a few then going on to get Cherry Berry as well. It's great to see the upgrades to the center." A manager of Xperience Gym added, "The public realm improvements really improved the aesthetics of the center."

For more resources on how to apply a placemaking approach to improve your shopping center you can visit our website at: www.musicantgroup.com/free-ideas

Max Musicant is the Founder and Principal of The Musicant Group, a placemaking firm that helps clients create and capture value out of their underused spaces.

Member Profiles

Cindy Nosan

Guaranty Commercial Title, Inc.



What is your primary career focus?

Providing title insurance and 1031 tax exchange services to our existing clients and development of new business

What is your favorite Disney movie?

101 Dalmatians

What junk food is your weakness?

Chocolate

What makes you feel old? Talking to clients that are my children's ages

What is something you have always wanted to try? A trip on an African Safari, but I'm afraid of everything!

If you could hire out one household chore, what would it be?

Washing floors

What is your favorite board game? Catch Phrase

What is your favorite alcoholic drink? Pinot Grigio

What was your favorite toy as a kid? Playing house, school, grocery store

How many rings before you answer the phone? Two

What is something you said you would never do, but did anyway? Never go in a small plane again, but I did

How long have you been an MSCA member? 7 years

Wendy Thompson

Suntide Commercial Realty



What is your primary career focus?

Customizing third party property management services for landlords.

What is your favorite Disney movie? Toy Story

What junk food is your weakness?

Shortbread cookies

What makes you feel old? Nothing!!!

What is something you have always wanted to try? Experience zero gravity

If you could hire out one household chore, what would it be?

Doing the laundry

What is your favorite board game? Monopoly, on a rainy day at the lake cabin

What is your favorite alcoholic drink? Tanqueray & Tonic with extra limes on the shore of Lake Minnetonka in the summer

What was your favorite toy as a kid? Easy Bake Oven—and yes, I still love to cook!

How many rings before you answer the phone? Two

What is something you said you would never do, but did anyway? I operated a commercial class excavator last fall. It was incredibly liberating.

How long have you been an MSCA member? Since the 1980's with an 8-year break while I worked for the non-profit real estate developer Artspace Projects.

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JULY 24: The Belfast Cowboys (Van Morrison cover band)
JULY 31: Davina & the Vagabonds (jazz, blues, roots)
AUGUST 7: Keri Noble (piano-driven singer, songwriter)
AUGUST 14: Irresistables featuring Mick Sterling (rock, R&B)
AUGUST 21: Boogie Wonderland (live 70s disco)

*Schedule is tentative and subject to change.

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THE SANDWICH WARS

by [Steve Day](#), Sullivan | Day Construction



We've been through the better-burger battle, and it feels like the yogurt contest is on the down slope of that development curve. The latest fight for superior shop space is being fought by four aggressive franchisors in the sandwich segment. Look out Subway and Jimmy Johns, here comes Jersey Mike's, Firehouse Subs, Which Wich and Schlotzsky's Deli!

Jersey Mike's, founded in 1956 along the Jersey Shore, is the largest and oldest of the new combatants with over 1300 locations either open or under development. A handful of Minnesota franchisees now have nine stores open with new locations coming soon in Maple Grove and Uptown. Jersey Mike's is known for their authentic northeast style subs, which include premium meats and cheeses, sliced by hand right in front of the customer.

Firehouse Subs was founded by firemen twenty years ago. New franchisees reach out to local fire departments to gather actual fire-fighting equipment in which to decorate the restaurants. What makes a Firehouse Sub unique is that the meats and cheeses are steamed rather than baked or grilled. There are currently five restaurants open in Minnesota with multiple franchisees working on more locations.



Which Wich has ten locations open in the Twin Cities among the existing 250-plus stores nationwide. Founded in Dallas in 2003, Which Wich features fifty customizable sandwiches in three different sizes. A key feature is their unique ordering process, which includes having the customer mark on a paper sandwich bag what their choices are. Customers are then encouraged to draw on their bag when they are finished eating and pin it up on the store's community board.

Schlotzsky's Deli is the latest player in the game with the opening of their second restaurant at Shingle Creek Crossing, the first being near Southdale on 66th. One local franchisee has plans for five more locations in the Twin Cities. The restaurants have a much broader menu than their competitors, featuring wraps, pizzas, soups, salads and the products from Caravel ice cream and Cinnabon along with sandwiches.

The sandwich market doesn't appear to be slowing down anytime soon. With lease rates still at manageable levels and availability of vacant spaces, look for any one of the above in your neighborhood in the near future.

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Rainbow Foods in Cottage Grove closed in late July, giving local grocery shoppers one less retail option. The Cottage Grove store is one of 18 in the state either closing or being sold following a mass exit of Rainbow Foods owner Roundy's from the Minnesota market. Many of the Rainbow Foods across the Twin Cities will become Cub Foods, including Eagan (Town Centre Drive), Oakdale (10th Street North), Roseville (Larpenteur Avenue) and St. Paul (Arcade Street). Woodbury's store (Valley Creek Plaza) will be converted to a Byerly's. The Rainbow Foods in Maplewood (White Bear Avenue) will remain as is.



Just months after closing at Galleria, **Three Rooms** will re-open in part of the Durr Ltd. building at 44th & France on the border of Edina and Minneapolis. They expect to open by the end of August.

State Farm Insurance opened an office at Shoppes of Woodbury Village in Woodbury.

G-Werx Training Studio is filling the former Urban Tri space at 50th & Bryant with 10 patented workout machines. Owner Phil Martens, weight machine inventor and owner of 501 Fit in the North Loop, said his fitness studio survived the recession and is ready for expansion. His gym is designed to provide personal training in small-group settings to allow customers an affordable training regimen. A grand opening party is set for August.

The Mathnasium franchise is headed to 5315 Lyndale Avenue South in September, boasting dramatically improved test scores for participating students. Franchisee Bobby Tarnowski explained that instructors work with up to four students at a time in grades 1-12.

Life Love Healing Wellness Center, specializing in relationship, premarital and family therapy, is now open at 4810 Nicollet Avenue South. The location also offers massage by Llonna Burbidge.

Libertine, the concept from chef Tim McKee, owned by Parasole, welcomed its first official guests this week. The restaurant replaces Uptown Cafeteria at Calhoun Square in Uptown, and the kitchen is primed with chef Steve Hesse leading the charge. Hesse and McKee have worked together previously on successful projects like Masu Sushi & Robata in Northeast and at the Mall of America.

Buffalo Wild Wings at 12 Civic Center Plaza in Mankato will shutter on August 14, at the end of a 20-year franchise agreement. The owner may have plans to open another location nearby, but nothing is definite yet.

Sushi restaurant **Social House** has closed in Uptown. Apparently, the building's landlord terminated the lease after nine years. Social House opened in 2012 but was preceded by Fusion and Zeno. All were owned by the same management group.

The Eagle Street Grille team will open **The Salt Cellar**, an upscale steak-and-seafood restaurant with an emphasis on

classic service and menu items— from cocktails to entree— on the corner of Western & Selby in St. Paul. Look for it to open in October.

6Smith officially opened in Wayzata, boasting 180-degree views right on Lake Minnetonka. The restaurant seats 220 inside, 130 on a rooftop deck, and an additional 70 on the patio.

Nordstrom Inc. is opening one of its discount

Nordstrom Rack stores in the Shops at Knollwood of St. Louis Park. The shopping center formerly known as Knollwood Mall is undergoing a \$32 million renovation. The work is expected to wrap up by the end of the year, and Nordstrom Rack is scheduled to open next spring. This will be the third Nordstrom Rack to open in the Twin Cities, after stores in Bloomington's Mall of America and The Shoppes at Arbor Lakes in Maple Grove.

The owner of Lowertown St. Paul's **Bin Wine Bar** has closed her restaurant and is preparing to open a Latin restaurant in the Linden Hills neighborhood of Minneapolis. Rebecca Illingworth said it was a great five-year run in St. Paul, but her lease was up and she faced a rent increase. She'll bring family recipes as well as recipes from other Latin countries to her new restaurant, called **Latin Hills Kitchen**.

Hy-Vee, the supermarket chain that's expanding into the Twin Cities, has a deal with New Hope to buy land once occupied by a Kmart for a new grocery and gas station. New Hope's City Council approved a tentative deal to sell 13.3 acres to West Des Moines, Iowa-based Hy-Vee, which plans a 80,000 to 90,000-sf grocery store and 3,000-sf gas station for the site.

National behemoth **Total Wine & More** has made yet another inroad into Minnesota despite intense resistance from the local liquor lobby. The Woodbury City Council recently unanimously approved the Maryland company's request to build a store at Woodbury Village. The new location will be the wine giant's third in the Twin Cities. The company recently opened a store in Roseville and another in Burnsville is on the way.

A long-vacant space at the Excelsior & Grand development in St. Louis Park may soon be home to a bistro concept that originally debuted in Egypt. The St. Louis Park City Council approved a liquor license Monday night for **Blackstone Bistro**, a new restaurant planned for 3808 Grand Way. The 4,495-sf space has been empty since Panera Bread closed about a year-and-a-half ago, said Greg Hunt, the city's economic development coordinator. The restaurant hopes to open by the end of September or the beginning of October.



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Minnesota Marketplace - continued

The iconic **Town Talk Diner** in southeast Minneapolis is coming back after three years, albeit with a new, Gallic-inspired menu and name. The spot on East Lake will re-open in mid-September as **Le Town Talk French Diner & Drinkery**.



Minnesota's only **Dunkin' Donuts** location opened in Rochester. The Kahler Grand Hotel location, at 15 First Avenue Southwest, is owned and operated by Rochester Retail Services, which plans to add five freestanding restaurants in the Rochester market in the coming years.

Lyn-Lake rock club Cause Spirits and Sound Bar closed in July and the amps will be replaced by lots of televisions. Managers from Mac's Industrial Sports Bar (on Minneapolis' Central Avenue) have a lease to open the **Iron Door Pub** at the site of Cause. Renovations (which include the aforementioned TVs and more taps) are underway and owners hope to reopen the site in early September.

Nokomis neighborhood favorite **3 Tiers Bakery and Bistro** closed its doors over the July 4th holiday weekend. Sarah and Bryan Herr, owners of 3 Tiers, said that the shutdown was voluntary. Though the restaurant had been successful and popular, it became too much of a time commitment. The couple had been seeking a buyer, but none materialized.

TargetExpress, a new small-scale concept by Target Corp., debuted on July 23 in Dinkytown. The mini-store— 20,000 sf, or about one-sixth a typical Target — will open at 515 Fifth Street Northeast, in the newly built Marshall apartment building.

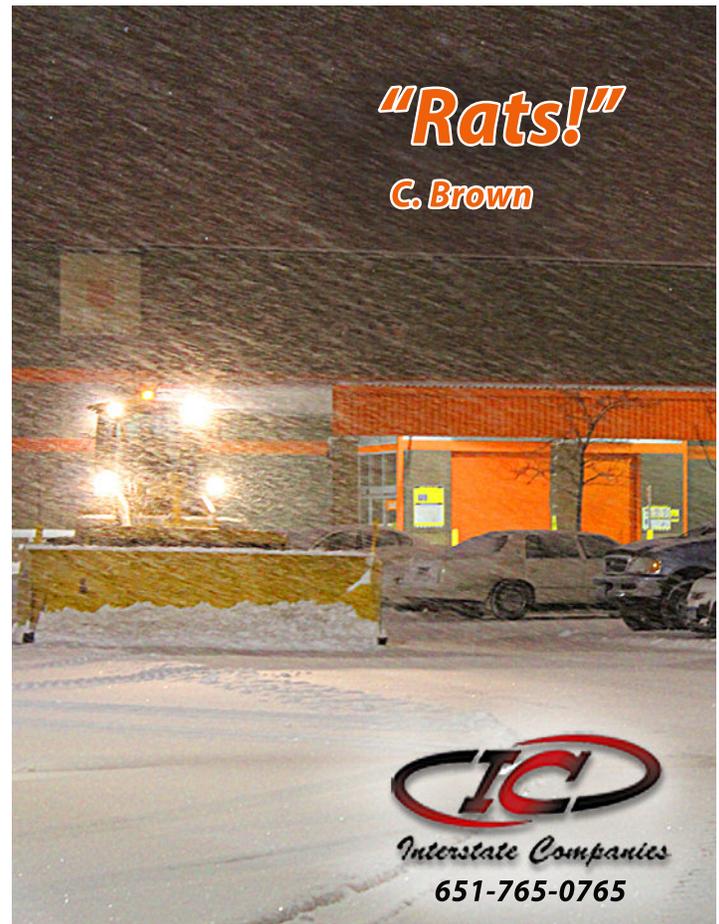
Shout House, the dueling-piano bar, a vestige of the original Block E development in downtown Minneapolis, is leaving for larger space nearby by the end of October. Shout House will move to the Wyman Building at 110 North Fifth Street, taking over the first floor of the former Epic nightclub. Shout House's new space will be about 13,000 sf, 5,000 more than its current Block E digs. It will have a VIP area, better sight lines for the piano performances and an attached, soundproof sports bar, which will be available to rent out for private parties. The second floor of the Epic nightclub will be sealed off for another, yet-to-be-named tenant.

Kmart in Oakdale has begun liquidating its inventory after the retailer said the store would close in September as part of a nationwide restructuring. The store, at 10th Street North near Interstate 694, is the only Minnesota location market closing.

Steele Fitness is working out a deal to open a club in the lower level of the IDS Center. A club in Minnesota's tallest building would serve downtown Minneapolis office workers and become a destination for downtown residents.

The first tenant to occupy the planned Norris Marketplace retail center in Cottage Grove opened its doors. **G-Will Liquors** opened its new 12,500-sf store, anchoring the expected shopping and restaurant center at the corner of 80th Street & Hadley Avenue.

Anodyne Coffee, a popular south Minneapolis coffee shop, called it quits. **Bull Run Coffee Bar** will reopen in the space on Nicollet Avenue soon.



MSCA has a Facebook page. Please "Like" us, and share facts and events with your friends and colleagues.

<https://www.facebook.com/mscaonline>

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Also, corporate sponsorships for 2015 will be available in September. This is \$2,095 for the year and includes a variety of benefits for your company. Please take a look at the [sponsorship page](#) on our website for all of the information, and contact the MSCA office if you are interested or have any questions!

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MSCA Events

2014 CALENDAR

AUGUST 2014

SUN	MON	TUES	WED	THUR	FRI	SAT
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

- Monthly Program
- Third Thursdays
- Learning Session

Click on date within current month for details and registration link for that meeting.

To view MSCA program presentations, [click here](#).

SEPTEMBER 2014

SUN	MON	TUES	WED	THUR	FRI	SAT
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

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- **Judy Lawrence**, Kraus-Anderson Companies

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- Nicole Wagner, Paster Enterprises
- Bill Wittrock, RSP Architects, Ltd.

Please contact any member of the Newsletter Committee with suggestions or article ideas.

MEMBER NEWS

Drew Johnson has joined Oppidan, Inc. as a developer, adding to the company's existing four-person development staff.

NEW MSCA MEMBERS

Nick Halter, Minneapolis/St. Paul Business Journal
David Lima, Target Corporation
Nancy Martel, DLR Group
Edward Beckmann, Hellmuth & Johnson
Jessica Peterson, Paster Enterprises
Donna Fauchald, Christopher and Banks
Cindy Auld, Xcel Energy

THIRD THURSDAYS

Next Meeting: **Thursday, August 21**

Time: 3:30 – 5:00 pm

Where: Yardhouse – West End – St. Louis Park
 Hors d'oeuvres sponsored by: **Shingobee**

Greeters: **Mark Robinson**, Mid-America Real Estate –
 Minnesota, LLC
David Eddy, Prescription Landscape

What: Casual networking hosted by MSCA members

Why: Create synergy in the commercial real estate industry—share ideas and stories and make new effective relationships. RSVP to **Ryan** is preferred, but not required.



YARDHOUSE

Program Recap

ECONOMIC UPDATE:

THE FULL SPECTRUM FROM FEDERAL, STATE AND LOCAL LEVELS



by **Jeremy Striffler**,
Cushman & Wakefield/NorthMarq

July Program Speakers (l to r)

Toby Madden, Federal Reserve Bank of Minneapolis

Susan Brower, Minnesota Department of Administration

Moderator: **Eric Bjelland**, Cushman & Wakefield/NorthMarq

Kevin McKinnon, Department of Employment and Economic Development (DEED)



With the first-half of 2014 in the books, the MSCA looked to experts at the national, state and local level to provide our members with a much welcomed economic update at the monthly program in July. Eric Bjelland, Cushman & Wakefield/NorthMarq, moderated this timely discussion and a panel that included Toby Madden, Federal Reserve Bank of Minneapolis, Susan Brower, Minnesota Department of Administration and Kevin McKinnon, Minnesota Department of Employment & Economic Development.

The main question on everyone's mind was if the country could expect further economic expansion or if it was headed into another recession. Madden provided stats and insight into how the overall U.S. economy was performing. He cited record growth from 2012 to today and the fact that we have finally recovered all the jobs lost in the recession. However, he also noted that the recovery has been uneven in terms of geography, business sectors and socio-economics.

Brower heralded the news that Minnesota recovered more quickly than the overall U.S. and that we in the state were well-positioned. Yet, she did warn that the aging of our population will dampen future economic development especially as we see the growth in our labor force slow.

Finally, McKinnon also shared positive news about the economic performance and job growth for our region. And while the Twin Cities was strong, he saw even more activity and employment opportunities in outstate markets like St. Cloud and Mankato.

The program concluded with a rousing Q&A session thanks to Bjelland. As for the answer to whether we are headed into a recession? You'll have to check out the [Program Presentations](#) online to find out!

JULY PROGRAM PROFESSIONAL SHOWCASE

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AUGUST PROGRAM PREVIEW

MET COUNCIL'S THRIVE MSP 2040 PLAN: A CLOSER LOOK

Make sure to join us on Wednesday, August 6th for the MSCA monthly program entitled "Met Council's Thrive MSP 2040 Plan: A Closer Look." Libby Starling, Manager of Regional Policy & Research for the Metropolitan Council and Wendell Cox, Principal at Demographia will share the vision for the seven-county metro area and discuss how it will affect retail development.

Starling and Cox will discuss the contents of the 2040 plan, the impact it will have on real estate, and (politely) debate its effectiveness. They will also discuss the future of the Minneapolis-St. Paul metro region and take a look at what has worked and not worked in other markets around the country.

Register [here](#).

FIVE DRAINS THAT DESERVE PREVENTIVE MAINTENANCE



By **Eddie Gillis**, Vice President,
John's Sewer & Drain Cleaning

How property managers handle issues when things go wrong certainly can make or break tenant satisfaction, but minimizing the potential for problems is one sure way to keep tenants feeling positive and staying in place.

Dealing with a clogged drain is messy, inconvenient and disruptive to business. Emergency service can be a significant unplanned expense and often happens when stores and restaurants are busy, impacting tenants' ability to focus on their customers. Preventive maintenance can be scheduled during off hours at your convenience.

To avoid problems, here are five drains that building managers should consider putting on a preventive maintenance plan:

1. Main Sewer Line: Multiple businesses can share the same main line. When a problem occurs, the blame game amongst businesses can begin. In reality, it's most likely the cumulative effect of tenants sharing the same main line. Preventive maintenance twice a year for the main line usually costs less than \$400 annually, but dealing with a single emergency back up can cost \$1,000+.

2. Outside Drains: Over the winter, outside drains, parking lot and garage drains can fill with sand, gravel, and other debris. Heavy run-off from spring thaws can cause further problems. Proactively cleaning these drains minimizes the potential for flooding damage to parked cars, landscaping and other property structures.

3. Roof Drains: Warming temperatures during the day and nighttime temperature drops can wreak havoc on your roof drains starting in February and through late spring. Continuous freezing, thawing and refreezing causes water ponds and

breaks up the roof's surface. Left untreated and unmaintained, water penetrates the roof's barrier. Clogged roof drains are a leading cause of roof and interior building water damage. By scheduling an early spring check-up, many roof drain problems can be avoided.

4. Parking Garage Drains: Not all retail locations have parking garages, but for those that do, keeping those drains flowing is critical. Over the winter, sand, grit and other debris fill up drains that can cause damage to property and limit parking during busy retail months. Summertime, when the weather is warmer, is the best time to perform parking garage maintenance and it's one worry you will be able to check off your list as the busy holiday season approaches.

5. Horizontal Lines & Vertical Stacks: Often plumbing is designed to have all sinks and tubs run through a horizontal line per floor into a single vertical stack pipe to the main line sewer drain. Horizontal lines often fill up with grease, food particles and other debris and tenants can experience back-ups. This can put an extra strain on your maintenance staff or increase costs for outside drain cleaners when you receive that emergency call from a not-so-happy tenant.

As the saying goes, "An ounce of prevention is worth a pound of cure." If you are wondering if a preventive maintenance plan is right for your property, tally your bills for emergency calls for all of the drains listed above, plus amounts paid to repair damage and/or insurance claims for those emergency calls. If possible, estimate the cost of lost business due to drain problems, then compare these costs against an estimate for a preventive maintenance plan. Then think about your happy tenants.

TORP COMPLETES MSAE LEADERSHIP ACADEMY

MSAE – Midwest Society of Association Executives



Photo (l to r)

Chad Weinstein, President - Ethical Leaders in Action & Facilitator
Karla

Dara Rudick, CAE - Management-HQ & Chair of MSAE

MSAE's Leadership Academy is an exceptionally valuable program that promotes excellent leadership among association professionals. Topics ranged from very individual leadership skills, e.g., advanced listening skills and ethical persuasion techniques, to more group-oriented topics such as strategic leadership, promoting employee engagement, and the elements of fair processes. The Core Curriculum included: Advanced Leadership Communication, Motivating Team Members and Volunteers, Positive Ethics, Leading with Vision and Deep Diversity.

"This was a great opportunity that focused on a wide variety of important leadership techniques that I can now implement within MSCA and continue to lead our successful organization. In addition, I was able to build long standing relationships with other key association leaders. A huge thank you to MSCA for allowing me to participate in MSAE's Leadership Academy!" ~ Karla



2014 SUBMITTAL FORM

MSCA HALL OF FAME

BACKGROUND INFORMATION:

Name: _____

Company: _____

Number of Years in the Retail Real Estate Industry: _____

Number of Years in MSCA: _____

MSCA Involvement (Participation and Year): _____

JUDGING CRITERIA:

This award shall go to a current MSCA member who has shown outstanding participation, leadership, and achievement for at least 10 years of service within MSCA and the retail real estate industry. The candidate must be a valuable ambassador to MSCA and demonstrate identifiable results within our industry. The candidate must exhibit mentorship skills by sharing his or her knowledge to help better our industry and individuals.

Please attach a narrative description using the judging criteria above: (500 words or less)

Please include an award statement of 5 sentences or less. This will be read if your candidate is selected.

SUBMISSION DUE DATE TO A BOARD MEMBER: *September 12, 2014*

Potential candidates can be nominated by any MSCA member via a current Director of the MSCA Board. The Board Member will then qualify the nominee and forward to the nominating committee (MSCA President, First Vice President and Past President) for consideration.

This award is given at the discretion of the nominating committee.

Checklist:

- 5 copies of the completed submittal form and narrative description
- 1 colored digital image scanned at 300 dpi, JPEG or TIF format preferred, for display board and presentation

Please send required checklist to MSCA. Thank you for your submission.

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