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FEATURE by [Jeremy Striffler](#), Cushman & Wakefield/NorthMarq



THE COST OF DOING BUSINESS: UNDERSTANDING SAC & WAC CHARGES

One does not need to take a survey of landlords, tenants or brokers to know that getting a lease signed is not an easy task, especially in today's economy. The financial reality of making a deal work that satisfies all the involved parties has become more challenging. Negotiating rent and operating expenses is difficult enough but working with the city government adds another layer of complexity.

In recent months, greater attention has started to be paid to the Sewer Availability Charges (SAC) and Water Availability Charges (WAC) being imposed by the Metropolitan Council and the cities in the greater Minneapolis/St. Paul metropolitan area. As these fees increase, prospective tenants are struggling with the costs of doing business as they often are higher than budgeted, causing some deals to fall apart.

In a recent article in the StarTribune, Jeremy Dennison, a policy fellow for Minnesota 2020, points out that Minnesota is struggling to maintain its sewer and sanitation infrastructure systems. He writes, "A fiscal nightmare is forming below the feet of most Minnesotans. The state's wastewater systems are aging and need to be modernized, with costs in the billions."

While state and federal funding is available, not all of the 350 identified wastewater infrastructure projects can be addressed. Dennison explains, "This leaves Minnesota communities, especially rural areas, left to balance raising user rates and property taxes with necessary clean-water maintenance and improvements."

These projects often go unnoticed by the public, in comparison to the repaving of a road or the installation of new street lamps. And city officials are reluctant to raise residential taxes to pay for these invisible enhancements and are more recently passing the bill onto commercial tenants instead.

Defining the Issue

So what exactly are SAC and WAC? To better understand these rising fees, the City of Maplewood provides some clear working definitions:

A **Sewer Availability Charge (SAC)** was established by the Metropolitan Council to pay for a portion of the debt service incurred to expand and improve sewer facilities. These facilities provide the sewer collection and treatment service for residents. The SAC fee is typically collected when a building permit is issued for new construction.

A **Water Availability Charge (WAC)** was established for the purpose of paying the costs associated with the installation of water reserve capacities for additional facilities to be connected to the system.

SAC fees fall under the Metropolitan Council Environmental Services (MCES) and in 2012 the flat rate is \$2,635 per assigned SAC unit. However, this rate may vary depending upon the type of use as the MCES charges buildings a prorated SAC fee based on the estimated potential capacity of wastewater they will need. The MCES website provides clear SAC criteria, citing how many units will be assigned based on use. Here is a brief sampling:

Table 1: SAC Criteria for Commercial Properties

Facility	Parameter	SAC
Animal Grooming	4 stations	1
Bank	2,400 sf	1
Bar (no food service)	23 seats	1
Beauty Salon	4 cutting stations	1
Car Wash (Self-Serve)	1 bay	3
Massage	5 stations	1
Restaurant		
• Fixed Seating	10 seats	1
• Drive-In	9 parking space	1
• Take-Out (No Seating)	3,000 sf	1
Tanning	3,000 sf	1

The Cost of Doing Business - continued

Thatcher Imboden, Brokerage Assistant at The Ackerberg Group, noted that for restaurant uses the MCES is moving more towards using seating area (sf) versus the number of seats on a plan. This was the case for Origami, the Minneapolis based sushi-restaurant that is moving to the Mozaic mixed-use project in the Uptown neighborhood.

Imboden says, the "downside is that it's far more difficult to predict the number of SAC units associated with a project because the seating area calculation allows exemptions for walkways, bathrooms, kitchens, etc.; but, it's not clear what is a walkway versus just space between tables."

Kelly Barnebey at MCES said that the determination on whether to use seating area or the number of the seats on a plan comes down to which is the greater of the two. The MCES compares the following calculations:

- 1.) Total number of seats ÷ 10 seats
- 2.) Total square feet of the dining area ÷ 15 sf per seat ÷ 10 seats

Seats that are bolted or cannot be moved require an additional calculation.

Adding to the confusion is that the MCES counts outdoor patios and sidewalk seating the same as inside seating, which will cause debate if buildings are charged for the square footage of what is, especially in Minnesota, a very seasonal use of space.

In understanding the complexity for landlords and tenants, it is also important to know that the MCES allows for local government units to pass the SAC fee along with possible additional local fees to the building owners. In surveying cities in the metropolitan area, it varies whether each city will charge a local SAC fee and what that additional fee will be. This unpredictability across the metro is a pain point for all involved in the leasing transaction.

For instance, Brandon Champeau, Development Manager for United Properties, points out that Bloomington has not raised their fees in the past year, while in comparison Eden Prairie is up by \$1,000. He explains, "There is no defined system from city to city."

The chart shows just a small sampling of the range of the SAC and WAC fees being charged in 2012:

Table 2: Metrowide SAC & WAC Fees

City	SAC	WAC
Apple Valley	\$2,635 (MCES) + \$281 / unit	\$766 / unit
Brooklyn Center	\$2,635 (MCES)	\$5,000 (< 5 acres)
Maplewood	\$2,635 (MCES) + \$135 / unit	\$270 / unit
Oakdale	\$2,635 (MCES)	\$550 / unit
Wayzata	\$2,635 (MCES) + \$590 / unit	\$1,974

In researching SAC and WAC fees, it was extremely difficult to find clear, concise information on the city government websites. Further, phone calls placed quickly became a game of tag as each representative passed the call onto another department to provide an answer.

The MCES has also recently come under fire by the city of Minneapolis for its own lack of responsiveness and the elimination of its long standing "net credit" policy.

In a recommendation to the City Council in Minneapolis, Lisa Cerney of the Public Works Department cited customer service concerns related to the following issues:

- 1) failure to respond to businesses;
- 2) implementation of rules that do not correspond to business realities;
- 3) rules that are complex and changing;
- 4) time consuming appeals processes; and
- 5) audit process.

The "net credit" policy, according to Cerney, "helped to ensure that property owners and businesses in fully developed cities such as Minneapolis were not forced to pay the 'one time' SAC fee multiple times as existing properties changed uses and required less or more credits." Its elimination has had a significant impact on small business owners:

- Taco El Prima, a small restaurant will pay additional SAC if they expand their restaurant in the future because their 1.54 excess credits go away after a certain number of years.
- Pinta Foamtec will lose their 2.58 excess credits when the permit is issued for their proposed commercial interior remodel of their existing space.
- Parkway Pizza paid SAC in 2009 but now wants to relocate to another location in the neighborhood. Their SAC credits stay with the property and they will most likely pay SAC fees in their new location, even though existing infrastructure and capacity exists in the area to handle the flow.

In its recommendation to the City Council of Minneapolis, the Public Works department states, "The City of Minneapolis believes that the current SAC program is out of balance and that fully-built cities are

continued on page 5 ➔

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BUILD YOUR NETWORKING SKILLS

by [Richard Jahnke](#), Sunbelt Business Brokers



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All of us know the benefits of membership in organizations like MSCA include the opportunity for networking. In the current "new economy" the axiom of "It's not what you know, it's who you know" may never have been more true. When you arrive at any networking event, are you prepared to take full advantage of the opportunity to "work the room"? We could all do well with a little mental preparation before the networking event to seek out those fertile relationships that connect us to our peers as we prospect for new business. These tips are what I learned from googleing a few websites, including one called www.passivepanda.com/networking-tips which I found very informative.

- 1. The goal of networking should be to help other people.** Yes, it would be nice if they helped you out as well, but networking is a two-way street. And your side of the street is all about helping others, not asking them to help you.
- 2. It's far more important to understand their needs before you tell them about your needs.** Your goals should not be on the forefront of your mind. You're trying to develop a relationship with someone, which means you should be thinking about them.
- 3. Don't expect anything.** The fact that you reached out and made contact with someone does not put them in your debt. No one is required to "pay you back." Instead of approaching networking with the goal of gaining favors, try reaching out with curiosity.
- 4. Don't leave networking to chance.** Take some time and define what you are looking for in your network. Every once and awhile you'll stumble across someone amazing on accident, but it's a lot easier to find who you're looking for if you know who they are in the first place. Be proactive and create a list of people that you want to contact on purpose.
- 5. Start by offering praise, not requesting help.** Unless you have a mutual contact that is putting you in touch for a specific reason, it's best to avoid asking for anything when you meet for the first time.
- 6. Keep your emails short.** If your first contact is via email, then split the message into smaller segments. Instead of reaching out to someone new with a long-winded, five paragraph explanation of why you are contacting them, use that first email to focus on a small bit of praise.
- 7. Try to cultivate a multiple referral source.** Try to establish relationship that can be a constant source of referrals. This works best when you network with persons that provide a different service. For example, if you lease space, try to meet a tenant improvement contractor or lender. You can trade referrals easier with those contacts and you are helping the people you contact.
- 8. Start by focusing on being friendly and helpful.** This is the number one tactic you can use to build your network. Simply spread information in a friendly and helpful way. Making introductions between other people is a great habit.
- 9. Networking is more about listening to what people say than saying the right things.** Take the time to listen to people's stories. You can only provide something of value to them if you listen to who they are and what they do.
- 10. Sometimes the best networking opportunities involve real work.** Volunteer for events, committees, or projects that will have interesting people at them — or better yet, working for them. The MSCA has a plethora of committees you can serve on. Contact Karla or Stacey at MSCA to serve on a committee and start networking.

THIRD THURSDAYS

Next Meeting: Thursday, October 18, 2012

Time: 4:00-5:00 pm

Where: **The Bulldog** Lowertown - St. Paul
(237 6th Street East)

Member hosts: **Steve Day**, J.L. Sullivan Construction, Inc.
and **Ryan Burke**, Kraus-Anderson Companies

What: Casual networking hosted by MSCA members

When: Third Thursday of every month from EITHER 8:30–9:30 am or 4:00–5:00 pm.

Why: Create synergy in the commercial real estate industry—share ideas and stories and make new effective relationships.

There is no fee for this event. Food and beverage are not included. **RSVP to Stacey** is preferred, but not required.

EVENTS

- Oct 3 **Economics/Development**
- Oct 18 **Third Thursdays**
- Nov 7 **State of Retail**
- Nov 15 **Third Thursdays**
- Dec 4 **STARRSM Awards/Year End Ceremonies/Holiday Party**

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

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STAFF

Executive Director
Karla Keller Torp
 (P) 952-888-3490 (C) 952-292-2414 (F) 952-888-0000
ktorp@msca-online.com
Associate Director
Stacey Bonine
 (P) 952-888-3491 (C) 952-292-2416 (F) 952-888-0000
sbonine@msca-online.com

Layout Design
Andrea Komschlies
 (C) 612-327-0140
akomschlies@comcast.net

MN MARKETPLACE

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



compiled by [Jeremy Striffler](#), Cushman & Wakefield/NorthMarq

- **Trader Joe's** said it will open its new Bloomington location on October 5. The store will be open from 8 am–9 pm daily. It will be located in Southdale 494 Shopping Center at I-494 & France Avenue.
- **Yogurt Lab**, the frozen yogurt chain that is expanding into the Twin Cities, will open a location in the Stadium Village near the University of Minnesota.
- Downtown Minneapolis wine bar **Spill the Wine** has plans to open a new location at Bryant & Lake, in a building that currently houses the departing **Sunrise Cyclery**, whose owners are planning a move this winter to a site nearer the Midtown Greenway.
- Ann Kim, the **Pizzeria Lola** chef/owner, is planning to open **Hello Pizza** in early 2013 just off France Avenue at 3904 Sunnyside Road in Edina, serving New York-style pizza both by the slice and in a 16-inch pie.
- **Hurricane Grill & Wings** restaurant will open its second Twin Cities location in the former Old Chicago in Minnetonka. It plans to open in mid-February 2013.
- **CVS/pharmacy** will replace the iconic Dairy Queen at 25th Avenue & Division Street in St. Cloud, which first opened back in 1949.
- Funky shoe brand **John Fluevog** is opening a store in Uptown, at the corner of Lake & Lagoon — in part of the Uptown Theater space. The Fluevog website says the store will be open before the end of the year.
- **Bar Louie** opened this past month at 1348 Lagoon Avenue in the MoZaic building in Uptown. The restaurant will be open for lunch, dinner, and late night and features a large outdoor patio with a water feature, extensive mosaic tile bar, and mezzanine.
- **The Bookcase of Wayzata**, the Twin Cities oldest independent bookstore, is leaving its storefront at the corner of 607 E. Lake Street and relocating just a couple blocks down in the **Wayzata Village Shoppes**.
- The owners of **Town Hall Tap** are working to purchase **Skylane Bowling** to build an additional site at 5019 34th Avenue South in Minneapolis.
- The husband-and-wife owners of **Sovereign Grounds**, a coffee shop known for offering a roomful of toys to winter-weary parents, hope to open a grocery next door on the corner of 48th & Chicago. Sovereign Goods would replace Dick's Metro Carpet at 809 East 48th Street, selling green vegetables and organic food.
- The curtains closed at **Block E's** movie theater this past month, leaving downtown Minneapolis without a movie theater for the first time since 2002.
- **Massage Xcape** is coming this fall to Lexington Plaza Shoppes in Roseville.
- **Figlio** opened a new restaurant, filling the Sopranos vacant space around the corner from Crave at the Shops at West End in St. Louis Park.

continued on page 7 →

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Population Growth

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2000 Census	2010 Census	Increase
44,942	57,186	12,244

NEW Housing Units

3rd
in the Metro

2001-2011	5,939
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NEW Housing Units

4th
in the Metro

2012 (thru July)	210
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Employment

6th
in the Metro

2000 2nd Qtr	2010 2nd Qtr	Increase
17,434	20,509	3,075

HOLIDAY PARTY



STARRSM AWARDS



YEAR END CEREMONIES

2012 STARRSM awards



Tuesday, December 4, 2012

Golden Valley Country Club

7001 Golden Valley Road ~ Golden Valley

4 p.m. Registration & Networking

5 p.m. Year End Ceremonies & Awards Presentation

6 p.m. Holiday Party

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Corporate tables of eight: \$450

Corporate tables of four: \$250

Individual tickets: \$65 in advance / \$75 at the door

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LET'S CELEBRATE!



MINNESOTA SHOPPING
CENTER ASSOCIATION

MEMBER PROFILES

Mark Hotzler

Metro Equity Management LLC



What is your primary career focus? Putting Commercial Real Estate deals together.

What is your secret talent? Gourmet Cook.

What is the one word that describes you? Determination.

What was the first car you owned? First vehicle was a motorcycle, but the first car was a Ford Galaxie 500.

What would you rather do than go to work on Monday morning? I actually like going to work, because every day and every deal is different, but if I was not at work you could probably find me at the golf course.

When you were a kid, what did you want to be when you grew up? Be an architect.

What was your very first job? Started my own lawn mowing business.

Who are/were your mentors? My high school basketball/baseball coach and a few of my coworkers at Towle Real Estate.

What is your favorite cereal and why? Not much of a breakfast person but probably Rice Krispies with fresh fruit.

If you were an animal, what would you be and why? Bald eagle because of what it symbolizes.

What are your favorite place(s) that you have travelled to? Europe, China.

How long have you been an MSCA member? Since 1990.

Bill Parr

Talberg Lawn and Landscape, Inc.



What is your primary career focus? Solving problems.

What is your secret talent? Catching fish and riding dirtbikes.

What is the one word that describes you? Deliberate.

What was the first car you owned? 1978 Chevette.

What would you rather do than go to work on Monday morning? I would rather be fishing.

When you were a kid, what did you want to be when you grew up? A teacher.

What was your very first job? Christmas wreath decorator.

Who are/were your mentors? My dad, my uncle, and my mom.

What is your favorite cereal and why? Corn Flakes, because they are simple.

If you were an animal, what would you be and why? A bald eagle, because it is a symbol of the greatest country in the world.

What are your favorite place(s) that you have travelled to? New York City, Hawaii.

How long have you been an MSCA member? Since 2009.

NEW MEMBERS

Jeff Berend

The Crew Facility & Maintenance

Robert Plombon

Miller Properties & Investments

Dawn Borgstrom

Designer Sign Systems

Greg Hayes

Ebert Construction

The Cost of Doing Business - continued from page 2

paying a disproportionate amount of funds into the SAC program with little corresponding need for increased capacity."

The City of Minneapolis in the future would like to see some changes made to MCES. They are seeking: 1) to ensure SAC program charges correspond to actual increase in net capacity; 2) to reinstate the Net Credit policy with maximum local flexibility, to ensure that businesses, property owners and cities within developed areas are not penalized by paying SAC multiple times; and 3) to increase and improve MCES services and outreach to business and property owners charged SAC and reduce unexpected or unfair charges.

Moving Forward

A strong understanding of SAC and WAC charges is extremely important so that the landlord, tenant and broker can successfully execute a lease. Anticipating what the fees will be across the metro will greatly benefit all parties involved so that expectations can be managed and costs can be accurately forecast.

However, it is a complex issue that is becoming more and more difficult to understand. As Champeau explains, "There is no consistency, no transparency or explanation for the increases over the years. Each city has its own set of rules."

MSCA is committed to keep abreast of this issue. It is currently working with NAIOP to track changes made by MCES to SAC charges and what is going on at the city level.



AT THE TABLE? OR ON THE MENU?

MANAGING MINNESOTA'S POLITICAL ENVIRONMENT IN 2012-2013



September program speakers l to r:
Todd Rapp, Himle Rapp & Company
Maureen Shaver, Minnesota Public Radio's MIDDAY
Richard Forschler, Faegre Baker Daniels LLP

With all of the buzz being generated by the upcoming November elections, what better time was there to hear from some well known local political analysts. The September MSCA audience was entertained by Todd Rapp, President of Himle Rapp & Company and Maureen Shaver from Minnesota Public Radio's MIDDAY.

First, moderator Richard Forschler of Faegre Baker Daniels LLP gave a brief update on some of the real estate related items in the Minnesota legislative agenda including property taxes, sales tax, impact fees and land use controls. In addition, he discussed the emerging policy issues of tax reform (property, sales and income), budget transparency and economic development.

Rapp began with his thoughts on the November presidential election. He discussed the Electoral College results over the last several elections and the trends that have emerged. In 2012, Rapp predicted that the national election will come down to ten key states and provided the MSCA crowd with a "line-up card" on these states. Since these states are perceived to be the swing states, 90% of the candidate's funds are being utilized in these battles. Rapp also noted that the presidential race is really about Romney. Most voters know Obama and his political positions, however Romney is still relatively unknown to the mass voters. It was Rapp's view that Romney has struggled to show that he is a better option and he will be in trouble if he cannot distinguish himself by the middle of October.

Shaver added that since Minnesota is not one of the "key" states, that minimal time and resources have been spent by the presidential candidates here and that we are being spared by the related advertising. However she noted that two of our neighboring states, Wisconsin and Iowa, are included in the key states and accordingly are garnishing much attention from the candidates.

Both Rapp and Shaver also educated the audience on the Minnesota political landscape. Rapp discussed Kurt Bills versus Amy Klobuchar, United States Senate race. Rapp's contention is that Bills is still relatively unknown and does not seem to be getting the support from his fellow Republicans. Romney's lack of focus on Minnesota is making it hard for certain Minnesota Republicans to get any traction in their respective races. In addition, Rapp predicted that the incumbents would do well in their November races while Shaver indicated that key issues for the Minnesota political situation would be jobs, the economy, taxes and education.

Lastly, both Rapp and Shaver discussed the Minnesota constitutional amendments in play this November. Since there will be minimal presidential attention here and not the usual suspense in the Minnesota races, the constitutional amendments will garner much of the interest.

The two finished the program with a lively Q&A session that left the audience better informed for the upcoming November elections.

The Legislative Committee would like to wish everyone a Happy Election Day!

As you head to the polls on **November 6**, we encourage you to consider the recovery of the commercial real estate industry and economic growth. If you would like to support the Legislative Committee's efforts going forward we are always in need of financial help.
[Contact Karla](#) if you would like to make a financial contribution to the Legislative Fund. Any level of support is welcome and greatly appreciated.

SEPTEMBER 2012 PROFESSIONAL SHOWCASE



United Properties' involvement with MSCA continues to provide an invaluable opportunity for their company to gain knowledge and cultivate relationships.

MEMBER NEWS

Dalbec Roofing Changes to Mint Roofing. After 60+ years as Dalbec Roofing, Kevin Krolczyk and his team gave this long-time MN company an updated look with a name that better reflects their company's mission: Getting and keeping roofs in tiptop condition since 1950. Same ownership; same quality and service. Learn more at www.mintroofing.com



MN Marketplace - continued from page 4

- **Fusion Martial Arts** owner Matt Blomquist has teamed with Twin Cities yoga instructor Brigitte Koepke to open a new yoga studio adjacent to his martial arts academy off the intersection of Diffley Road & Lexington Avenue South in Eagan. The new business, called **Fusion Yoga**, has a tentative opening date of November 1.
- **Derived Beings**, located at 1047 Helmo Avenue in Oakdale, opened on September 1. It is a new gym that offers CrossFit, yoga, nutrition consultation and mental toughness, among other fitness elements.
- **CherryBerry**, an Oklahoma-based restaurant franchise, is the latest eatery to open up shop in Eagan. The family-friendly yogurt shop is located on the west side of the Eagan Promenade, adjacent to Potbelly Sandwich Shop. CherryBerry currently operates six locations in the Twin Cities area, including storefronts in Burnsville and Woodbury.
- **Destination XL**, a growing national retailer of big and tall men's apparel, held their ribbon-cutting ceremony and official grand opening in September at its new location in Roseville. The men's merchant, a part of Massachusetts-based Casual Male Retail Group Inc., is located at Rosedale Commons, a retail center just north of Rosedale Center.
- **Anytime Fitness** will open a 24-hour, 5,000-sf franchise near the intersection of West Broadway & Penn Avenue in the heart of North Minneapolis. The gym is expected open by the end of the year.

JOIN AN MSCA COMMITTEE!

Now is a great time to join a committee for 2013. All of the committees offer networking and added value to your membership. They all meet at various times throughout the year, so you can be sure to find a committee that can work with your schedule. Please visit <http://www.msca-online.com/about/committees> for more information.



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SEVEN IN 10 AMERICANS PLAN TO CELEBRATE HALLOWEEN THIS YEAR



A record 170 million people plan to celebrate Halloween this year, according to National Retail Federation's (NRF) 2012 Halloween consumer spending survey conducted by BIGinsight. Seven in 10 Americans (71.5%) will get into the haunting Halloween mood, up from 68.6% last year and the most in NRF's 10-year survey history. Consumers are expecting to spend more too; the average person will spend \$79.82 on decorations, costumes and candy, up from \$72.31 last year, with total Halloween spending expected to reach \$8 billion.

Despite record spending figures for this year's Halloween holiday, one-fourth of U.S. consumers (25.9%) say the state of the economy will impact their Halloween plans. To compensate, most say they will spend less overall (83.5%), while others will make a costume instead of buying one (18.0%), and over one-third (36.1%) will buy less candy.

www.nrf.com/Halloween

SMALL TALK

STATS:

HOT 100 RETAILERS

The Hot 100 Retailers section is the definitive annual ranking of the nation's fastest-growing retail companies. Rankings are determined by increases in domestic sales between 2010 and 2011; all retail companies with domestic sales in excess of \$300 million were eligible. Hot 100 retailers averaged year-over-year domestic sales growth of 12.7 percent. This is substantial movement over last year's result of 9.3 percent, and indicative of inflationary factors as well as strong growth in specialty apparel, online and electronics segments.

This year, the list was compiled for STORES by global research firm Kantar Retail. Kantar Retail estimates privately held companies and domestic sales when the figures are not self-reported. This methodology is particularly important because it removes the impact of company's investments in overseas operations from the growth rankings to give a true perspective on the situation in the U.S. retail market.

Rank	Company	Headquarters	Sales Growth ('11 v '10)	USA Retail Sales ('000)	World Retail Sales ('000)	USA % of World Sales	2011 Stores	Stores Growth ('11 v '10)
1	Sprouts Farmers Market	Phoenix	71.9%	\$1,152,000	\$1,152,000	100.0%	109	101.9%
2	Verizon Wireless	Basking Ridge, N.J.	68.8%	\$7,446,000	\$7,446,000	100.0%	2,330	0.0%
3	Michael Kors Holdings	New York	65.4%	\$521,000	\$627,000	83.1%	169	31.0%
4	Lululemon Athletica	Sumner, Wash.	64.9%	\$522,000	\$978,000	53.4%	108	38.5%
5	Under Armour	Baltimore	62.7%	\$374,000	\$398,000	93.9%	85	57.4%
6	CARE Pharmacies	Alexandria, Va.	57.5%	\$338,000	\$338,000	100.0%	82	54.7%
7	Amazon.com	Seattle	42.5%	\$26,397,000	\$47,715,000	55.3%	N.A.	N.A.
8	Lowe's Market Place	Littlefield, Texas	39.3%	\$975,000	\$975,000	100.0%	130	85.7%
9	Apple Stores / iTunes	Cupertino, Calif.	36.9%	\$17,825,000	\$18,418,000	96.8%	245	5.2%
10	AT&T Wireless	Dallas	30.0%	\$6,486,000	\$6,486,000	100.0%	2,300	-0.6%
11	Fresh & Easy Neighborhood Market*	El Segundo, Calif.	22.6%	\$939,000	\$101,888,000	0.9%	187	14.0%
12	Ulta Salon Cosmetics & Fragrance	Bolingbrook, Ill.	22.1%	\$1,776,000	\$1,776,000	100.0%	449	15.4%
13	hhgregg	Indianapolis	21.0%	\$2,514,000	\$2,514,000	100.0%	208	20.2%
14	Tilly's	Irvine, Calif.	20.4%	\$401,000	\$401,000	100.0%	140	12.0%
15	Chico's	Fort Myers, Fla.	19.9%	\$2,284,000	\$2,284,000	100.0%	1,256	9.1%
16	Rue21	Warrendale, Pa.	19.8%	\$760,000	\$760,000	100.0%	755	18.3%
17	7-Eleven	Dallas	19.1%	\$10,361,000	\$62,700,000	16.5%	7,779	16.3%
18	Dick's Sporting Goods	Coraopolis, Pa.	18.1%	\$5,212,000	\$5,212,000	100.0%	561	6.9%
19	Tiffany & Co.	New York	16.8%	\$1,651,000	\$3,569,000	46.3%	87	3.6%
20	Alimentation Couche-Tard	Tempe, Ariz.	16.6%	\$4,867,000	\$6,863,000	70.9%	4,050	4.9%
21	Fossil	Richardson, Texas	16.4%	\$367,000	\$607,000	60.4%	197	13.9%
22	Tractor Supply Co.	Brentwood, Tenn.	16.3%	\$4,233,000	\$4,233,000	100.0%	1,085	8.4%
23	Genesco	Nashville	16.0%	\$1,914,000	\$2,188,000	87.5%	2,212	-1.1%
24	Bodega Latina	Paramount, Calif.	16.0%	\$849,000	\$4,888,000	17.4%	36	5.9%
25	GNC	Pittsburgh	14.7%	\$1,949,000	\$2,364,000	82.5%	3,777	4.1%

To see the additional 75 retailers listed in the Hot 100, go to this link:

<http://www.stores.org/2012/Hot-100-Retailers>