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Feature Article

THE DEATH CARE INDUSTRY

It's October again - the time for ghosts, goblins and witches. So it seemed an appropriate time to think about the funeral industry, certainly a retail service for consumers. A morbid subject, but one that we are all touched by as customers – and perhaps as real estate professionals. So what is happening in the “death-care industry”?

In 1960, the average cost for a funeral was \$706 and only 3.56% of the deceased were cremated. Today the average traditional funeral costs \$8,000-\$10,000, and cremation is now at 42%. A traditional, full service funeral usually includes a viewing or visitation, a formal service, hearse and burial. These types of funerals seem to be declining in popularity for a number of reasons including expense, the increased popularity of cremation, and perhaps, the secularization of the U.S. population.

In fact, Kelly Roberts of the Roberts Family Funeral Home said the biggest change since he started in the industry is that, “The majority of the families are now choosing cremation.” This shouldn't really surprise those of us in the real estate industry. After all, is a cemetery really the “highest and best” use for land? In the United States alone, we have more than 109,000 cemeteries, estimated at over 57 million square miles. And many of the older locations end up in very desirable

by [Judy Lawrence](#), Kraus-Anderson Companies



locations as cities grow around them. Ask any developer: it's pretty difficult to think of tackling the relocation of a cemetery!

Funeral homes, on the other hand, have more development potential, and are declining in number. In 2003, there were 21,710 in the United States, down to 20,557 in 2009. In Minnesota, there were 448 in 2003, down to 412 in 2009. Many of them in recent years appear to have been demolished and redeveloped. One of the more visible locations was the Werness Funeral Home on 50th, just east of France, in Edina. The building was torn down and a residential apartment building recently opened there. Very few former funeral home buildings can be re-used or re-purposed; the stigma of its former life still “haunts” the property.

One new trend that is growing is pet funerals and cemeteries, with more than 300 pet-only cemeteries in the United States at last count. At Bit of Heaven funeral home in Houston, Texas, you can purchase a plot for \$725, which includes a flat stone and perpetual care. The casket is, of course, an extra charge but only \$395 – makes one wonder if we shouldn't call ourselves Fido when our time grows near!

New trends include new uses for existing funeral homes. In his article “What remains: Conversations with [Judy Lawrence](#)” *continued on next page >*

Snapshot

PENN & AMERICAN



Location: 8001 Penn Avenue South, Bloomington, MN
Month/Year Opened: Phase I opened 2012 / Phase II expected to open Fall 2015

Owner and Center Manager: United Properties / StuartCo
Real Estate Representative: Peter Armbrust and Jim Larson, Cushman & Wakefield/NorthMarq

Architect: ESG / Kimley-Horn / Tushie Montgomery
Construction Contractor: RJM Construction / Weis Builders

GLA: 133,000 sf / Retail 65,000 sf / Hotel 68,000 sf

Current Occupancy: 85% leased/preleased

Anchor Tenants: Fresh Thyme Farmers Market, Home2 Suites by Hilton and Red Robin Gourmet Burgers

[United Properties website](#) and [Project Ebrochure](#)

Additional Facts: In collaboration with two private developers and two public agencies, the multi-phase, retail and residential project creates a high-quality, active streetscape that promotes walkability within a higher density, mixed-use environment. The first phase opened in fall of 2012 with retail shops and Genesee Apartments & Townhomes. The second phase started in September with signed leases from Fresh Thyme Farmers Market, Home2 Suites by Hilton and Red Robin Gourmet Burgers. With 20,000 sf available in phase one and two combined, the entire project will be complete by fall of 2015.

The Death Care Industry - continued

America's Funeral Directors," Max Rivin-Nadler states that almost 25% of the country describes itself as un-churched. Americans seem to be gravitating toward a more generic "spiritualism" that translates to a less formal lifestyle. It seems to be reminiscent of the Age of Aquarius, which might manifest itself in less formal traditions, including funerals.

Consistent with this direction, Mr. Roberts went on to say that a current trend in funerals is a "Celebration of Life" theme rather than the traditional tone of lament. Hand in hand with this concept, many funeral homes are converting spaces into multifunctional areas that can be used for other life event celebrations such as wedding receptions or birthday parties.

As to marketing, Mr. Roberts stated that, in addition to traditional methods, they are now focusing on community outreach. They sponsor events and have found that giving back to the community has been significant to their success. He also added that although most providers offer the same products, service and facilities are what set a provider apart from its competition. For example, Roberts Family Funeral Home provides a comfort meal to all of the families they serve.

When asked what the most unique request he received as a funeral director, he cited "kegs of beer near the casket and fireworks with cremated remains set off in our parking lot." Sounds just right.



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

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

DEATH TRADITIONS FROM AROUND THE WORLD

- In **Madagascar**, the "famadihana" tradition entails exhuming the body of a relative every 5-7 years and dancing with it around town.
- **Ghana's** "Fantasy Coffins" are designed to represent the departed's passions and can even mimic everyday objects.
- Certain **Filipino** ethnic groups will dress and blindfold the dead, and place them sitting at the entrance of the house with a cigarette in their mouth.
- Families in **South Korea** will have remains compressed into gem-like beads. Similarly, in North America and Europe, ashes are compressed into diamonds.
- **Tibetan** and **Mongolian** Buddhists return the body to the earth by chopping it into pieces and placing them on a mountaintop providing sustenance for nature and vultures.
- In **Taiwan**, the quality of the deceased's afterlife is measured by crowd size, cost and liveliness of the funeral. Exotic dancers are an increasingly popular addition.
- Ashes can hitch a ride to **space** for a low-orbit journey around the earth and back, burn up in the atmosphere, launch into deep space or even to the moon.
- The Toraja from **Indonesia** honor their ancestors by exhuming their bodies, giving them a "makeover" and walking them around town as if they were alive once more.
- Minority groups in the **Philippines** and Southern **China** suspend coffins from cliffs to be closer to heaven.

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Member Profiles

Check out the new member profile questions this month!

Jessica Peterson

Paster Enterprises



Job Title and Area of Focus:

Marketing Assistant.
Marketing, Advertising,
Event Planning

Year Joined MSCA: 2014

First job in this industry and for

how long? Working for Paster Enterprises is my first job in the

retail real estate industry. I've been a part of the Paster team since February 2013 and I love it.

Who has been an influential teacher, mentor, or model to you and what did you learn from them?

Dr. Rebecca de Souza, a Communication professor at the University of Minnesota Duluth, had a huge impact on me when I was in college. Aside from teaching me numerous theories and how to conduct and analyze research, she inspired me to work hard and be a leader.

What profession other than yours would you most like to

attempt? I would love to attempt to be a news anchor. I think it would be fun to broadcast the news and other people's fascinating stories to the community.

What is your motto / personal mantra? It sounds cliché, but I always try to live life to the fullest. You never know what tomorrow will bring and I don't want to have any regrets.

What hobby outside of work are you really passionate about

and why? Aside from my full-time job at Paster Enterprises I am a certified group fitness instructor and teach HIIT and Barre classes. I am incredibly passionate about working out and living a healthy lifestyle because it builds self-esteem, reduces stress and increases energy levels.

Jeffrey Orosz

Sambatek, Inc.



Job Title and Area of Focus: Business Development Manager. Civil engineering, planning, surveying, and environmental

Year Joined MSCA: 2007

First job in this industry? Intern architect at CMA

What keeps you in the business? It irritates me when development is happening and I'm not a part of it.

If you are new to the industry, what advice would you give to those more seasoned? Mentor! Or at least tell your story to the young kids just starting. You used to be intimidating, I remember. And it's refreshing to know there isn't just "one right path." I had the benefit of two mentor/friends who continuously reached out to me and forced me to grow as a person and employee. They were Bruce Carlson and Tom Goodrum.

Favorite real estate related app? Edina Realty. I like searching for investment properties.

Describe a situation where you took a risk professionally? I moderated an MSCA program. I was nervous and my hand was shaking too much to read my notes, so I had to wing it. The juice was worth the squeeze. I encourage others to try it.

Your motto/personal mantra? Don't be held down by what you can't control.

What hobby outside of work are you really passionate about and why? I run 60+ miles per week for fun and competition, but recently cabinetmaking/woodworking has occupied my time. It's incredibly frustrating, but rewarding to create with purpose.

OCTOBER LEARNING SESSION PREVIEW

TUESDAY, OCTOBER 21, 2014

Having trouble finding the most relevant market, consumer, demographic and economic data? What is useful and reliable? Accurate? Join us at the October learning session on the 21st as we have Deb Connelly and Karla Kirtland Anderson coming to talk about the main researching tools you should be using to help drive your business and hit your target audience. Hot breakfast is also included! [Register here.](#)



JL BEERS



by [Greg LaMere](#), Metro Equity Management LLC

JL Beers is part of the newest in Northeast Minneapolis: craft beers and simple food. JL Beers has a simple menu and expansive beer selection. They serve more than 40 taps and 30 different bottles of beer.



JL Beers is often crowded, but that shouldn't prevent you from checking out their delicious burgers and sides or trying one of their many beers. Consider the atmosphere "cozy" rather than cluttered, as the compact area only holds two tables and a counter seating about 30 altogether.

The beers are just the beginning at JL Beers. Their burgers are some of the most unique and flavorful you can find. With 12 different burger options, there is a choice for everyone. They are the first in the area to offer a burger that includes black beans, wild rice and quinoa. With burgers taking less than 3 minutes to cook, simplicity rules. It's not just the burgers; their fries are also made to order using a whole potato.

From their humble beginnings in downtown Fargo, they now have 8 locations, many in North Dakota. Their newest is a franchise-owned location in Northeast Minneapolis located in the former Minneapolis Fire Department Repair shop at 24 University Drive NE.

JL Beers is not done expanding. With hopes to add two more locations in the Twin Cities in the next year and five or more in the coming years, JL Beers will be looking for new franchise owners to spread the name around the Twin Cities metro.

2015 MSCA ADVERTISING AND SPONSORSHIP OPPORTUNITIES

The [2015 Advertising and Sponsorship](#) menu is now available on our website. Please be aware of this when creating your 2015 budgets! Please consider taking advantage of these great opportunities.

Also, corporate sponsorships for 2015 is available. 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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Olive's Fresh Pizza Bar is planning a new location two blocks from Excelsior Bay. The White Bear Lake-based company serves wood-fired, Neapolitan-style pizza. The pizzeria, at 287 Water Street, will cover 3,000 sf and seat 53 people. The restaurant will also serve beer and wine. They hope to open in later October.



SMASHED FRESH. SERVED DELICIOUS.

renovation. Smashburger will open a new store in Coon Rapids next, but Kern did not disclose any further detail about the project.

Bay Street Shoes & Accessories is closing after a 30-year run at Calhoun Square in the Uptown neighborhood of Minneapolis.

St. Paul's **Sibley Plaza** shopping center will be torn down after nearly 60 years to make way for a **Fresh Thyme Farmers Markets** grocery store, a fitness center and 120 apartments, according to plans released by the property owner.



Smashburger will soon open a new location at the Knollwood Mall in St. Louis Park, and another is in the works for Coon Rapids. The Denver-based company will unveil the 35-seat Knollwood location on October 15, said Smashburger COO Josh Kern. Knollwood is in the midst of a \$32 million

Amy K Acupuncture has moved from the Lady Slipper Wellness Center in Northeast to the Designers Guild Building at 401 North 3rd Street in the North Loop. In addition to acupuncture, owner Amy Kuretsky offers a variety of treatments using herbal medicine and other traditional Chinese healing methods.

Vellee Deli, home of the Currito burrito will be setting up shop

inside a location that was last a Taco Bell. The skyway level location is in the Baker Center at 30 South 7th Street in downtown Minneapolis, across the hallway from Turkey to Go. No word yet on when Vellee Deli's permanent location will open.

Bambino Decor is now open on 51st Street around the corner from Arezzo Ristorante. The petite showroom is a mix of modern and traditional styles with eclectic lighting, artwork, mirrors, and more that could have a place in the home long after the crib has been outgrown.

PizzaRev opened its second Minnesota restaurant. The pizza company's newest restaurant is in Edina near Centennial Lakes Park, at 7529 France Avenue South.

A new family-run restaurant has opened in the former Caribou Coffee location just off 53rd Street & Lyndale Avenue called **Saguaro**. Named for a type of cactus, the restaurant is run by mother and daughter Caryl Abdo and Amanda Abdo Sheahan. Their family is connected to the food world. They own Nicollet Island Inn, the My Burger chain and have connections to the Minnesota State Fair.

AT&T will be the third and final tenant to occupy space inside the new 6,500-sf commercial building in the Gateway North district of Cottage Grove. The full-service cell phone store will take up about 1,400 sf in the middle space of the building, which will be anchored by Chipotle and Noodles & Company. The new building is being built on the same footprint as the former Hollywood Video site that was demolished earlier this summer. Building construction is nearing completion, and the spaces are expected to be turned over to Chipotle and Noodles & Company soon, with the restaurants opening soon after.

Goodwill-Easter Seals Minnesota debuted its next generation store concept, called **Gina + Will**, in Dinkytown. It's not organized like a traditional Goodwill store, and it's not marketed like one either. The new store represents the nonprofit's bid to capture more business from the millennial generation.

Gina + Will costs about 30 percent more per square foot than a typical Goodwill store. The design, by HGA Architects, includes plenty of color and a "selfie wall" for taking pictures of new get-ups. There's also a big-screen TV that captures and displays social-media posts from customers.

Paul Dzubnar, who has rapidly expanded his **Town Hall Brewery** concept around Minneapolis, says a fourth location is on tap for next year. Dzubnar and co-owner Pete Rifakes plan to open a Town Hall location at 201 Lowry Avenue N.E., as part of a redevelopment of the site that once housed Little Jack's. It'll also have an attached banquet facility — city documents refer to it as Tied House Banquet Hall, though the name might change by the time it opens.

Uptown vintage stalwart **Tatters** has announced it will be closing. Located near the intersection of Lyndale Avenue South & West Lake Street, Tatters was founded in 1980 by Marc Luers, a former Ragstock manager and vintage aficionado.

Urban Forage Winery & Cider House, a new winemaking facility and taproom, is planned for Minneapolis' Longfellow neighborhood. Microwineries are rare in the Twin Cities despite a boom in microbrewing and distilling. Owner and winemaker Jeff Zeiter and his wife Gita, a registered nurse, bought the 98-year-old building at 3016 E. Lake in February 2013. Their 1,200-sf tasting room will be on the ground floor, currently occupied by an agency that dispatches personal care assistants.

Three businesses are on the move along Central Avenue in Northeast Minneapolis, a shift that could mean a new **Walgreens** at 26th & Central. Walgreens has bought Neighborhood HealthSource's clinic at 2610 Central and wants a new store there. **Neighborhood HealthSource** has bought Methven-Taylor Funeral Homes funeral chapel at 2301 Central and wants a new clinic there. Methven-Taylor Funeral Homes has already moved out and is consolidating that operation with another location in Columbia Heights.



continued on next page >



Abby Jimenez, the CEO and executive chef of **Nadia Cakes** and a veteran of the Food Network's "Cupcake Wars," is building a second sweet shop in Minnesota. She will build a new store in a shopping complex at Commerce Drive and Woodbury Drive anchored by SuperTarget. The 2,700-sf shop will be the company's largest and enjoy three-sided visibility on a prominent corner lot. It will have tiled floors, marble counters, and cases filled with over 100 kinds of fresh treats.

Lyndale Station has lined up a pair of eateries for the development. The Richfield Planning Commission unanimously approved plans by Wellington Management for the addition of a new building at Lyndale Avenue & West 66th Street. The addition will include a **MyBurger**, a Minneapolis chain that already has three locations in downtown, Uptown and the Stadium Village neighborhood. It'll be accompanied by a **Caribou Coffee** — about a year-and-a-half after another Caribou closed across the street.

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PHILANTHROPIC VOLUNTEER OPPORTUNITY

MSCA will be having its next philanthropic event by partnering with the **Kids In Need Foundation**. Volunteers who are interested in helping build backpacks for under-privileged kids are welcome to join us by emailing [Karla](mailto:Karla@msca.org) or [Ryan](mailto:Ryan@msca.org) or calling at 952-888-3491.

We will be having this event on two different days at two different times to help fit your schedule:

1. **October 23:** 2:30-4:30 pm, with a happy hour in Roseville to follow
2. **October 24:** 12:00-2:00 pm

Members and non-members are welcome!

MSCA IS CURRENTLY LOOKING FOR COMMITTEE MEMBERS FOR 2015!

If you would be a dedicated and hardworking addition to one of our nine committees, then take a look at our committee page for your chance to contribute to this great association.

Committees meet at all sorts of different times throughout the year, so find the one that fits your interests and schedule the best.

[Click here for the committee page!](#)

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Executive Director
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Ryan Hericks
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 Inc.

MSCA Events

2014 CALENDAR

OCTOBER 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	31	

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

- Monthly Program
- Third Thursdays
- Learning Session

NOVEMBER 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

NEW MSCA MEMBER

Marc Maas, BMO Harris Bank

MEMBER NEWS

Mary Bujold from Maxfield Research Inc., **Jen Helm** and **Leah Maurer** from Cushman & Wakefield/NorthMarq, and **Debra Page** from Lindquist & Vennum LLP were all named in Finance & Commerce's Top Women in Finance list of honorees. Congratulations!

Greg Brenny has joined Briggs and Morgan, P.A. as a shareholder.

Mike Gross joined South Street Capital/R2 as a property manager.

THIRD THURSDAYS

Thursday, October 16, 2014

- Time:** 8:30 – 9:30 am
Where: Panera Bread @ 12967 Ridgedale Drive -
 Minnetonka
Greeters: **Mike Collins**, Cutting Edge Property
 Maintenance
Jeffrey Orosz, Sambatek, Inc.
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.



MINNEAPOLIS-ST. PAUL RETAIL OPENINGS & CLOSINGS



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OPENINGS:

Agra Culture Kitchen & Press (50th & France)
Blast Dry Bar (Woodbury)
Café Zentral (Minneapolis – Downtown)
Caribou Coffee (Minneapolis – North Loop)
Craft Kitchen & Bar (Woodbury)
CoV Wayzata (Wayzata)
Farmington Outlet (Farmington)
Foreign Legion (Minneapolis – Downtown)
Forever 21 / F21 Red (Maple Grove)
G-Werk Training (Minneapolis)
Gina + Will (Minneapolis – Dinkytown)
Le Town Talk Diner (Minneapolis)
Libertine (Minneapolis – Uptown)

Ling & Louie's (Minneapolis – Downtown)
Lyn 65 Kitchen & Bar (Richfield)
Mathnasium (Minneapolis)
Noodles & Co. (Arden Hills)
Noodles & Co. (St. Louis Park)
PizzaRev (Edina)
Public Kitchen + Bar (St. Paul – Downtown)
Rival House Sporting Parlour (St. Paul – Downtown)
Saguaro (Minneapolis)
Simpls (Minneapolis – Downtown)
Sisyphus Brewing (Minneapolis – Loring Park)
Target Express (Minneapolis – Dinkytown)
The Third Bird (Minneapolis – Loring Park)

CLOSINGS:

3 Tiers Bakery & Bistro (Minneapolis)
Bay Street Shoes & Accessories (Minneapolis - Uptown)
Bin Wine Bar (St. Paul – Downtown)
Carbone's Pizzeria (Hastings)
Cause Sound Bar (Minneapolis – Uptown)
Eat Street Buddha Kitchen (Minneapolis)
Falafel King (Minneapolis – Uptown)
Jerabek's New Bohemian (St. Paul)
Kmart (Oakdale)

Little Caesar's Pizza (Hastings)
Rainbow Foods (Cottage Grove)
Rainbow Foods (Minneapolis)
Rainbow Foods (West St. Paul)
Santorini (Eden Prairie)
Social House (Minneapolis – Uptown)
Tatters (Minneapolis – Uptown)
The Fan Club Athletics (Farmington)

OUTSTATE

OPENINGS:

Endion Station Public House (Duluth)
House of Iron Fitness (Rochester)
Schneiderman's Furniture (Rochester)
Tavern on the Hill (Duluth)

CLOSINGS:

Buffalo Wild Wings (Mankato)
Cherry Berry (Rochester)
Nu on U (Rochester)

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List provided by the Retail Services team at Cushman & Wakefield/NorthMarq. For the latest Twin Cities retail real estate news, check out www.cushwakenmretail.com

Program Recap

AT THE TABLE? OR ON THE MENU? MANAGING MINNESOTA'S POLITICAL ENVIRONMENT IN 2014-2015



by **Susanne Miller**, Loucks Associates



Moderator **Rich Forschler**, Faegre Baker Daniels LLP
Maureen Shaver, MPR's MIDDAY
Todd Rapp, Himle Rapp & Company, and MPR Political Analyst

On September 10, 2014, Political Analysts Todd Rapp and Maureen Shaver of MPR's MIDDAY shared their thoughts and insights on Minnesota's political environment and the upcoming election. A special thanks to Todd, Maureen, and Moderator Rich Forschler of Faegre Baker Daniels LLP, for a lively and informative discussion!

MSCA Legislative Agenda

MSCA's legislative agenda includes property taxes, sales tax, impact fees, and land use controls. Emerging policy issues include: tax reform, budget transparency, and economic development incentives. Stay educated on these topics by visiting [MSCA's legislative page](#).

Four factors will decide upcoming elections:

1. Base turnout
2. Swing voters
3. Are voters pleased or fed up with Obama?
4. October surprises: foreign policy crisis, insurance rate increases, stock market

Special Call-out to Women

WOMEN: You are being asked to step into the political arena. Whether it is city council or school board, consider taking the leap.

Your Vote Matters!

Pre-election polls are not a perfect predictor. Only half of the people who answer polling questions prior to Election Day will actually turn out to vote. The entire story during the 2014 election is about TURNOUT.

What happens at the polls impacts us on a local, state and federal level. To identify your district and who represents you, please visit the Minnesota State Legislature's [District Finder](#). Busy schedules sometimes make it a challenge to get to the polls on Election Day. To apply for an absentee ballot, visit [mnvotes.org](#).



SEPTEMBER PROGRAM PROFESSIONAL SHOWCASE

PRESCRIPTION LANDSCAPE

Prescription Landscape has a 30-year history as a professional landscape management company specializing in all aspects of grounds care. Their 40 crews manage over 400 properties, varying in size from under an acre to over 100 acres. As a results-oriented landscape management firm, they provide you with the highest level of satisfaction by bringing to your property the latest technology in our fleet of trucks and equipment, trained and uniformed crews, exceptional leadership, and a level of customer service that is at the heart of our business.



Legislative Update

NOVEMBER 4: ELECTION DAY



by **Leah Maurer**,
Cushman & Wakefield/NorthMarq

MSCA's Legislative Committee would like to wish everyone a Happy Election Day!

As you head to the polls on Tuesday, November 4, we encourage you to consider the key issues that impact the shopping center industry and support economic growth. To learn more about MSCA's Key Legislative Issues visit the [Legislative Page](#) on the MSCA website and download a free copy of MSCA's "A Positive Impact on Our Economy Report."

A special THANK YOU from the Legislative Committee for all your support. We love advocating for such a wonderful group of professionals and companies in the retail industry.

For more information on the Legislative Committee or to donate to the Legislative Fund, contact [Karla](#).

UNDERSTANDING SNOW CONTRACTS



Guest Author: [Mike Collins](#), Cutting Edge Property Maintenance

There are a wide variety of snow and ice management contracts available to Property and Facility Managers to choose from before each winter season. Which contract is the best one for your company, property, or ownership group really depends on several factors:

- Level of service required at each property to protect against slip and fall liability.
- Size of each property's parking lot and sidewalks.
- Trigger depths on both parking lot and sidewalks to initiate a serviceable event.

Here are some of the most popular types of snow plowing contracts available:

Time & Materials Model

Pricing is set on a per-hour basis on a variety of labor, materials, and equipment to be used on-site. Most require a 1-hour minimum with prorated portions of hours used after the initial hour.

Pros:

- Charged only for actual hours and materials used for each occurrence at the contracted rate.
- Easy to monitor total man hours, materials, and equipment utilized for each site.

Cons:

- Misconception of an open checkbook.
- 1-hour minimums will be charged on smaller events.

Per Time Pricing Model

Pricing is set for each time an entire plowing of the parking lot or full shoveling of sidewalks are done by the inch level, i.e. 1 to 3", 3 to 5", etc. Your specific per time rate is based on the total square footage of the parking lot and sidewalks.

Pros:

- Pay only when it snows and reaches your trigger depths.
- Set price for each inch level of snow accumulation.

Cons:

- Repeat trips on longer snow events generate multiple per time charges.

Per Event Pricing Model

Pricing is set for an entire snow event based on the total number of inches for that specific event. Generally includes all open-up plowing, multiple plowing, and shoveling occurrences while it continues to snow. Also includes final plowing and shoveling once the event is over.

Pros:

- One set price for each event based on inch level. Can budget for an average amount of events in a season.
- Everything is included; no need to request open-up service.
- On a longer duration snow event, you are getting a lot of service for a smaller price.



Cons:

- On a shorter duration snow event, one could over pay for the event as is based on an average snow event.

Monthly Event Pricing Model

Pricing is set for equal payments for each month of the snow season. Generally includes all open-up plowing, full plows, and sidewalk shoveling. When requested, can also include salting of lots and sidewalks which can add to the gamble of this type of contract.

Pros:

- Set price is easier for managers to budget and anticipate costs.
- Everything is included; no need to request open-up service.

Cons:

- Could over pay if it does not snow more than an average year of inches or events.
- Could break the bank for the contractor and they could stop servicing your property and cut their losses.
- Generally one party in this business transaction is unhappy and relationships can suffer.
- If you include months, such as October & April, you risk additional over payment on months that don't normally have a lot of snow.

The bottom line is, you must select a contract model that works best for your company and the clientele you serve. Trust is essential – and it goes both ways. Set clear expectations of trigger depths and how you want every property serviced during each snow event. You also need to discuss and understand how under trigger events like ice storms will be serviced and charged that aren't included in most contracts. The primary focus of a snow contractor is to keep your site safe during our Minnesota winters. Snow and ice management, like anything else in life, you get what you pay for. Don't go for the cheapest price point as you could be disappointed and leave yourself vulnerable to liabilities.

HOLIDAY PARTY

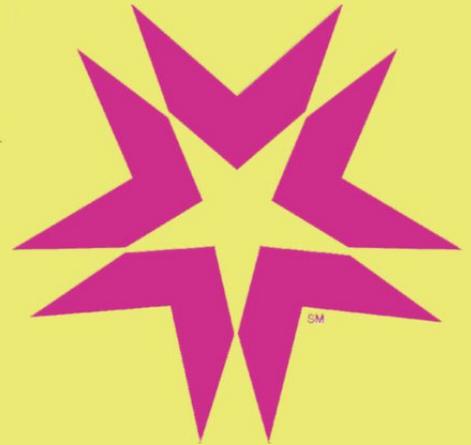


STARRSM AWARDS



YEAR END CEREMONIES

2014 STARRSM awards



Tuesday, December 2, 2014

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

Reserve your tickets today online!

Corporate tables of eight: \$450

Corporate tables of four: \$250

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

[Click here to register](#) or

for more information log on to www.msca-online.com

LET'S CELEBRATE!



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