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\$350 million later, the landmark redevelopment is stabilized but still searching for momentum.



2021 Minnesota
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Federated Insurance holds record-setting Federated Challenge event to help our nation's youth



Left to right: Big Brothers Big Sisters of Southern Minnesota Executive Director Michelle Redman, Big Brothers Big Sisters of Central Minnesota Executive Director Jackie Scholl Johnson, Big Brothers Big Sisters Twin Cities CEO Pat Sukhum, Big Brothers Big Sisters of America President and CEO Artis Stevens, and Federated Challenge Co-Chairs Marty and Jeff Fetters proudly display a check for \$3,316,000 raised during the 2021 Federated Challenge

Federated Mutual Insurance Company® is passionate about the care and enrichment of the next generation. They serve the evolving risk management and insurance needs of more than 42,000 business owner clients nationwide. In addition, they provide education to their 525 association partners and members, and promote development and leadership opportunities to more than 2,700 employees in Owatonna, Mankato, and across the country. Their mission statement is solely focused on providing value to enhance the success of their clients.

And at the heart of their company is their civic and charitable focus: youth mentoring.

In 2005, Federated Insurance started an annual charity event called the Federated Challenge® supporting Big Brothers Big Sisters®, a two-day gala and golf

event to help match children with a mentor — a “Big” brother or “Big” sister — to provide guidance and a helping hand so each child has an opportunity to reach their potential. The Federated Challenge is hosted by Co-chairs Jeff and Marty Fetters. Jeff is the chairma of Federated Insurance Companies, and is a past board member of Big Brothers Big Sisters of America®.

Like Federated Insurance, Big Brothers Big Sisters (BBBS) has been around for more than a century. BBBS has a proven history of creating and supporting one-to-one mentoring relationships that ignite the power and promise of youth.

Federated Insurance offset expenses so 100 percent of the money raised through the Challenge goes directly to Minnesota’s three Big Brothers Big Sisters agencies and Big

Brothers Big Sisters of America, with a portion earmarked for the Federated Challenge Scholarship Program.

Now in its 17th year, the Federated Challenge raised an incredible \$3,316,000 on July 25-26, 2021 where 67 sponsors and more than 500 generous people stood in support of the care and enrichment of the next generation. The Federated Challenge is one of the largest fundraising events in the state of Minnesota and to date has raised more than \$44 million.

At Federated Insurance, they have 100+ employees volunteering as Bigs nationwide as well as employees in numerous areas of the company holding team events, 5Ks and so forth to raise awareness and funds. In addition, they have close to 100 employees who have a hand in coordinating the Federated Challenge each year. But they are still drawn to do more.

And they firmly believe that together, we can do more.

There are not nearly enough adults stepping forward to say “Sign Me Up! I want to be part of the solution.” There are thousands of children on BBBS agency waitlists, hoping for a mentor. And there is a current decline in the number of people reaching out to volunteer.

So consider this your personal invitation to learn more about Big Brothers Big Sisters. Sign up to be a Big. Or become a sponsor and join Federated’s efforts through the Federated Challenge. Take the next step and visit federatedchallenge.org.

Successful mentoring relationships between Bigs and Littles results in brighter futures, better schools, and stronger communities for all. Ignite some potential today!

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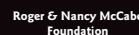
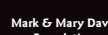
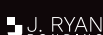
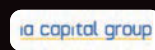
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Standing side by side — this year's corporate sponsors, donors, and attendees of the 2021 Federated Challenge gave generously with their hearts, all in support of our nation's youth. Together, this group raised a record-breaking \$3.3 million for Big Brothers Big Sisters®! A sincere thank you to everyone who answered the call to help lead change, ensuring our kids don't have to walk alone.



To learn more or to make a donation, visit federatedchallenge.org



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more than
\$44
million
raised
since 2005



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*Dayton's exterior photographed by David Bowman.
Puzzle photographed by Caitlin Abrams.*



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2021 Minnesota Business Hall of Fame

Our first in-person event in more than a year brought out the cream of the crop as we celebrated six business leaders who've made their mark: Delta Dental CEO **Rodney Young**, Clearfield president and CEO **Cheri Beranek**, former Marco president and CEO **Jeff Gau**, D'Amico & Partners founders **Richard and Larry D'Amico**, and Shaw-Lundquist Associates president and CEO **Hoyt Hsiao**. The inductees' acceptance speeches from the July 28 event at McNamara Alumni Center can be watched at tcbmag.com (click on Leadership).



PODCAST

By All Means

"When I go back to do the next thing, I'm going to start with the thesis that my vision is big, and I'm going to build and find the best people to help me do that. I'm not going to work 120-hour weeks. It's not sustainable for me, and it's not even good for the business," Zipnosis founder **Jonathan Pearce** said in a conversation on the *By All Means* podcast recorded just a few months after he sold his telehealth platform to Bright Health. Pearce exited the company shortly after Bright Health's IPO. tcbmag.com/byallmeans



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Publisher
Shelly Elmore

selmore@tcbmag.com

Editor in Chief
Allison Kaplan

akaplan@tcbmag.com

Executive Editor Adam Platt aplatt@tcbmag.com
Senior Editor Liz Fedor lfedor@tcbmag.com
Associate Editor Tess Allen tallen@tcbmag.com
Senior Writer Burl Gilyard bgilyard@tcbmag.com
Digital Editor Dan Niepow dniepowa@tcbmag.com
Northern Minnesota Correspondent Gene Rebeck grebeck@tcbmag.com
Copy Editors Judy Arginteanu, Anna Befort, Christopher Lemke
Contributing Interns Madison Jordan, Tina Nguyen, Nina Raemont

Creative Director Michael Norseng
Deputy Creative Director Kelsey Head
Art Director Mike Novak
Associate Art Director Laurie Hawton
Contributing Art Director Amy Ballinger

Account Director Traci Auger tauger@tcbmag.com, 612-336-9214
Senior Account Manager Danny Della Lana ddellalana@tcbmag.com
Marketing & Events Manager Sami Johnson sjohnson@tcbmag.com, 612-336-9288

Contributing Writers Linda Holstein | Aaron Keller | Julie Kendrick | Sarah Lutman |
Janna Northrup | Stephanie Pierce | Rajiv Tandon

Contributing Photographers Caitlin Abrams | Travis Anderson | David Bowman |
John Haynes

Credit Manager Dave Gschlecht
Senior Accountant Anne McPhillips
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Production Supervisor Paul Marihart
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Assistant Network Administrator
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Audience Development Director
Bea Jaeger
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Valerie Asante
Creative Services
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Contact Us

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VP/Content, Owned Media Allison Kaplan

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953 Westgate Drive, Suite 107, St. Paul, MN 55114
612-339-7571, fax 612-336-9220





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Chaired by Kit Dahl, Tami Lillemoe, MD, and Kita McVay

Thank you to the many friends and donors who supported this year's Medicine Ball Reimagined in support of Abbott Northwestern Hospital and Allina Health. Together, this generous group contributed nearly \$1.3 million towards the construction of the Whitney and Elizabeth MacMillan Community and Education Center, a key component of a comprehensive revitalization for Abbott Northwestern. Philanthropy makes these enhancements possible and advances Allina Health's mission to provide the best in care to all those it serves.

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Hungry for Progress

When the business is family owned, every challenge becomes personal.

By Allison Kaplan



Charlie Broder returned my call on a Thursday in mid-September. He prefaced our conversation by acknowledging that it felt like a weird time to talk about being a 2021 Minnesota Family Business Awards finalist. Seven key members of the kitchen staff at his family's three south Minneapolis restaurants had resigned just since Labor Day, which left him scrambling. "It's hard to keep a restaurant open if you can't cook the food," he said, staring at the holes on his weekend staffing schedule. "We're on the brink of not being [able to staff shifts]."

Another year, another operational crisis for Broders' Restaurants and so many small businesses like it. Leading into the pandemic, the company—which includes Broders' Pasta Bar, Broders' Cucina Italiana, and Terzo—had been averaging 5 to 10 percent growth per year. Since the start of Covid, "We're trying desperately to keep the doors open—still," says Broder, who runs the restaurants with his two brothers, Thomas and Danny Broder. The second generation, they co-own the company with their mother, Molly Broder, who started Broders' Cucina in 1982 with her husband Tom Broder. (He died in 2008 after a decade of health challenges.) The brothers watched their mom run the business while raising a family, and without question, that grit and determination influenced their resolve to stay open during the pandemic—even when it meant serving takeout only and turning a parking lot into patio dining.

"No doubt, we function well under crisis," Charlie Broder says. "We are always able to come together."

Those bonds, and that ability to unite under pressure: It's why *Twin Cities Business* takes great pride each year in presenting the Minnesota Family Business Awards (page 37). The difficult decisions that every organization has faced since the onset of Covid-19 feel even more pro-

found when there's a family legacy to uphold.

For the Broders, "nearly reaching our breaking point last summer brought it all into perspective. Our identities are so wrapped up in the restaurants—the pandemic was a moment to detach and consider what has meaning and value to us, what we are committed to."

They couldn't have known it last year, when so many businesses were scrambling just to stay afloat, but that tenacity and willingness to embrace

wages," he says. "We can't go back to business as usual, or the same cycle will occur. We need an organization where people can create a career and feel fulfilled. That is the endeavor that our family is taking on. There's no other option."

The Broder family is working on restructuring wages and training for their more than 100 employees. They are investing in their spaces, reconfiguring the Cucina for a post-Covid world where takeout continues to be a business driver. (The Broder broth-



"We can't go back to business as usual, or the same cycle will occur."

—CHARLIE BRODER,
CO-OWNER, BRODER'S
RESTAURANTS

the unexpected better prepared many small businesses to address more challenges in 2021, from a rampant labor shortage to supply chain issues to employee mental health—on top of the acute need for progress in diversity, equity, and inclusion. And as much as Charlie Broder, with a new baby at home, was hoping 2021 and vaccines would finally mean a break from worrying about the day-to-day, he credits the pandemic with forcing his family to plan for a new era and to do business with more deliberation and purpose.

As leaders in the food community, he says, he and his family see things now in a different light. "People don't want to work in restaurants anymore. The situation we are in now is the result of our industry's acceptance of low-paying

ers are doing much of the remodel themselves, due to supply costs and labor challenges.) And the family is engaging in leadership training to plan for employee development and business growth.

It won't be easy. Unlike last year, small businesses no longer have the safety net of Payroll Protection Program loans to get them through dark months. "The winter is going to be very painful," Broder says. But he, like all of our Family Business Awards finalists and winners, chooses to focus on the prospects ahead. "Now is the time to scale up. It's a beautiful opportunity."

It's an opportunity that requires a commitment from the communities the Broders and our other honorees serve, and it demonstrates once again: Supporting local businesses matters.



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11 Subject Matter Expert Content Creation Tips

By MSPC

Your company's subject matter experts (SMEs) have the information that customers and prospects want. But translating expertise into content is not without its challenges. So, how do you do it?

Here are 11 actionable ideas to pass on to your SMEs as they develop content for your company's blog or website.

The Do's of SME Content Creation

- 1. Create an outline.** It will keep you honest and on track.
- 2. Read popular industry-specific blogs and articles before you write.** By doing so, you can capture the appropriate tone that will resonate with your audience.
- 3. Write your article as if you were explaining your topic to a friend who doesn't work in your industry.** A conversational tone makes the content more approachable and readable.
- 4. Think about your broader audience.** What do you want readers to take away from your article? Do you have too much information?
- 5. Include a call-to-action.** What do you want the reader to do after reading your article?

The Don'ts of SME Content Creation

- 1. Don't over-jargonate.** Overusing jargon and its TLAs (three-letter acronyms) can make your content too complex and robotic.
- 2. Don't over- or under-use bullet points.** Bullets are great for lists and timelines, but too many can make the article appear like a shopping list instead of useful content.
- 3. Don't be afraid to read your article out loud.** This can show you if there are sections that don't make sense or just don't sound good. It can also make you think twice about the information you're including—or pieces you decided to leave out.
- 4. Don't be afraid of subheads.** Not only are subheads good for search optimization, but they also guide readers through content by breaking it into sections that are easy to digest.
- 5. Don't over-capitalize.** Although your industry or company may capitalize a term, having too many capitalized terms in an article makes it harder to read and can be off-putting.
- 6. Don't write too long or too short.** A good rule of thumb is 500 to 800 words. Too short and you're not giving readers enough information. Too long and you risk losing readers' attention.

Want to chat now? Please reach out to Max Berkelman at mberkelman@mspcagency.com



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Starters

Edited by
Adam Platt

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Market Strategy

The Market at Malcolm Yards was never just about the food hall.

The Market at Malcolm Yards drew a good deal of local attention long before its official opening in July. Originally slated for 2018, the food hall promised to rejuvenate the raffish Minneapolis neighborhood north of University Avenue between Stadium Village and Prospect Park.

What few realize was that the food hall was rather incidental to the developer's grander plan for the area. When John Wall first happened on the 20-acre parcel of land near the old United Crushers grain elevator, he initially planned to transform it into a research park for the University of Minnesota, whose East Bank campus is steps away.

Wall, president of Minneapolis-based developer The Wall Cos., says the U could have benefitted from such

a venture. Research parks are generally filled with private companies that can help commercialize university research. "Research parks pop up adjacent to research universities all over the world," he says. "As a matter of fact, every major public research university in this country has a research park near it, except for Minnesota."

But he didn't get much interest. "After a really long time of trying, I found that we weren't getting anywhere," he says. "We weren't finding private companies. We weren't getting help from the university."

So he took a step back and proposed starting out with new apartment buildings. His aim, he says, was to "show that life exists on this side of the [campus-to-campus] transitway."

CONTINUED ON PAGE 12



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The Wall Cos. purchased land and got to work. A food hall would show the neighborhood's promise, he reasoned.

"We went around the country, talked to developers, and got ideas for what a food hall could do for a community," says Patricia Wall, owner of the Market at Malcolm Yards (and married to John Wall). She says she got inspiration from a trip to a food hall in Vancouver.

Food halls not only help rejuvenate neighborhoods, they also function as incubators for local chefs. Patricia Wall thinks this one has the potential to change the local restaurant

industry for the better, acting as a "market correction" for the industry, long plagued with razor-thin margins and high operating costs. (Keg & Case Market in St. Paul and the North Loop Galley beat Malcolm Yards to market with the concept.)

Tucked into the Malcolm Yards food hall are nine restaurant concepts, one of which is owned by the Wall Cos. Patricia Wall says each of the proprietors has signed a two-year agreement to pay Wall a percentage of sales. In her view, the market stalls are a low-barrier, low-risk way for chefs to road-test their ideas. "Chefs don't have to go

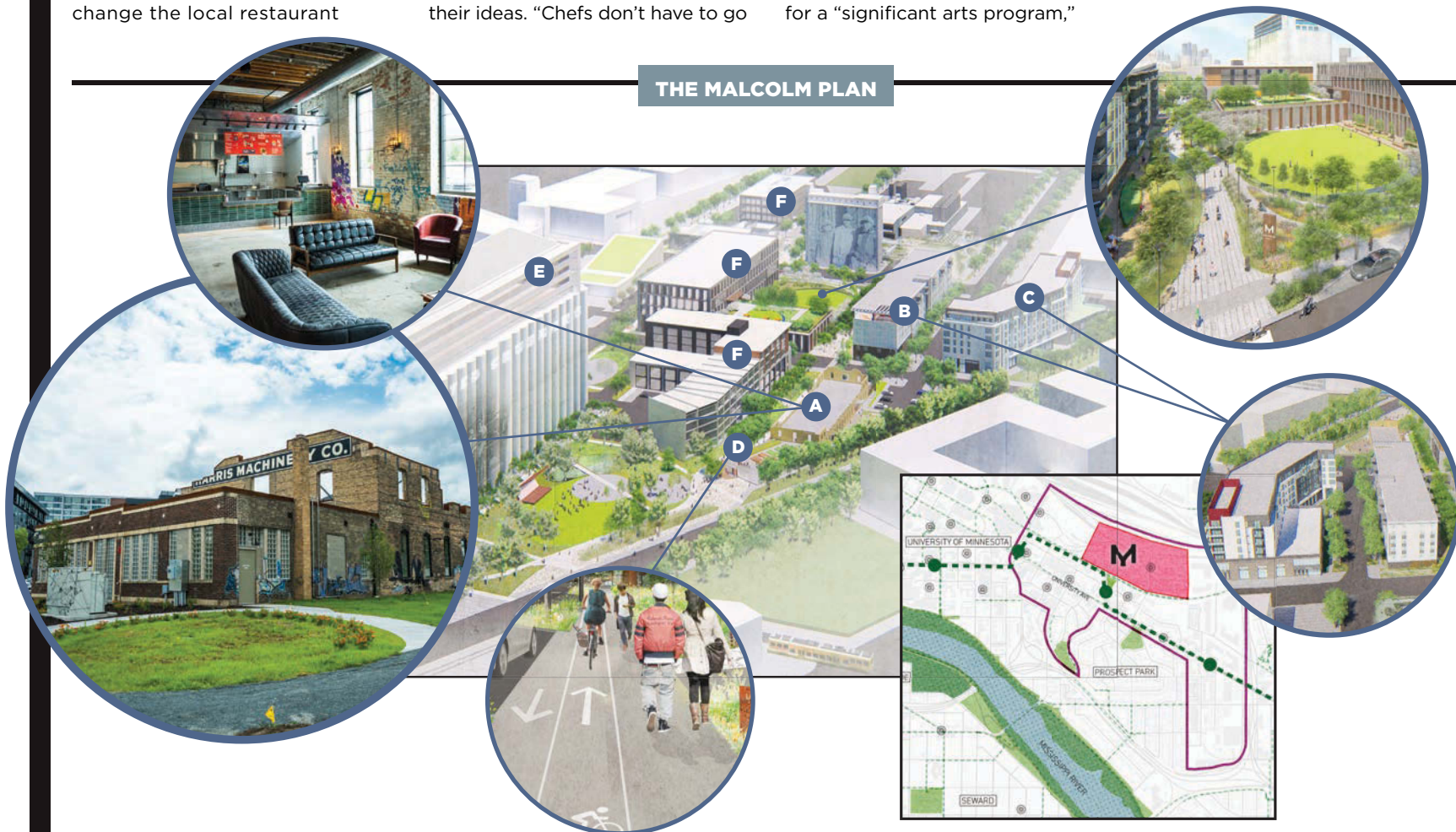
into debt to build their kitchens," she says.

But the market is only the first phase of development at the site. Next on the docket is a pair of adjacent apartment buildings to be known as the Flats at Malcolm Yards and Malcolm Station Apartments. The latter building will include 7,800 square feet of commercial space. As for the rest of the land? That's still to be determined, but John Wall says it will likely be more residential, with a possibility of some future office space and life sciences buildings. He says there are also plans for a "significant arts program,"

which could include entertainment venues. The market will remain the "centerpiece of the neighborhood," he says (though the adjacent Surly Brewing and the new O'Shaughnessy Distillery might contest that title).

"My thought in doing this food hall was, 'What is going to make people want to get in their car in the dead of winter and drive down here?'" says Patricia Wall. "What's going to be worth it? If the food is exceptional and there's a lot of variety, they'll want to keep coming back."

THE MALCOLM PLAN



A) The Market at Malcolm Yards: The 19,000-square-foot food hall that developers expect will become the "centerpiece" of the development.

B) The Flats at Malcolm Yards: A six-story, 143-unit apartment complex. Slated to break ground in spring 2022.

C) The Malcolm Station Apartments: A seven-story, 210-unit apartment complex that will include 7,800 square feet of commercial space on the first floor. Slated to break ground in December.

D) A greenway-type trail to connect

the larger property to the Prospect Park Green Line LRT station.

E) The now-empty United Crushers grain elevator, which is slated to remain on-site for historical reasons. "We have some people who are interested" in a development on top of the building, John Wall says.

F) The remaining buildings are still to be conceived, but Wall says they'll likely include a "large residential component," entertainment venues, and perhaps life sciences buildings, fitting in with the developer's original plan for a research park.

Navigating the Blazing M&A Market

Copious capital and high valuations are motivating buyers and sellers to take action.

The market for mergers and acquisitions continues to sizzle, with little foreseeable end in sight. This red-hot environment has benefited both buyers and sellers, spurring record deal activity across diverse industries. The conditions that led to this state of affairs could potentially endure well into 2022.



Rohit Subramaniam is a partner in the RSM transaction advisory services practice in Minneapolis

Rohit Subramaniam, a partner in the RSM transaction advisory services practice in Minneapolis, underscores three factors driving this bull market of deal-making. To start, the credit environment is very favorable with continued low rates. And there are many institutions that want to lend money, which continues to drive down rates. That's good for both buyers and sellers because it attracts more buyers to the market who compete for sellers' businesses.

A second factor propelling the frothy M&A market is that private equity firms and corporate buyers are rich with capital. It's a holdover from the Great Recession when many companies were conservative with their cash. In addition, many institutional investors

raised new funds coming out of the recession around 2012 to 2015, and they are eager to tap into the funds.

"They didn't deploy those funds quickly because they believed valuations were too high," Subramaniam says. "They were riding out the market to see if it would drop before they invested. That didn't come to pass except for a brief two-month period during April and May 2020 when the sky was falling [at the onset of the Covid pandemic], and instead, valuations continue to rise."

Finally, M&A activity is being fueled by the many promising prospective companies for buyers to consider, especially those that have thrived during the pandemic. That includes a variety of businesses that focus on consumer goods—especially for the home—and health care companies.

Soaring valuations

One issue for buyers, and a good thing for sellers, is that valuations have been trending high. That means it's especially important for buyers to conduct thorough due diligence to make sure they are not overpaying for acquisitions, Subramaniam says. "It seems like a lot of B and even C assets are getting valuations on par with what A assets would normally get. There is a willingness by investors to invest equivalent dollars today into B and C

assets that they would have reserved for A assets, and there are more A assets out there," he adds.

When evaluating companies, it's important for buyers to consider whether a business is performing well because of the pandemic and whether that success is sustainable into the future. Weigh whether the company has a demonstrated plan for topline growth, that the growth is sustainable beyond the Covid era, and that the company can manage its expenses, Subramaniam says.



The credit environment is very favorable with continued low rates. That's good for both buyers and sellers because it attracts more buyers to the market who compete for sellers' businesses.

Similarly, sellers shouldn't rush into a sale because they are concerned about potential changes to the tax code related to capital gains and corporate tax rates. They should make sure that, in addition to a good valuation, they have favorable deal terms like the closing date. "You can get an amazing preliminary value offer, but if that buyer stalls or even kills the deal due to weak fundamentals and

exposures only identified in their diligence, you are worse off," Subramaniam says.

Tread carefully

In this hot M&A market, it's smart to make contingency plans or alternative deal structures to reduce risk. For example, buyers can purchase the bulk of the seller's equity but retain the former owner to help continue growing the company. Or, they can delay payment of some of the purchase price for a term until profitability milestones are hit. These moves hedge buyers' bets, though it does diminish the buyer's upside if the company performs well, Subramaniam says.

Due diligence and risk mitigation is vital because the market will cool at some point. The last thing buyers want to discover is that they overpaid for a company or that it's not all it was cracked up to be.

Rohit Subramaniam is a partner in the RSM transaction advisory services practice in Minneapolis. A CPA and certified management accountant, Subramaniam provides due diligence services to private equity clients, private equity portfolio companies, strategic corporate buyers, family funds, and family-owned businesses. He primarily focuses on middle-market companies.



HOSPITALITY

Buyer's Market

Selling a restaurant is tough; selling a rural restaurant is a feat of endurance.

Successful businesses are eminently salable at a multiple of revenue or profits; restaurants are a notable exception. Most go up for sale when an owner or founding chef departs. Unproven new ownership may lack the ability to maintain the customer experience, which is closely tied to a chef/owner's vision, and new owners are often merely buying a lease and some kitchen equipment rather than customer goodwill. That's the dilemma buyers and investors ponder in such situations.

Rural restaurants are an even tougher sell, even when you're

"Back in June, when we couldn't find a dishwasher who wasn't on meth, I washed a lot of dishes."

—RUTH STOYKE,
HARBOR VIEW CAFE

a local institution with decades under your belt. Two very different such institutions are currently for sale.

The Country Drive-In just concluded its 57th season in Winthrop as a respite for south central Minnesota travelers. Burgers are her most popular menu item, employees are mostly local high schoolers, and being at the crossroads of two major state highways—one connecting Iowa with Minnesota lake country—ensures a steady stream of business.



Owner Steph Thorsen generates nearly \$250,000 in sales between May 1 and Labor Day. She and her husband have owned the drive-in for a dozen years but are ready to move on as they enter a different phase of life. She's asking basically a year's revenue as the sale price and is content to wait one or two years for a buyer.

Thorsen notes there's a lot of SBA money out there right now

and hopes a sale is easy. "I want to see it continue," she says. "Hopefully [I'll sell to] a former employee who appreciates the history."

Two and a half hours straight east sits Harbor View Café in Pepin, Wisconsin, on the shores of the Mississippi. It opened in 1980 and constitutes destination dining for several generations of Twin Citians and Rochester residents, as well as the locals. Everything

is made from scratch, and the homey digs belie the culinary prowess in the kitchen. Owner Ruth Stoyke has worked at Harbor View Café for 32 years and owned it since 2005.

The seasonal (March to November) restaurant is having a great year, says Stoyke, which translates to just north of \$1 million in revenue. It went on the market

in early 2018 but found a buyer just as this issue of *TCB* went to press: three siblings with roots in Pepin, two of whom work in the restaurant.

The long runup to a buyer is perhaps connected to the town's business climate. Stoyke says three of the town's six restaurants are for sale, and all the neighboring riverfront businesses have shut down. She says a lack of available housing stock (many homes are vacation rentals) makes it hard to attract employees or buyers.

"Back in June, when we couldn't find a dishwasher who wasn't on meth, I washed a lot of dishes," Stoyke notes.

Her business broker, Craig Prescher of Jewson Properties of Wabasha, Minnesota, notes that there are fewer buyers and less affluence in smaller communities. Restaurants' labor-intensive nature and thin margins make them challenging to sell. "Ruth is a very good operator," he notes. "It's a unique opportunity for someone hands-on." —Adam Platt



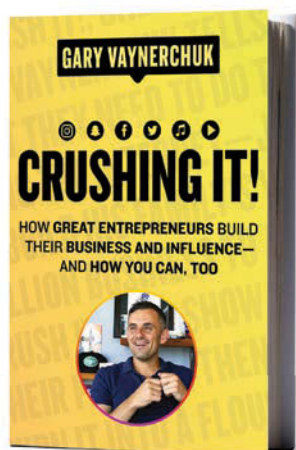
ON MY SHELF

Crushing It!

by Gary
Vaynerchuk

Crushing It! is a highly motivational read for anyone looking to start or grow a business. Gary Vaynerchuk offers examples of others who have found success using his simple methods, easily adaptable to anyone's life or work. He preaches persistence, loving what you do, and that making mistakes is OK. Gary started his career in the wine business working at his family's liquor store. When his high-energy YouTube video pairing wine with breakfast cereal went viral, he turned what could have been 15 minutes of fame into a multimillion-dollar media company and a career guiding a large following of entrepreneurs.

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STEVE SCHUSSLER, SERIAL ENTREPRENEUR

"I go to Acapulco four or five times a year to decompress and mountain bike. Riding [in rural areas] past people living in subsistence housing gives me perspective on my life and peace of mind, also gratitude for what we have in America. In the photo, my friend Jim Rittenberg and I are on the bridge over Barra Vieja, about 40 miles outside town."

SOCIAL NETWORK

Mike Marcotte

@mike_marcotte (Twitter)

Executive producer of KSTP-TV's Minnesota Live



A Guinness World Records adjudicator in his spare time, Marcotte's penchant for dispensing helpful hints is on full display on his blog, givemethemike.com. Marcotte tweets a mix of local hints and behind-the-camera tidbits. Here's who he follows:

@cegartKSTP Chris Egert is out of bed before most of us, so I wake up to his local, national, and world headlines. Plus, you get some fun banter between Chris and [meteorologist] Ken Barlow.

@CathyWurzer The host of *Morning Edition* for Minnesota Public Radio is another early riser. Cathy keeps me in tune with what's going on the North Shore. A good dose of weather geeking, too.

@NYT_first_said Labeled "New New York Times," this Twitter account posts words that appear for the first time in the *New York Times*. Pair that with another Twitter account, @NYT_said_where, which gives the words' context and definition.

PHOTO: ACAPULCO, SHUTTERSTOCK

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Keepsake Cidery & Tasting Room

In Dundas, just southeast of Northfield, lies Keepsake Cidery & Tasting Room—an adult apple orchard, if you will, that grows 50 varieties of heirloom apples for use in hard ciders. Of the 10 hard cider blends that Keepsake always offers (it also maintains a revolving selection of limited-edition blends), these three are its bestsellers. —Tess Allen



1 Wild Dry

An annually changing blend of local dessert apples like Cortland, Connell Red, Whitney Crab, Dolgo Crab, and Honeygold, aged in stainless steel to create a bubbly cider popular for its unique flavor and unabashed acidity.

2 Wild Medium

This medium-style bubbly cider is a blend of local apples such as Sweet 16, McIntosh, Keepsake, Cortland, Liberty, Haralson, and Freedom, aged in stainless steel tanks, resulting in a fruit-forward cider of medium sweetness.

3 River Valley Reserve Dry

This special blend highlights bittersweet apples like Chisel Jersey, Tremlett's Bitter, or Ellis Bitter, blended with classic apples like Chestnut Crab or Keepsake. This dry cider with a balance of acidity and tannin hits the spot for cider aficionados looking for a more complex drink.

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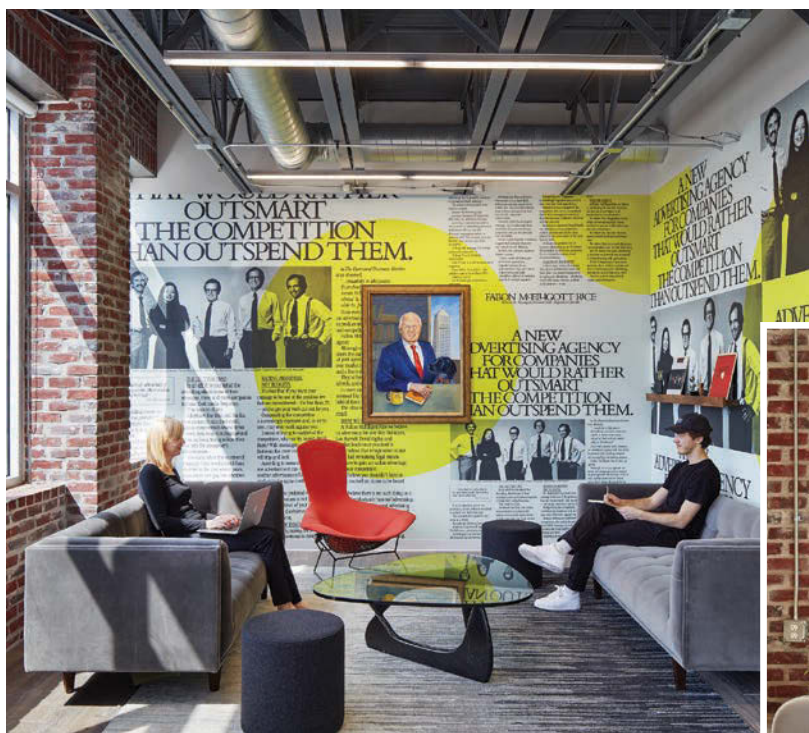
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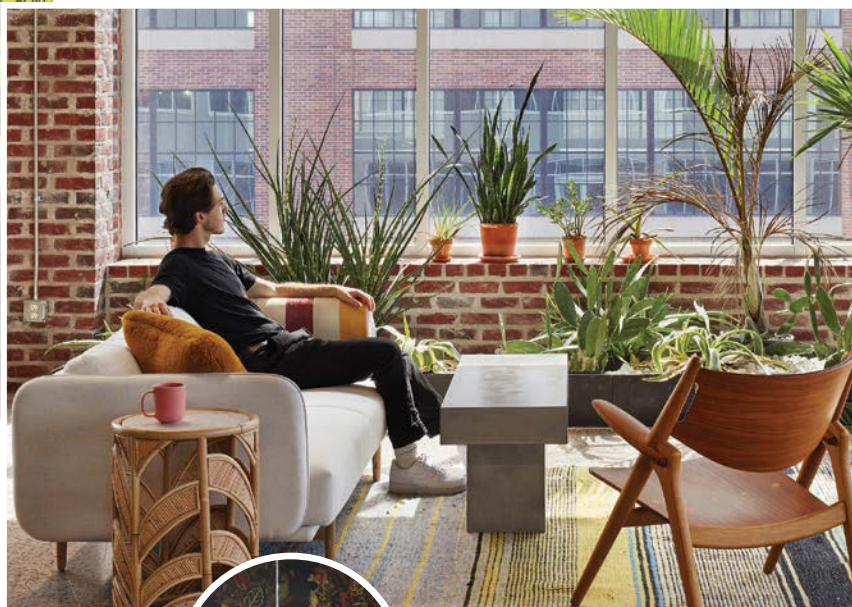
Company Fallon and Publicis Sapient | **HQ** 500 N. Third St., Minneapolis | **Size** 36,000 sq. ft. | **Designer** Studio BV

After 12 years at the AT&T tower, and more than 20 in the downtown Minneapolis central business district, venerable advertising agency Fallon recently made the move to the North Loop. The lease was signed by parent company Publicis Groupe before Covid-19 hit, but time away from the office completely changed the company's design goals for the new space, which it shares with sister agency Publicis Sapient, which specializes in digital consulting. Interior designer Betsy Vohs and her Studio BV team created a residential concept with casual, comfortable work areas and gathering spots that invite collaboration. If not for the months of working away from the office, "we wouldn't have had that narrative," Vohs says. "They loved the home-like feeling of working remotely." Instead of dividing the new office into cubicles, Vohs' team created living room-like seating areas and cozy quiet zones. Even board rooms have been rethought in a more casual way. "One of the founding values of Fallon is family as a business model," says CEO Rocky Novak. "And that kind of familial, open public space where you can share food, ideas, and conversation with people is super important." An inspired space to gather can be reason to return to the office. —Nina Raemont



« Gone is Fallon's signature carrot-orange branding. The new space plays up exposed brick and pops of sage green, and it uses some of the agency's iconic ad campaigns as art.

≈ Each workspace is designed to emulate a different room of a home—foyer, living room, salon, dining room, and library space—to make employees feel more comfortable at work and instill a sense of family culture within the space, designer Betsy Vohs says.



Bold, unexpected wallpapers add to the workspace's residential vibe.

« With no assigned desks, employees can find the best spot for their work, choosing among public and private spaces, conference tables, and hideaway rooms for heads-down tasks.



By Tess Allen

Putting Down Roots in a Neighborhood With Potential

A local entrepreneur's 30,000-square-foot mixed-use space is on the frontlines of west downtown Minneapolis' redevelopment.

The Root District could be the next hot Minneapolis neighborhood you never knew existed. Best known for the Minneapolis Farmers Market, the area just west of downtown is dominated by warehouses and industrial lots.

But the area could be poised for a boom when it gets a stop on the Green Line of the Minneapolis light rail, scheduled to be completed by 2023. Jackson Schwartz saw the potential back in 2016, and he's spent much of the pandemic prepping for the expansion of his own business and the surrounding neighborhood.

Schwartz owns Hennepin Made, a glass lighting company that started out in 2011 in Northeast Minneapolis. When the company outgrew its first space, Schwartz and co-founder Joe Limpert moved Hennepin Made to its current Root District location just around the corner from the Minneapolis Farmers Market. The 30,000-square-foot building opened

in 1954 as a glass manufacturing facility. Hennepin Made is its third glass-company tenant—and the first to turn it into a neighborhood draw.

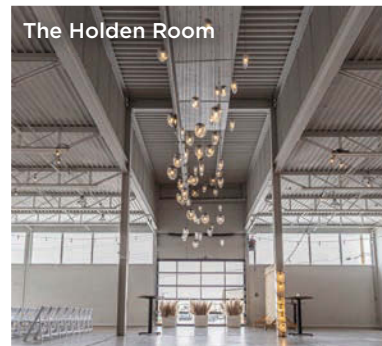
In 2018, months before the light rail funding was approved, Schwartz turned the front of his building into a café called Parallel. After the café opened, he began receiving requests to hold events in the adjacent room, a trendy, light-washed space that became The Holden Room.

Last year, Schwartz turned a room off the café into a lighting showroom, which can double as a second events space. He's also adding an artist-in-residence program. The first resident artists are members of The Bureau—a Black collective and multidisciplinary creative media and design studio born after George Floyd was killed in May 2020; they are expected to host a number of installations and events in the space.

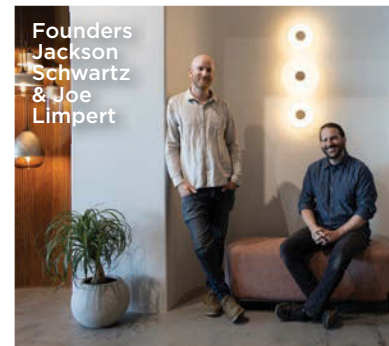
This fall, Schwartz rebranded the entire facility—manufacturing,



Hennepin Made's glass manufacturing facility at Glass House



The Holden Room



Founders Jackson Schwartz & Joe Limpert

café, event venue, artistic programming—as Glass House.

In November, Glass House will launch a weekly Sunday afternoon market, called Holden Street Market @ Glass House.

"It's not going to be another farmers market or a craft market," Schwartz says. "Imagine a more cosmopolitan vibe." Expect music, art installations, prepared foods, a bar, and an open café, he adds.

He plans to start with roughly 50 vendors and wants them to settle in. "The goal would be that we get the audience built so that on Sundays, [vendors] know when they come here, they'll make money."

Schwartz intends to help by adding an incubator program to support vendor growth, and he hopes to establish partnerships with local organizations and businesses in order to do so.

Schwartz is also working with the Minneapolis Downtown Council (MDC) and is a co-convenor of NūLoop Partners, the council's economic development organization for the west side of downtown.

Dan Collison, executive director of NūLoop Partners and director of downtown partnerships for the MDC, believes Glass House is a perfect example of positive redevelopment for the area.

"Glass House's role has been and will continue to be [serving as] a leading presence in the Root District," Collison says. "They model inclusive hospitality, commerce, and artistic innovation. The many uses and programs within the Glass House building are meaningful in their own right. And, beyond that scope, Glass House continues to do outreach and activations. It's definitely a hub in the district."

STARTUP SNAPSHOT Nokomis Energy

HEADQUARTERS: Minneapolis

FOUNDED: 2017

FOUNDERS: Brendan Dillon, Dan Rogers, and Julian White. Joseph Stofega joined the trio as a partner in July 2020.

Nokomis Energy is a local energy developer with a mission to help

people, businesses, and communities in the Upper Midwest benefit from the transition to a clean energy economy.

FUNDS RAISED THIS YEAR: \$31 million

PORTFOLIO: Nokomis Energy has developed 23 solar field projects

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to date, with two more nearing completion. In June, it announced a partnership with New York City-based Rosemawr Sustainable Infrastructure Management to deploy more than 50 megawatts of solar energy across Minnesota, via 30 solar fields expected to generate more than 70 million kWh per year.





Reverse the Third-Generation Curse!

There are ways to keep family businesses thriving over multiple generations.

By Rajiv Tandon

Even though your family business may not have been profiled in this month's *TCB*, you must be incredibly proud of the enterprise you have built from scratch, with sweat, tears, and hard work.

With success, you provided

luxuries for your family that you didn't have. You tried to shield them from the hardships you struggled with. Never spending on yourself, you ensured that your kids had the best—elite colleges and comfortable lives.

Have you provided similarly for the future of your other baby—your business?



Andrew Carnegie predicted “three generations from shirtsleeves to shirtsleeves.” A Chinese proverb roughly translates as “You can only keep wealth in the family for three generations.” This truism posits that the first generation starts a business, the second generation runs it, and the third generation ruins it.

Your family might have felt you were absent from their lives and considered the business a competitor and a bit of a turnoff. They might

have resented having to work in the company without compensation on weekends or after school, especially as they watched their peers (seemingly) enjoying life. They did not grasp your hustle to acquire new customers but understood missing out on things. You worked hard to squeeze out the risk, and they thought the business ran itself—the proverbial golden goose.

This lack of savvy about entrepreneurial churn grows even more critical by the third generation—your prog-

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eny, raised in luxury or at least affluence, dream of interesting vocations rather than drudgery and the grind at the family business. Meanwhile, the world changes. These content, uninterested, and often absent scions can't compete with lean, mean, and hungry new entrepreneurs, just like you once were.

Ford, Walmart, and Cargill are examples to the contrary, but these exceptions prove the rule. According to the Conway Center for Family Business, 12 percent of all family businesses make it past the second generation, and only 3 percent make it to the fourth generation.

It's essential for founders to prepare an antidote for future generations against this inherent poison. It will take tremendous effort and a long-term plan, especially for the third generation, to be guardians of the business.

I suggest you instill four competencies in each succeeding generation, at an early age, as preparatory essentials. These also act as an indicator of

which family members can rise to the challenge:

1. Bring together each succeeding generation through shared values and vision.

- Instill long-term commitment to becoming stewards of the future.
- Create a lasting family culture with values for the business as well as its place in the wider community.

2. Make each generation work from an early age.

- Every group should learn to earn their keep.
- Provide substantive work rather than make-work or empty supervisory roles.
- Arrange appropriate training and the latest education relevant to the enterprise.

3. Learn from failure.

- Failure is not defeat. Try again. What did you learn?

Remember Edison. He knew 5,000 things that did not work—thus he was getting closer to the solution.

- Try something new. When starting to walk (or bike), how many times did you fall? Try and try again till you learn a new skill.
- Get to know entrepreneurs who are trying different things.
- Temper the family by learning from challenges and mistakes.

4. Listen actively to suggestions and implement credible ones.

- Write ideas in a daily diary.
- Periodically review and present ideas that may be opportunities.
- Look for patterns and explore their application in the business.
- Discuss feedback, parse its relevance, and implement selected opportunities.

- Prepare to take advantage of emerging opportunities by innovating and reinventing over time.

Family members interested and capable of taking the business forward will make themselves evident. Those not interested or who fail to show passion should be given a fair stipend and removed from active participation.

If none of the next generation is interested or up to snuff, sell the company to a deserving protégé. Your next generation can live the life they choose, while the new owner keeps your legacy and your baby healthy and prosperous.

Rajiv Tandon is executive director of the Institute for Innovators and Entrepreneurs and an advocate for the future of entrepreneurship in Minnesota. He facilitates peer groups of Minnesota CEOs. Reach him at rajiv@mn-iie.org.



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Diversity Hiring Is Only the Beginning

Making your workplace more inclusive requires a focus on management and culture. Here's how.

By Stephanie Pierce

I love my job. I work with organizations on a wide range of complex and not-so-complex leadership and talent issues. In the past year, the hot topic has been—you guessed it—diversity, equity, and inclusion (DEI). As a Black HR exec, I feel very comfortable

offering counsel and perspectives in this space; I have firsthand experience both as an employee and an HR leader with the very issues I'm asked to explore as a consultant. As organizations wrestle to become more inclusive (or, in some cases, at least appear to be more diverse), the first place most turn to is diversity hiring.

I often hear organizations say: "We need to hire more diverse employees."

"We can't find people of color to hire."

"Why don't the people of color we hire stay?"

Building a more diverse workforce is a great place to start as you think about building a more inclusive organization to help you achieve business goals. Diverse teams with varied perspectives can absolutely be a competitive advantage. Diverse teams have been shown to be more innovative and drive exceptional performance.

But here's the deal: Hiring a diverse workforce is just the first step. If you are truly trying to create an inclusive organization, here are a few more considerations.

Be clear on why diversity matters at your organization.

Before you get to the hiring agenda, know your "why." I can't emphasize this point enough. The fact that you are ready to make critical changes to your

talent pool is great, but be sure you communicate to your current team members why diversity matters and your plan to make it happen, because these new, amazing team members will work with your entire staff, not just you. They will quickly see and feel if their teammates or manager don't buy into the plan. That skepticism is likely to affect their ability to do the job they were hired for, and if that happens, they will leave. Their departure can actually harm your efforts among other employees. ("See? I knew this wouldn't work. People of color don't stay!") It might lead to frustration with your lack of progress or even result in a tarnished employer brand. ("That company does not value diverse talent.")

To set the stage, spend time thoughtfully and honestly analyzing your culture by asking questions: Why do employees join our organization? Who do we promote? What do people outside our organization say about us? Listen for statements like: "I get that we want to hire diverse talent,

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but let's be sure we don't lower the bar." Sadly, I hear this kind of comment all too often. If you do as well, as a follow-up, try asking a question like, "Can you say more about your comment? What's the connection between diverse talent and lowering the bar?" Sometimes on the journey to an inclusive culture, you are going to have to call some things out. It's how we learn and grow and change.

When you get clear on what matters most at your organization and what you stand for, communicate it! And when you do, be prepared for some employees to choose to leave.

Your values and theirs may not align, and that is OK. We all must find the place that meets our needs, and that is unique to us.

Managers matter.

All. The. Time. Please do not hire someone who you are excited about and then have them work for someone who has not demonstrated strong people-development skills. Just because a leader gets business results, it does not mean they will be joining the Best Manager Ever Club. Managing others is a skill that many people in management don't have. Take the time and money to

ensure your managers have the skills to lead and support your company goals and culture. Putting a group of diverse team members in a room and believing they will magically create award-winning strategies and solutions will not work. Teams need time and tools to become the very best they can be.

Focus on retention.

Diversity hiring should be about removing bias from your hiring processes. As I've said, hiring is great; retention is better. I see organizations spending a ton of time and resources on the recruiting process and zero energy on what happens after your new hire says "yes."

It takes planning to make sure people will actually stay to accomplish all the great things you have planned for them. Set up your leaders and their new team members for success: Have a 90-day onboarding plan that supports integration into your organization. Provide mentors. Hire an onboarding coach. Align new leaders with your best managers of people. Think about

what your new team member needs to know and who they need to meet to be successful in your organization. (Tip: This works well with any new leader/senior leader you hire, not just people of color.)

If you are on a true journey, please consider these three points. If you are on a pretend, performative journey to an inclusive workforce, these points won't matter. True intentions almost always become clear.

Developing leaders who support and strengthen other strong, inclusive leaders is my pleasure. And if you're running an organization or leading a team, it's your imperative.

Stephanie Pierce is a connector, coach, and founder of two Minneapolis-based businesses, KJP Consulting, a leadership development firm, and stephpierce.com, a community of diverse women inspiring each other to do the work they love. She co-hosts the podcast Her Next Chapter.

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From your friends at Messerli Kramer and BWK

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Accelerating Charitable Giving

Key U.S. senators want to require that gifts to donor-advised funds be transferred more quickly to nonprofits. But some charities oppose the legislation.

By Sarah Lutman

Donor-advised funds (DAFs) allow donors to make a charitable contribution to a public charity that will manage giving on the donor's behalf. The donor, who can be an individual, family, or organization, receives the full tax benefit in the year the gift to the DAF is made. But the accumulated DAF funds can be paid to charities over an extended period, with no minimum annual giving requirements or time limits.

U.S. Sens. Angus King, I-Maine, and Chuck Grassley, R-Iowa, proposed the Accelerating Charitable Efforts Act in June. Their bill's introduction spotlights arguments that have been brewing for years about charitable giving regulations. The bill targets donor-advised funds and private foundations and proposes to incentivize—and in some cases to require—faster DAF spending: 15 years if a tax deduction is taken immediately, or a maximum of 50 years, with the donor only allowed to take an income tax deduction in the year the charitable distribution is made.

The ACE Act's primary provisions would ensure that DAF funds are more quickly distributed to nonprofit organizations and with greater transparency. "We are not against donor-advised funds," says Jon Pratt of the

Minnesota Council of Nonprofits, "but we believe it is in the public interest that more money reaches more charities faster."

DAFs are particularly attractive in the following circumstances: selling an appreciated asset or inheritance; "bunching" multi-year charitable gifts into a single year to take advantage of tax laws; or placing money in a DAF that can be allocated to charities by multiple family members.

DAFs function as helpful intermediaries, enable an immediate deduction, direct funds to charities with input from fund managers as needed, and, in the meantime, invest money so that dollars can continue to multiply.

Community foundations, such as the Saint Paul & Minnesota Foundation and the Minneapolis Foundation, actively seek and manage hundreds of donor-advised funds.

Financial services companies, including Vanguard, Charles Schwab, and Fidelity, have successfully competed in the DAF marketplace. They manage large giving programs through entities such as Fidelity Charitable, which claims to be the largest DAF holder in the United States.

Fidelity reported managing more than 153,000 separate funds in 2020, which together granted more than \$9 billion to charities.



ACE Act advocates are disturbed by the charitable arms of large financial services firms, which they say have lacked transparency, operated without community-based boards of directors, and functioned with less accountability than other entities in organized philanthropy.

They argue that high-net-worth individuals have accumulated unprecedented wealth in recent years through a rising stock market, while charitable giving has plateaued and community needs have greatly increased. They describe large DAF management organizations as places where donors can “warehouse” money, immediately avoid tax payments, and take their time choosing charitable causes to support. Meanwhile, they contend, cash-strapped charities are kept waiting for downstream gifts and grants.

Substantial money is at stake. According to Giving USA, 13 percent of all charitable giving in the U.S. went to DAFs in 2018, compared with 4 percent in 2007. Donations to DAFs totaled \$38.81 billion in 2019, according to the National Philanthropic Trust, while contributions from DAFs totaled \$25 billion.

While some of the nation’s largest philanthropies, including the Ford and Hewlett foundations, actively support the ACE Act, several people who work in the nonprofit sector think that, while provocative, it’s misguided. Average giving from DAFs to

charities is much higher than what’s required of an endowed foundation, and DAFs are clearly a rising consumer preference for planning charitable giving.

Nationally, the Council on Foundations, a service organization for private, independent, and community foundations, opposes the legislation.

“Community foundations were not consulted prior to this bill being introduced. We were not part of the bill’s drafting, and we don’t believe it will boost philanthropic giving,” says Jeremy Wells, senior vice president for philanthropic services at the Saint Paul & Minnesota Foundation. “That doesn’t mean that strengthening certain kinds of accountability, transparency, and spending policies should not be thoughtfully and collaboratively discussed.” Further, Wells explained, DAFs established today have dormancy clauses that prevent the money from sitting unspent in DAF managers’ investment accounts.

One thing is certain. Shifts are easily visible in how the public makes financial contributions. People are moving from giving money to traditional charities to texting contributions directly to causes and businesses. Some are using Kickstarter and other crowdfunding platforms.

The charitable sector is facing an inflection point, and it’s healthy to vigorously debate ways to strengthen support for charities that meet critical needs.

Charities want fewer tax perks for the ultra-wealthy, but nobody wants new rules that could unintentionally curtail giving by average taxpayers. Expect considerable debate among nonprofits, donors, and community foundations before Congress can hope to find a majority on a charities reform measure.

Sarah Lutman is a St. Paul-based independent consultant and writer for clients in the cultural, media, and philanthropic sectors.

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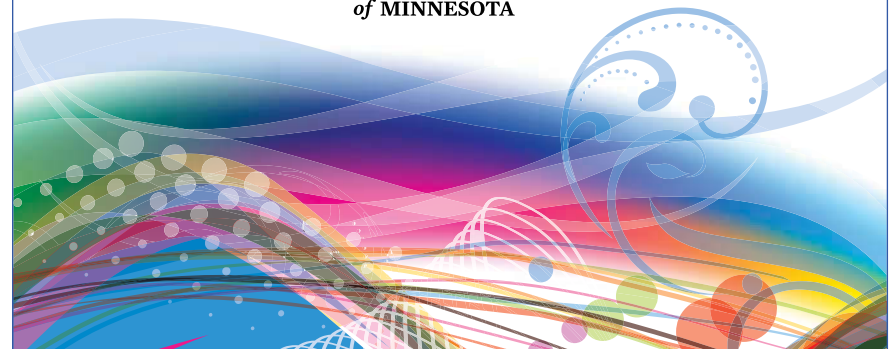
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How to Market the Office

Going back to how things were isn't going to work. Focus on new ways to entice employees back to the workplace.

By Aaron Keller

It isn't really the office anymore.

"Out of office" messages now amuse me. Many people have been out of the office for a year and a half. Now people on vacation are "out of pocket," "out of communication," or out of their thinking mind for at least a week. The pandemic detached "work" from the "office."

Let's be honest—it meant something when you said, "I'm going into the office." I'm going to do something productive for society. I'm going to earn for the family. I'm going to meet with people face-to-face and make grand plans. We came together in an office and stuff got done, pre-pandemic. Now we are scattered to the four winds—and still, stuff gets done.

In fact, more stuff seems to get done. More hours, more work, more video meetings, more messages read, and more tasks done. We have become more productive outside the office, further separating the office and productive, thoughtful work. Speaking for our team at Capsule, our results for clients have not faltered, and it could even be said our creative work has improved since we left the office.

Meanwhile, major corporations have just dropped their corporate real estate costs onto their employees. Those employ-

ees have accepted them willingly because they have a tax benefit—and who wants the frustration, risk, and carbon impact of a commute? These are the overwhelming odds against a return to "the office."

To recapture its relevance, the office needs to be redefined as a space for heads-up work versus head-down work. It needs to be a social space where our connections are more genuine and intimate (in a business-appropriate way) than we may

“ The office needs to be redefined as a space for heads-up work.

have demanded prior to working away from the office for a year and a half. It needs to be a place we can transition to and from in the morning and evening.

I hear from friends at Minneapolis architectural design studio Yellow Dog about office space redesigns that start, stop, start again, and then pause. It's clearly a challenge to find the new purpose of an office. If we don't have a clear purpose, design can just wander in the wilderness of "Oh, that's a creative idea" without ever landing on a final result. This, too, is indicative of



the challenge to find a new purpose for the office.

Early in the pandemic, I wrote about how habits form in 66 days. Pandemic habits are deeply rooted now; fear and joy are the emotions most likely to change them. Since fear isn't the ideal leadership trait, we need to turn to the other end of the spectrum—love, joy, and happiness. "I love going into the office," said no one ever—until the pandemic hit, and we can now appreciate the simple joys of a quiet place away from the kids, spouse, dogs, and other distractions.

We need transitions in life. Here are some thoughts on how to market the office experience for employees.

Teamwork is office work.

The office can become a place of communal work, where face-to-face matters. For instance, training new interns and team members always seems better in person, and so do the types of work where an immersive experience helps improve the outcome. It's also the place where you meet up to go other places together.

Take a break from the hustle at the office.

Make that, a "spa-fice." OK, maybe it doesn't need to be spa-like attractive, but yes, that's a factor.

More important, the idea of an office needs to change from a place where workers wordlessly perform mindless drudgery into a community we enjoy belonging to and where we feel inspired by our surroundings.

The change of venue is a creative spark.

Travel, even a short distance to a new space, can be a creative trigger because it takes us out of our routine. The office can be a "workation," where we go to see a challenge differently. Now that we have extra space with fewer people in the office, we might as well make it dramatically different.

Whatever you do, please don't force people back to the same space, with the same smells, same cliché art, same cubicles, and the same old reasons for being present. Things have changed. We need a new purpose for the office, and this is an opportunity to create more loyalty, productivity, and passion for the work we do.

Aaron Keller (aaronkeller@capsule.us) is co-founder and managing principal of Capsule (capsule.us), a Minneapolis branding agency. He co-authored The Physics of Brand, physicsofbrand.com.

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Executives Need Contrarians in Their Ranks

'Flattery inflation' and loyalty signaling can drown out valuable input from subordinates who have different—and often better—ideas.

By Linda L. Holstein

In the classic novel *Crime and Punishment*, Fyodor Dostoyevsky lets the nasty villain of his story offer special insight into what makes the urge to compliment their superiors so ubiquitous among the powerless—and so seductive to the powerful.

Svidrigailov, the character familiar with all things nefarious, in contrast to the soul-searching protagonist Raskolnikov, argues “nothing in the world is harder than speaking the truth, and nothing easier than flattery.”

You don't have to be a 19th-century Russian novelist (or a fan of Machiavelli) to recognize the dangerous temptation of flattery. Business executives, like world leaders throughout history, are constantly warned that their subordinates—their “reports”—must be discouraged from simply saying what the boss wants to hear. Independent thinkers are, in this view, a highly sought-after species—employees who are sorely needed for organizations seeking change and growth.

But what prevents these “thinkers” from speaking up and raising questions that might rattle the boss? Recent research says it's not egomaniacal CEOs or hierarchical rigidity that ultimately suppress dissent. Rather, it's the employee next to the dissenter who's an expert at “signaling loyalty” to the top dog.

In a startling 2020 book chapter entitled “The Mechanisms of Cult Production,” written by New Zealand college professor Xavier Marquez, the notions of loyalty signaling and “flattery inflation” were examined.



The cases of political cult figures ranged from Caligula (ancient Rome) to Francisco Franco (Spain) to Hafez al-Assad (Syria) to Mao Zedong (China), not to mention Stalin and Hitler. As Marquez noted, the “praises of sycophants to a clear-headed ruler are not credible as a signal of their loyalty. Yet many ruler ‘courts,’ both ancient and modern, appear to be prone to flattery.”

Marquez's dense but enlightening examination of “leader cults” has been cited by various sources, including Paul Krugman of the *New York Times*. Beyond the political analysis, the question business leaders might ask themselves—even if they claim complete humility—is whether the subordinate who effectively flatters and constantly touts her loyalty to the leader gets more face time and more respect.

One of the better and well-written management books on the topic of contrarian employee input is *Creativity, Inc.* by Ed Catmull, former president of Pixar Animation.

Reading about the genesis of *Toy Story*, *Toy Story 2*, and *Toy Story 3* is inspiring. So is Catmull's explanation of how he deftly kept Pixar owner Steve Jobs out of certain meetings when what he wanted was open communication.

But what Catmull explains most convincingly is his realization that, because of his position as president, “people became more careful in how they spoke and acted in my presence.” As he put it, after he was promoted, “snarky behavior, grouching and rudeness disappeared from view—from my view anyway.”

He didn't like this. Rather, he found it alarming, because his position severely reduced his access to informa-

tion. People “bring their best selves to interactions with their bosses and save their lesser moments for their peers, spouses, or therapist,” he wrote, so he knew he was not getting a complete picture of his own workplace.

Catmull solved his dilemma by ramping up a Pixar tradition called the “brain trust,” in which colleagues painstakingly dissect a colleague's first-draft film in a group setting, apparently with gusto and no-holds-barred criticism.

The reader is left with the impression that all the Pixar professionals are amazingly undefensive, collegial, and beyond team-oriented. What rings truer, however, is Catmull's emphasis on candor rather than honesty.

Encouraging employees to be “honest” in their opinions has, he notes, a moral implication that if they remain silent, maybe they're exhibiting dishonesty. Rewarding candor, on the other hand, signals a sort of team spirit, a commitment to helping the organization as a whole in a way that enlightened leaders value.

Whether in ancient Rome with Caligula or modern-day California with Pixar, the importance of serious and consistent employee input about a company's operations, services, or products cannot be overstated. Listening to naysayers and devil's advocates is one way of explaining it. Questioning the motives of flattery is another. Listening to truth-tellers is best.

Linda L. Holstein is a Minneapolis writer, trial lawyer, and veteran employment law attorney. Holstein also mediates employment and business law disputes (holsteinmediation.com).



Too Many Inputs

A lack of reliable data is making America's labor shortage far too opaque.

By Adam Platt

Let's be frank: No one understands what's happening in the labor markets right now. It's unnerving to hear experts and pseudo-experts on CNBC and elsewhere projecting authority while uttering disconnected and contradictory talking points. Roughly 12 million people have left the labor force since Covid arrived, and where they are and what they're sitting out is murky.

But it's clear that these workers are key to stabilizing retail businesses, most of which are operating on reduced hours and days; strengthening domestic supply chains, hamstrung by lack of logistics capacity; and restoring employment in depleted fields like medicine, child care, and education. My daughter's Spanish teacher quit Minneapolis Public Schools the day before school began, no explanation offered. There is no one in reserve to teach the high school class.

A big factor in this mystery is our growing penchant as a nation to only accept data points that comport with what we want to believe. It used to be that business was immune to an ideology-based approach to metrics, but here we are. It's also true that business has long relied on state and federal departments of labor, and right now government is not an impartial arbiter on Covid impacts. Florida sees one reality, California another.

As I write this, it's been two weeks since the federal Covid contribution to weekly unemployment insurance ended. The government has given away an extraordinary sum of money, some to individuals and

some to business. It hasn't always been precision-targeted, nor has it always gone to the most deserving.

More importantly, it has become exceptionally easy to game unemployment because the state of Minnesota, for one, is not really checking if people can find work. It's a problem that existed pre-Covid but is orders of magnitude larger today. I talk to owners who tell me that most of their scheduled job interviewees are no-shows. They set up the appointment to assuage the state, but apparently Minnesota never checks if they appear.

I hear from operators and owners almost every day who are in touch with ex-employees who say they will stay on the dole until someone takes it away. It's better than a service industry job. Learning to live with an endemic virus includes returning unemployment compensation to a benefit for people who lost work and cannot find new jobs.

Free money is not a harmless phenomenon. Workplaces are understaffed, with declining morale among employees working longer hours. One restaurateur told me her normally copacetic staff were getting into fights because they were so stressed out. Businesses that can't operate normally disappoint customers, which jeopardizes their capacity to stay open. It's not sustainable.

But this era is also a reckoning for trades and industries that have long relied on substandard wages and benefits. The demand curve has flipped, and workers will have leverage for a while. Businesses that have relied on cheap labor to satisfy tightfisted consumers will have to rethink their model. Especially if your



Free money is not a harmless phenomenon. Workplaces are understaffed, with declining morale among employees working longer hours. One restaurateur said her normally copacetic staff were getting into fights because they were so stressed out.

workplace is difficult to mitigate for Covid. People seem to have options.

It's probably long overdue. Just as business can't fund an unemployment compensation system that pays people not to work because available jobs don't light their fire, we should reward the workers who have stuck it out through Covid.

But back to that murky 12 million. The state of Minnesota has said a lack of access to child care is the primary factor. Will schools reopening change this? It's too soon to know, especially with Covid vaccinations still awaiting government approval for children, and skittish parents reluctant to expose them, even though the outcome data for children who get Covid is highly reassuring. The RSV virus, which isn't being hyped relent-

lessly in the media, is putting far more kids in the hospital right now.

A major focus of what I call business trend media has been people who were motivated by the pandemic to change careers, especially people leaving the disrupted hospitality sector. But these people only show up in the long-term unemployment stats if their career change runs aground. I'm skeptical that they are a big player in this data, no matter how many articles the *Wall Street Journal* runs.

Finally, we must remember that there was a structural labor shortage in many fields before Covid.

There are really just too many inputs right now to make sense of it, and government has little to offer in the way of insight. Things should become clearer in the coming weeks with the end of enhanced unemployment benefits and schools back in session.

Covid is going to be a factor in our lives for the indefinite future. As a society we need to come to terms with the ongoing levels of risk and learn how to manage them, fast-tracking studies on effective and ineffective mitigation strategies for the workplace. This should already have been done, frankly, but we're still wasting time "disinfecting" surfaces.

Business must not convince itself that it can wait out this evolving pandemic. But it would be easier to parse if we had more accurate data about what is going on.


Adam Platt is TCB's executive editor.

Media's Bridge Builder

Moving from the Star Tribune to public media, **Jean Taylor** is poised to advance equity in her workforce and high-impact journalism in a politically polarized nation.

BY LIZ FEDOR // PHOTOGRAPHS BY JOHN HAYNES



 In her first day as president and CEO of American Public Media Group, Jean Taylor led a Zoom call discussion that was open to all of the nonprofit's 700 employees.

She took employee questions and placed herself under a virtual microscope on Aug. 23, about 11 months after her predecessor, Jon McTaggart, said he would step down amid employee complaints over racial and gender equity.

"Since then, I have set up opt-in Zoom calls with any employees who want to sign up," Taylor says. "They can ask me whatever they want, so that's part of listening."

Dissatisfaction in the employee ranks is among the challenges that Taylor takes on in her high-profile public media job. In its 54-year history, the organization has had only two leaders, founder Bill Kling and his internal successor, McTaggart. Kling built APMG into a national media player, one that produces programming on the East and West coasts and has assets worth \$375 million. McTaggart presided over an era in which public radio started producing content that could be heard on demand and in podcasts.

In the final years of McTaggart's tenure, the organization was undergoing a racial reckoning, coping with a pandemic, and reporting during a period of extreme political polarization.

Taylor, former board chair of the *Star Tribune*, inherits those challenges. But she's willing to take them on because she views public media as playing a critical, positive role in the life of the nation.

"This job felt like so many of the major elements of my career led me here," said Taylor in a recent interview at APMG headquarters in downtown St. Paul. "It's about digital transformation. My career is just digital transformation after digital transformation. It is coming at a time where culture change and the need to empower people is going to be very important for us to execute on the strategy that has been laid out."

In addition, she says, "I just spent the last seven years [at the *Star Tribune*] thinking about media and how important media is for communities, for our democracy." She notes that APMG is an "incredibly, deeply

mission-based organization" that really appeals to her, and she says her skills and experiences are a good fit for the top position.

"The CEO of any media organization today faces a lot of challenges," says Nancy Barnes, National Public Radio's senior vice president for news and its editorial director. "Competition for audience, revenue, and philanthropy is as fierce as it has ever been."

Three years ago, Barnes preceded Taylor in moving from a newspaper leadership position to a public media job. Before coming to NPR, Barnes was executive editor of Hearst Texas Newspapers and the *Houston Chronicle* and earlier served as executive editor of the *Star Tribune*. "As with my former newspaper world, public media needs to continue to rapidly innovate and embrace the digital world while nourishing its traditional base of listeners," she says.

Barnes, who doesn't know Taylor, says, "We all need to work harder and faster to change the culture in our organizations to be more diverse and welcoming and to reach and grow more diverse audiences."

Taylor's history of building good relationships with employees was among the many attributes the APMG board was looking for when it conducted a national search for the top public media job.

"Some [CEOs] can sit in a big, luxurious office and just have their direct reports come in. That's not Jean," says Tommy Merickel, chief sales officer at Taylor Corp., the North Mankato-based communication services business founded by Jean Taylor's father, Glen Taylor.

When Jean Taylor served as president and CEO of Taylor Corp., Merickel says she got to know employees at all levels of the company. "Not everybody has the ability, nor do they want to take time, to listen, to hear, and to understand" their employees, Merickel says. "Jean does," he adds, and in many cases she's "more interested in listening than being heard."

During her 16-year tenure as a Taylor Corp. executive, he says, she would routinely go out to seek feedback and input from her employees, so that she could incorporate their concerns and suggestions into her decision making.

That's the type of communication she intends to carry into her public media leadership role.

Unexpected CEO opportunity

When Jean Taylor began 2021, she was serving in her part-time role at Star Tribune Media Co., as well as acting as an adviser to businesses in other sectors, which she'd done for about a decade.

"Jean is a strategic thinker who excelled at getting our leadership team to think beyond the pressures of the moment, beyond the status quo," says Mike Klingensmith, *Star Tribune* publisher and CEO.

Glen Taylor bought the *Star Tribune* in 2014 and invited Jean Taylor to join him on the board. By that time, she had worked in business for nearly three decades and had developed expertise in corporate board governance. She later became the *Star Tribune* board chair, and she expanded its knowledge base by bringing on four independent board directors. In her board leadership role, she collaborated with Klingensmith, whom she describes as "one of the best leaders I've ever worked with."

While revenue was plummeting at some major metro newspapers, she relished the *Star Tribune's* success building its digital subscription base. She wanted to ensure that it continued to evolve as a business and serve as an important civic asset in Minnesota.

Unlike newspapers in many U.S. cities, the *Star Tribune's* newsroom has not been hollowed out. In a nutshell, Taylor says, she and her father made only "two asks" of *Star Tribune* management.

"One is make this the best news organization you can, so that Minnesota is very proud of it," she says. "And two, Glen has no intention of taking any money out of this business, but he also doesn't want to put money in. And so run it like a business. Whatever cash [profit] you create is yours to invest in the business."

Jean Taylor's tenure on *Star Tribune's* for-profit board overlapped with her service on the board of American Public Media Group, the parent of Minnesota Public Radio.

She joined the APMG board in 2013 and was appointed to APMG's search committee not long after McTaggart said he would leave his



position after a successor was named. Her career path took a dramatic turn this spring when she got a call from Jim Dwyer, chair of the APMG board, who also was chairing the CEO search committee.

Dwyer says APMG hired Koya Partners, a nationwide firm, to assist it with the search for the organization's third CEO. After the search committee did virtual interviews with some of the first-round candidates, Dwyer urged board members to feel free to suggest additional candidates to Koya.

"I was talking after that meeting with another board member, and Jean's name came up," Dwyer recalls. "We both thought, 'Jean would be really good at this, if you think about what we are actually looking for and the tone and tenor of what kind of leader that we want.'"

He conferred with Koya Partners, then Dwyer contacted Taylor. "I literally called her on a Friday afternoon and said, 'Hey, I have a question for you. Don't answer right away. Just take a minute or a weekend to think about it.' And I said, 'Would you be interested in being a candidate for [APMG CEO]?' I surprised her."

On the following Monday, Taylor said yes to the question and entered the official selection process. After three rounds of interviews that included several other candidates, she was offered the position.

Dwyer says Taylor met the board's priorities of hiring a proven leader who had experience leading change

in a digital era, as well as someone who could build "a healthy, inclusive culture" and advance commitments to diversity, equity, and inclusion.

6 nfid nce to lead

In 2021, Glen Taylor is known for owning the Timberwolves, Lynx, and *Star Tribune*, as well as for founding Taylor Corp., which has now grown to about \$2 billion in annual revenue.

But Jean Taylor, the second of his children, didn't grow up in a wealthy household. "I was born the year my dad graduated from col-

teachers at the Mankato State laboratory school that she attended from kindergarten through eighth grade.

"We signed up for our own classes as elementary school students," she says. "If you wanted lots of math and reading like nerds like me did, you could do that. And I got into theater there."

The school was open to any child in Mankato, and there were no tuition fees. "We had goal sheets instead of grades," she says. When she became a freshman at Mankato East, she got involved in speech and

"I just spent the last seven years [at the *Star Tribune*] thinking about media and how important media is for communities, for our democracy."

—JEAN TAYLOR, APMG PRESIDENT AND CEO

lege," she says. "So my parents were a couple of kids who moved from the farm to Mankato so my dad could go to college. I think when I was quite young, I'd call [our household] maybe lower middle class."

Taylor, 58, recently attended her 40th class reunion with other graduates from Mankato East High School. She was president of the student council her senior year. However, she built her early confidence through relationships with students and

debate, with original oratory her favorite category. "It gave me the confidence that I could be in front of people," she says.

An A student in high school and class speaker at her graduation, Taylor attended Augsburg University in Minneapolis. "I went there with the intent of being a communications major and being in media," she says. "I pretty quickly switched to business because I love things like accounting and marketing and all that kind of stuff."

Her business management degree from Augsburg opened the door to a nine-year run with E.W. Blanch, a Bloomington-based reinsurance company. "I started as a reinsurance trainee, and at the time I left, I was running all of the services side of the business for them," Taylor says. "That is the place where I really learned I had supervisory management, and particularly leadership, skills." While she was at Blanch, she also earned an MBA from the Carlson School of Management at the University of Minnesota.

The Taylor Corp. years

Merickel, who has known Taylor for 37 years, says she was a successful company officer at E.W. Blanch. "That was really important for her to go make it on her own before coming to work for her dad," he says.

"I'm a person who needs to continue to expand and find new challenges," Taylor says, and after developing her business acumen at Blanch, she was open to a job at Taylor Corp. "My husband at the time was working [at Taylor] and had been in there for a couple of years, which gave me some exposure to it," she says.

"I discovered through some opportunities to connect with my dad and other people at Taylor Corp. that lo and behold, my dad built a company that shares my same values," she says.

"It's all about the people. If you have the right people, that will drive your success."

Beyond making employees a high priority, Taylor says that she and her father share "a very practical, commonsense approach to things—you don't need to make things overly complicated." To propel any organization, she says, leaders must take some risks, but she believes in thoughtful study before unleashing changes.

After she joined Taylor Corp., she spent her early years on project work, spearheading initiatives on leadership development, technology, and women in business. She also worked with a team to clearly define the core purpose and values of the company. Taylor then became an operational vice president, overseeing a group of companies.

In 2001, when Glen Taylor was CEO and Brad Schreier was president, Jean Taylor worked with Schreier on a company succession plan. Glen Taylor approved the plan to elevate Schreier to CEO and his daughter to president.

The new CEO had only two direct reports—Jean Taylor and Tommy Merickel. “Everything else in the organization reported to me,” Taylor says. “It was a way for me to take on management of a full organization but to still have Brad there.” Schreier focused on supporting her and driving the company’s revenue. Schreier ultimately retired in 2007, when Taylor added CEO to her president’s title.

“Glen built an incredibly operationally excellent company,” she says, which works well when the economy is growing. The company was founded as a printing business, but over time it developed many communications capabilities. Jean Taylor wanted to build a robust business that could withstand downturns in the economy.

“We started thinking about ourselves from the eyes of the customer,” she says, which allowed the business to start meeting more customer needs. “We became a marketing company, helping companies with their marketing,” she adds, whether the products were branded items or business cards or digital services.

“We became a technology company,” Taylor says, adding that some acquisitions she led for Taylor Corp. involved buying businesses that had “particular technology skills that we thought could add on to what we were doing.”

Merickel says that Taylor’s leadership tenure was “paramount, both on acquisitions and the movement to the digital era.” Instead of 80-some Taylor companies functioning independently, under Jean Taylor’s leadership, the business became more integrated in how it served customers.

“A lot of her acquisitions at that time were really taking Taylor from traditional print to the bridge of digital technology and to data analytics,” Merickel says.

After key executives who were part of her father’s generation retired, new executives joined Taylor Corp. “That [new] generation of leaders really created a much more empowered environment that helped us move more quickly and think more innovatively about where the company needed to go,” Taylor says.

But by 2010, after they navigated through the Great Recession of 2008, there was a split among some Taylor executives. The fallout was reported in an August 2010 article in the *Star Tribune*. “The HR executive, Donna DiMenna, said she quit after three top male executives sought to oust her and also scale back Jean Taylor’s role,” the newspaper reported. “Glen Taylor nixed the coup attempt, DiMenna said, but also declined to sack the men behind it.”

Jean Taylor left the company a few days after DiMenna resigned. In the aftermath, her father issued a statement saying she resigned for personal reasons and that he was sad-

dened by her departure. He restored himself to the CEO position.

In 2021, Jean Taylor reflected on that career chapter. “I resigned from Taylor Corporation because Taylor Corporation wasn’t ready for me yet,” she says. “I was advocating more change than some were ready for.”

Taylor adds: “I’m a change agent. You’ve got to be ready for me.”

Back in 2010, DiMenna told the *Star Tribune* that Taylor was a “phenomenal leader and a visionary” who was modernizing the company. DiMenna said one of the three men who led the ouster effort told her that Taylor Corp. had already hired “enough” women leaders.

After leaving Taylor Corp., Jean Taylor moved into an 11-year career period that she calls active governance. “The roles I have had have been to not only sit on a board, but to actively support and assist management as they were moving companies forward,” she says. At some of the companies, Taylor had an ownership stake in the businesses.



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Star Tribune transformation

Taylor doesn't own a piece of the *Star Tribune*, but she was a close partner with publisher Klingensmith in revamping the news organization's business model. After she accepted her new job as APMG CEO, she resigned from the *Star Tribune* board, which she had led for three years.

A 2020 Harvard Business School case study depicts Taylor's high engagement in helping the *Star Tribune* shift from a largely print circulation and advertising revenue base to a model where an increasing revenue share is derived from digital subscriptions and advertising.

The case opens with Klingensmith preparing for a meeting with Taylor to discuss the paper's recent financial performance as well as its revenue forecasts. "Taylor would never hesitate to push back against what she considered to be unrealistic growth expectations for the paper, and Klingensmith appreciated that in a board chair," according to the case study.

During her board tenure, the *Star Tribune* became much more of a news media company, rather than simply a newspaper business. "I feel really terrific about the digital strategy that the *Star Tribune* has developed," she says.

Chief marketing officer Steve Yaeger says more than 101,000 subscribers are paying for premium digital access to starttribune.com, which is up 30.5 percent since the pandemic began in March 2020.

"What I was able to do at *Star Tribune* was to take my experience from other businesses and help the people at *Star Tribune* think more broadly about how that business could be run," she says.

After Taylor's departure was announced, Klingensmith wrote in a memo to *Star Tribune* employees that he appreciated her collaboration and guidance. "She has been a tireless advocate for the *Star Tribune* and demonstrated great skill and strategic insight in challenging me and the senior leadership team," he wrote.

Taylor's selection to lead APMG set off conversations among current and former journalists in the Twin Cities. Some worried about a concentration of power, with Jean Taylor holding a pivotal public media role

and her father owning the *Star Tribune*. Some wondered whether they would engineer a merger of the *Star Tribune* and Minnesota Public Radio.

In response to those hypothetical scenarios, Taylor says, "Good journalism isn't controlled by the owners. Good journalism has a great newsroom and has professional journalists who are independent and judge how they report on things. That is my belief. That is Glen's belief. We are not conspiring."

She also poured cold water on the idea that the two largest media organizations in Minnesota would combine into one entity. "*Star Tribune* is not for sale. American Public Media Group is not for sale," she says. "That's not for me to do. There is a board here. Neither are for sale."

Klingensmith shares her perspective, saying it would be difficult

in late August, Glen Taylor told readers that the *Star Tribune* was "healthy and stable." He expressed his optimism about the *Star Tribune*'s future, emphasizing that it had the fourth-largest metro daily print newspaper circulation in the country.

Passion for public media

Jean Taylor is the first woman to serve as president and CEO of APMG. Taylor, who is divorced, has two adopted children, an 18-year-old son and a 20-year-old daughter. She's a lifelong Minnesotan who now lives in Eagan.

American Public Media Group defines itself as the largest station-based public radio organization in the United States. Beyond being the parent of Minnesota Public Radio, it also is known for an array of content that includes classical music and *Marketplace* economics pro-

"Right now, I am listening and learning and assessing the status of those situations to see where we are at," Taylor says. "A lot has changed in the last year." She notes that issues of race and equity in workplaces are being discussed with greater urgency across the U.S. Within public media, she says, "I think there has been some good work done in the last year, and there's still work to do."

To ensure MPR is a welcoming workplace, she says, there's a need to "build a culture of equity within the organization that is attractive to all Minnesotans."

Among Taylor's priorities for her early weeks on her new job is meeting with equity experts. In recent months, two Black journalists have been hired for prominent roles within APMG. Sarah Glover was named MPR News managing editor in April, and *Marketplace* announced in September that Neal Scarbrough is its new vice president and general manager.

In addition to listening to employees, donors, and other stakeholders in meetings, Taylor is giving people a sense of her values and how she operates. "My first week I met with all 10 of my direct reports and asked them to do a high-level assessment of the organization for me," she says, explaining that she'll use that information to help her decide where to take the organization next.

She did not walk into this new job with a dramatic, detailed change agenda. "I believe this is the strongest public media organization in the country," she says. "Will it be tweaked? Yes."

It's too early to define changes, because she's listening to a broad swath of constituencies. She emphasizes that classical and contemporary music is a huge part of her organization, noting music's role "is certainly to expand people's minds, but it is also to nourish the spirit."

Whether APMG employees are involved in music, lifestyle, or news programming, she's eager to hear their thoughts. "That's my style, and that's also my value system about an organization," Taylor says. "We are all in this together."

Liz Fedor is the senior editor of Twin Cities Business.

"That was really important for her to go make it on her own before coming to work for her dad."

—TOMMY MERICKEL, CHIEF SALES OFFICER AT TAYLOR CORP.

to imagine a merger. "Although both *Star Tribune* and MPR are businesses rooted in journalism, they operate under completely different business models," he says. "*Star Tribune* depends upon subscriptions to our news products and on advertising partnerships, primarily with local retailers. This is very different from MPR, which is, at its core, a philanthropic model."

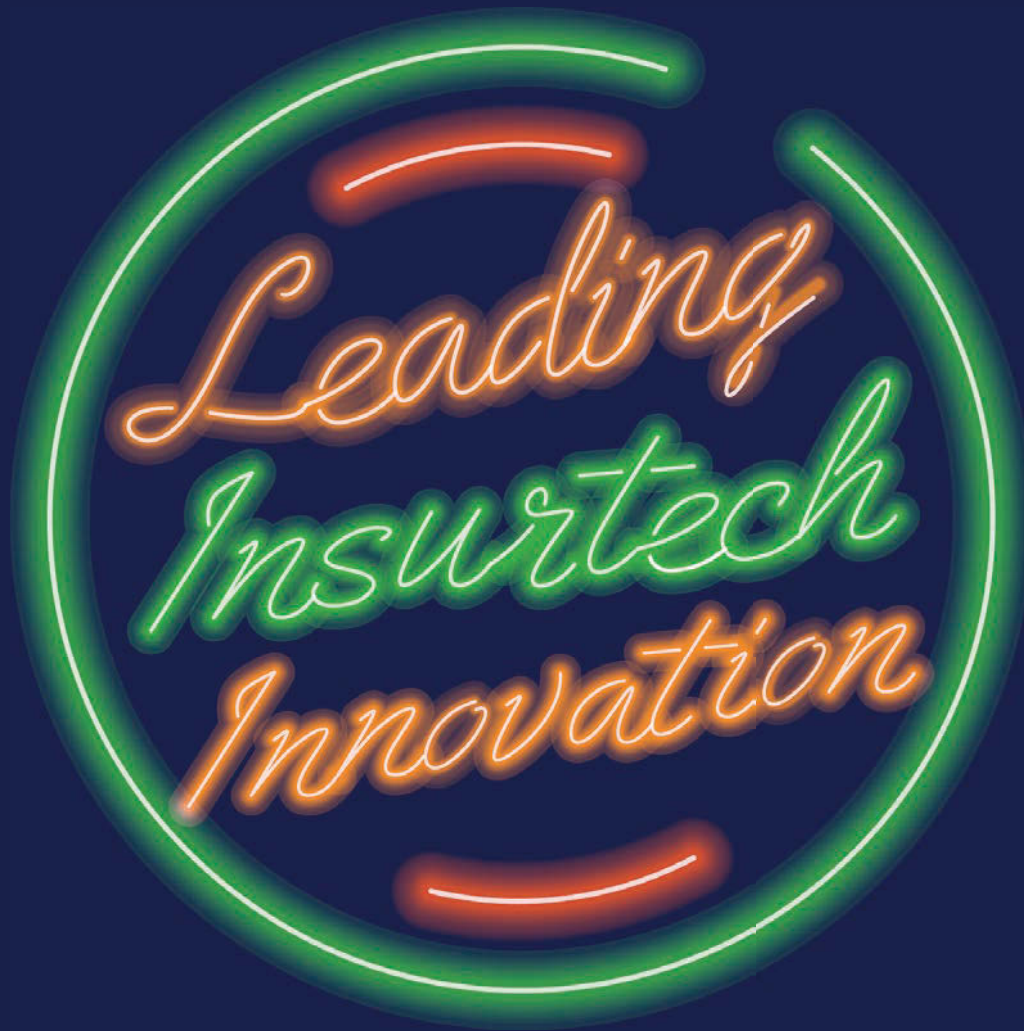
Although Jean Taylor left the *Star Tribune* for APMG, Glen Taylor has affirmed his family's long-term commitment to the *Star Tribune*. "I can confidently report that the Taylor family remains as committed as ever to its stewardship of the *Star Tribune*," Klingensmith wrote in a memo to employees.

Glen Taylor remains on the *Star Tribune* board, and he asked Klingensmith to become its chair. In a *Star Tribune* commentary published

gramming. It has annual operating revenues of about \$126 million.

"This is not an organization that has any burning fires in it," says APMG board chair Dwyer, who is the former CEO and current chair of 8th Avenue Food & Provisions. He says Taylor's charge will be answering the question "Where can we go to be even better at serving the communities that we currently serve and find new communities to serve?"

While the house may not be burning down, some employees were generating considerable political heat before McTaggart announced in September 2020 that he would retire. Some MPR and APM employees published an open letter stating that the organization had "fostered a harmful working environment for women and journalists of color." Union leaders expressed strong concerns over workplace culture and hiring diversity.



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EDITED BY ALLISON KAPLAN | FAMILY PORTRAITS BY TRAVIS ANDERSON

There's no leaving work at the office—virtual or otherwise—when you're running a family business. It's in the blood of our 2021 Minnesota Family Business Award winners, who feel the pride—and weight—of carrying on what their parents and grandparents built. This year's honorees come from industries as varied as asphalt paving, banking, and food manufacturing, but they all share a respect for legacy that motivates them to not only maintain but also grow their respective companies. We share the stories and strategies of how they're building on tradition and planning for the future.

In addition to five winners and five finalists, *Twin Cities Business* is recognizing Barbara Hauser with the

Hubler Award, given each year to a person who has made exceptional contributions to the betterment of Minnesota family businesses.

The honorees of the 2021 Minnesota Family Business Awards were evaluated on their management, governance, organizational structure, transition plan, success, and other key factors. Our selection committee included Tom Hubler, owner, Hubler for Business Families; Jessica Manivasager, shareholder, Fredrikson & Byron; Paddy McNeely, chairman and CEO, Meritex Enterprises; Jon Keimig, Family Business Center director, University of St. Thomas; Allison Kaplan, editor in chief, *Twin Cities Business*; and Shelly Elmore, publisher, *Twin Cities Business*.





Clockwise from left: Emily Peterson, Cole McDevitt, Natalie Peterson with daughter Lilly Jo, Jack Peterson, Taylor Jackson, Eric Peterson, Paula Peterson, Kent Peterson

Bituminous Roadways

How one family business is preparing the road ahead.

BY GENE REBECK

Kent Peterson has started paving the way to his company's future.

That's good news for Bituminous Roadways' numerous private and public customers, many of whom have long depended on the company's service and reliability. Now celebrating its 75th year in business, the Mendota Heights-based asphalt paver has blazed its own trail in a highly competitive industry.

One way it has set itself apart is by operating its own asphalt plants. Bituminous now runs four such plants throughout the metro area. "That gives us a little bit of an edge

because we have control over that part of our business," Peterson says.

Another distinction, he adds, is the mix of work, evenly balanced between private and public projects, from parking lots to highways. "We'll do small \$1,000 jobs," Peterson says. "On the public side, we'll do \$10 million jobs. And we'll do everything in between." (There are limits; the company doesn't handle single-family residential projects such as driveways.)

Peterson admits that "we get some complaints internally: 'Why are we doing all these jobs? It's

just too much to manage.'" But if the customer is happy with a \$1,000 job, "then when they have a \$200,000 job, they're going to call us." Doing smaller maintenance-type work, he adds, "is part of our marketing program."

And it's working. Since Peterson took the wheel as CEO in 2014, Bituminous Roadways has "grown a bit," he says modestly. Company revenues have jumped 50 percent over the last two years, hitting \$100 million in 2020, despite Covid's arrival. Peterson built on the work of his father, Palmer Peterson, who joined the company in

1959 as an estimator and took over as owner in 1968 after founder Al Wendell died. Kent Peterson began working there full time in 1990, becoming president six years later. (Palmer Peterson died in 2006.)

The company's loyal, longtime customer base includes Catholic Cemeteries, which manages six metro-area cemeteries. It has worked with Bituminous Roadways for about 35 years. "I'm getting done what I need to have done because of their expertise," says Dave Kemp, Catholic Cemeteries' strategic planning projects manager. "The whole process



“I didn’t want anything to happen that might cause turmoil or friction in our family along the way.”

**Kent Peterson, co-owner,
Bituminous Roadways**



Palmer Peterson, pictured, joined Bituminous Asphalt as a part-time estimator in 1958. Photo from 1959, shortly after he joined the company.

is really, really smooth, from working with the salesperson to the crews.” Bituminous Roadways’ work for Kemp has included road repair, replacement, and maintenance.

“We don’t know when a funeral is going to be held more than a day or two in advance,” he notes. “The [Bituminous Roadways] crews are

very accommodating so that there’s no disruption to our families.”

Likewise, within the company, Kent Peterson strives to prevent any disruption in his own family. In 2019, he contacted family business consultant Tom Hubler. “My kids were getting to the age where they’re starting to graduate from college,”

Peterson says. “I wanted to get started on educating and communicating with them. I didn’t want anything to happen that might cause turmoil or friction in our family along the way. I’ve seen a lot of companies where the businesses caused a lot of problems within their families.”

Peterson currently owns 60 percent of Bituminous Roadways, and a family trust owns 40 percent. His wife, Paula Peterson, and their four children are the trust’s beneficiaries; the trust is currently the extent of the third generation’s participation in ownership. The family’s quarterly meetings also include the third generation’s significant others. Peterson says that it’s too soon for a succession plan, but those “who are active in the business are going to get more opportunities in the future to get more ownership of the company.”

The third-generation member most active in the business is their oldest son, Jack Peterson, who joined the company full time in 2017 as a field engineer after graduating from college. Kent Peterson has put together “a kind of game plan” for his eldest son, who’s currently working as an estimator and is getting involved in some higher-level management work.

During the next couple of years, “we’re going to figure out the next steps into more of a leadership role,” Peterson says. “We have to figure out the right route for Jack to take on more.”

Among their three other children, the youngest, Eric Peterson, is the most likely to join the business. He’ll be graduating in December with a civil engineering degree from the University of St. Thomas. The family plans to lay out the right route for him—and make the roadway as smooth as possible for him, his family, and the company.

HEADQUARTERS:
Mendota Heights

INCEPTION:
1946

FAMILY NAME:
Peterson

WHAT THE COMPANY DOES:
Asphalt production and paving

TYPE OF OWNERSHIP:
S corp.

PRINCIPAL OWNERS:
Kent and Paula Peterson

EMPLOYEES:
210

FAMILY MEMBERS IN THE BUSINESS:
2

FAMILY MEMBERS ON THE BOARD
No board

Glenwood State Bank

A family-run bank builds on its family values and the value it provides the community.

BY GENE REBECK

“We were told early on that you can have either a successful family or a successful business,” says Kari Nelson, a member of the second generation of ownership of Glenwood State Bank. “To have both is really hard.” With that in mind, she and her siblings said to each other, “Times are good. Let’s have some of those hard conversations now and get things in place in this generation.” And, she adds, for the generations to follow.

The Glenwood State Bank family took this step not just for themselves. They also knew how fundamental the bank is to their community’s economy, helping launch and sustain numerous local businesses in central Minnesota. Glenwood is located about 120 miles northwest of the Twin Cities.

Starting in about 2006, family members began to establish a formal plan for working together. Kari Nelson’s generation includes her husband, Peter Nelson, a CPA who is now the bank’s president; her sister, Kirsten Nelson (yes, she also married a man surnamed Nelson), who is a vice president coordinating the bank’s philanthropic activities and various other bank projects; and their brother, Paul Martinson, the bank’s chief credit officer. Kari Nelson is also a vice president, overseeing HR.

The family patriarch, Dennis Martinson, was hired as a teller at Glenwood State Bank in 1959 after graduating from high school. At age 29, he purchased the bank with a couple of older partners, whom he later bought out. Now board chair at age 80, Martinson describes himself as “semi-plus-plus-plus-retired” and a “resource to generation two.”

Working with the Family-Held Bank Institute, the family developed a multifaceted plan designed to develop a strategic direction and handle potential conflict. During his career, Martinson has seen that “business-owning families’ lack of communication can destroy a family relationship.” The family holds retreats once or twice a year, where



Glenwood Branch in 1961



Glenwood Branch in 1907

members hash out strategy and planning. They also meet frequently at the bank, with a prepared agenda.

There isn’t always agreement on every point, at least not at first. But the family makes a point to get on board with every final decision. Once an issue is settled, “you forget who ‘owns’ the original idea,” Kirsten Nelson says. “It just becomes the decision, and we all agree.” Peter Nelson notes that when it comes to day-to-day operations, “we respect each other’s decisions in our area of authority,” whether that’s credit, hiring, or overall management.

One tie that binds all family members is a strong sense of values—and the value their bank adds to their community. That includes helping build local businesses.

In 1961, metal manufacturing firm Clyde Machines was a tiny startup. Glen-

wood State Bank provided financing to spur the growth of the company, which manufactures airline equipment including baggage carts and trailers. “I don’t have to call an 800 number and press a bunch of numbers to get to a human,” says president Chad Barsness, the company founder’s grandson. “I can always get an answer to any question I have.”

A few years ago, Clyde Machines undertook a 100,000-square-foot, \$7 million expansion. “They didn’t bat an eye at helping us finance that,” Barsness says. “It went smoothly, and it has been working out fantastically.”

Glenwood State Bank wants to maintain that sense of approachability, even as it continues to grow. In the past 20 years, it has acquired Lowry State Bank and the First National Bank of

HEADQUARTERS:
Glenwood

INCEPTION: 1907

FAMILY NAMES:
Martinson, Nelson

WHAT THE COMPANY DOES:
Commercial/industrial lending and consumer banking

TYPE OF OWNERSHIP: 100 percent family-owned

PRINCIPAL OWNERS:
Dennis Martinson, Kirsten and Eric Nelson, Kari and Peter Nelson, Paul Martinson

EMPLOYEES: 99

FAMILY MEMBERS IN THE BUSINESS: 6

FAMILY MEMBERS ON THE BOARD: 6



“We respect each other’s decisions in our area of authority.”

Peter Nelson, president, Glenwood State Bank

Osakis, located in their eponymous cities near Glenwood. In both cases, Peter Nelson says, the owners approached Glenwood State Bank “because our values aligned, and they knew we’d do the best job in taking care of their customers, their communities, and their employees.”

It’s a little early to discuss succession: Only one member of the third generation is older than 21. “We do have some requirements for the kids in order to come back and work at the bank,” Kari Nelson says. Those include earning a college de-

gree and gaining outside work experience, meant to provide them with a different perspective that can be useful to both them and the bank. “It’s also a way for them to come in and earn the respect of their peers,” she says; a position won’t simply be handed to them.

She also says that her generation seeks to impart “the importance of hard work and of serving the community.” Her family and the bank are involved in numerous philanthropic activities, and the next generation is expected to continue those.

Though work must often come first, there also can be a “nice balance, and this is a good quality of life” in Glenwood.

“We hope we’re giving the next generation the opportunity to feel how awesome it is to give back and to be selfless and have an impact on someone else,” Peter Nelson says. That doesn’t mean that they have to work at the bank. But “we hope that they can see that banking is an amazing industry [that] has a real impact on people’s lives and helps them make their dreams come true.”

Clockwise from left: Kirsten Nelson, Paul Martinson, Dennis Martinson, Eric Nelson, Kari Nelson, Peter Nelson



We Are Nuts/ Reclaim Center Inc.

Dedicated to making quality food widely available.

BY JANNA NORTHRUP

In 1986, Jim Burt left his job selling for a grocery company to start a business of his own: Reclaim Center Inc. (RCI), a national wholesale grocery distribution business that salvages still-edible packaged foods that would otherwise be destined for landfills. Based in Northeast Minneapolis, the company purchases overproductions, package changes, close-dated, and discontinued goods. It sells this inventory at discounted rates to food shelves, discount food stores, and food banks, with a mission to put good food into the hands of people

who need it most. During the pandemic, Burt says, the need for low-cost food has been higher than ever.

A year after starting Reclaim Center, he and his wife, Margaret Burt, began packaging and selling their own roasted nuts to 3M employees. What first began as a seasonal endeavor grew into a full-fledged business called We Are Nuts (WAN), which now operates out of a separate warehouse and storefront in Northeast Minneapolis.

"Reclaim Center is the fuel that keeps the engine of our family busi-

nesses going," Jim Burt says. Adds son Michael Burt, now a co-owner, "It's where our values lie: service, community, hard work, investing in employees and customers."

But today, We Are Nuts is the fastest growing of the businesses, supplying to restaurants, schools, clubs, and fundraising groups.

Jim Burt's three sons were under 5 when he started the two companies. Despite the long hours and constant demands, he and his wife, Margaret, who left her nursing job to become bookkeep-

Clockwise from left: Michael, Tommy, Jimmy, and Jim Burt

“The big reason for their success internally is that they have a phenomenal ability to communicate with each other.”

Tom Zappia, attorney for the Burt family

er for the family business, always made time to coach their kids' sports teams, act as chauffeur for their many activities, and gather nightly for family dinners or weekly for church activities. The boys—Michael, Tommy, and Jimmy Burt—felt their parents' presence and commitment. It led all three sons home to work with their parents.

It wasn't necessarily Jim Burt's plan to start a family-run business, but it has been “every dad's best dream, as I get to come and hang out with my three boys,” says Burt, who, at age 73, isn't quite ready to step back; he says it's just too rewarding to work together. His wife retired in 2012.

None of the sons envisioned working with their dad, either, although they grew up sitting next to him on the forklift and eating reclaimed food. Without knowing it, they were being prepared for the business.

Tommy Burt was the first to join the business in 2004 at age 24. By 2012, he had convinced his brothers to work at the company too. All three sons attended Creighton University. Tommy Burt graduated with an English lit degree, while Jimmy Burt was pre-med. Michael Burt earned his master's in finance and had been working for a company in Colorado when he decided to come home.

Early on, they brought in a consultant who administered the Myers-Briggs personality assessment to identify each brother's strengths and weaknesses. Tommy Burt sees their differences as an asset: “We all come at things differently, and while that could [make it] difficult to figure out how to move forward, we were so close growing up, it is a benefit to us, our strong relationship with one another.”

Tom Zappia has been the family's business attorney for nearly 40 years. “This has been one of the most successful transitions from first to second generation that I've seen. The big reason for their success internally is that they



have a phenomenal ability to communicate with each other.”

That collaborative mentality has helped the brothers identify growth opportunities. In 2019, the two sister-owners of Midwest Northern Nut approached We Are Nuts, offering to sell their struggling business. “They were close to shutting their doors,” says Michael Burt. Within four months, the Burts cut excess spending and turned the business around without laying off any employees.

Then the pandemic hit, cutting nut orders in half.

The company brought its “A game to the table,” says Michael Burt, focusing on how it could use the downtime to make the business more efficient, streamline systems, and start a major rebranding initiative.

They brought on Serena Pelowski of Red Lime Creative Studio in Mendota Heights to refresh the We Are Nuts brand. “We worked on logo development and brand consistency on packaging,” she says. “They had a lot of products that were not branded. I wanted to help them enter the marketplace with a lot more local visibility.”

Today, WAN operates out of a 35,000-square-foot warehouse and manufacturing facility, which Michael Burt calls “Minnesota's very own Willy Wonka fac-

tory.” “Our story is that we produce our product in small batches,” he says. The personal touch is evident in its hands-on process of roasting nuts, trail mixes, and popcorn in copper kettles that have been used for generations, as well as in the company's longtime employees.

WAN has received offers from large, well-known nut companies to expand the business and pump out high quantities of nuts at higher profits, but it remains stalwart in its commitment to premium quality. As Jim Burt says, “You can't control quality if you are doing big, massive, continuous runs. Bigger nut companies are just trying to produce volume, while we are trying to focus on quality.”

WAN's story is a brand asset, Pelowski says.

“In food right now, everyone wants local,” she says. “We created the overall packaging and branding to enable them to enter into the marketplace with a lot more local visibility.” Lunds and Byerlys have carried select WAN products since 2013, but Pelowski saw that updated messaging could drive awareness. “They have been here for years, and they are doing amazing things in the community.”

WAN recently partnered with Fit Butters, a fast-growing nut butter company popular in the fitness and bodybuilding community. WAN took over manufacturing and distribution in exchange for equity ownership. “We get this rocket-ship-ride company to work with,” Michael Burt says. Fit Butters is sold at Vitamin Shoppes and Hy-Vee, as well as direct to customers through Amazon.

While the brothers continue looking for growth opportunities, they plan to expose their seven kids, from newborn to 8 years old, to the business, just as their father did with them. Jim Burt's grandkids are already helping out in the warehouse and learning what it means to be a part of the family legacy.

HEADQUARTERS:
Minneapolis (WAN),
St. Paul (RCI)

INCEPTION: 1986/87

FAMILY NAME: Burt

WHAT THE COMPANY DOES: Reclaim Center Inc. salvages packaged food and distributes nationally to food banks, dollar stores, and other low-cost suppliers. We Are Nuts is a craft nut and snack company.

TYPE OF OWNERSHIP:
LLC

PRINCIPAL OWNERS:
Jim Burt, Tommy Burt,
Michael Burt, Jimmy Burt

EMPLOYEES: 14

FAMILY MEMBERS IN THE BUSINESS: 4

FAMILY MEMBERS ON THE BOARD: No board

Estes Enterprises

A Minneapolis family took wing to plant entrepreneurial roots at MSP Airport.

BY ADAM PLATT

Walk through the Minneapolis-St. Paul International Airport and it's all about utility. What do you need for the flight or trip you're about to take? Most of the businesses are run by global conglomerates, even those with local names you recognize. Few are more faceless than news/gift stores, the ultimate utility purchase. Read the magazine, swig the drink, toss it when you land.

But at MSP, among all that anonymity is a handful of stores that may seem like all the others but represent the sweat and toil of a Twin Cities family that risked everything on an idea—that selling stuff to travelers was a business with potential.

Estes Enterprises operates six retail shops at MSP Airport. The business was birthed in 1973 by husband

and captive audiences at airports and thought his Hallmark background made him well suited to operate there. And he had pivoted before; he had first started a funeral business in North Minneapolis in 1962 with his brother (Estes Funeral Chapel, which remains in his extended family today).

“Fred approached [the Metropolitan Airports Commission] in '85 or '86,” recalls longtime MSP Airport CEO Jeff Hamiel. “It was unusual to be approached by an entrepreneur. We'd become accustomed by then to giving contracts to large commercial entities. But Fred did his due diligence. It was a high-risk venture for him.”

It was high-risk because doing business in airports makes doing business in malls look like a cakewalk. The cost of doing business is 20 to 30 percent greater than in the non-airport world because of added security vetting for employees, specialized goods handling, and a percentage of sales guaranteed to the MAC.

But Estes knew what he was doing. Hamiel describes the airport environment as potentially lucrative thanks to the obvious captive audience. “You have 35 million people passing through our airport, and you are typically in a spending mode. It's not a purchase you're inclined to postpone.” Plus, businesses there don't need marketing or promotional spending to thrive.

At the time, Hamiel and staff were wary of leasing space to Estes, who lacked the deep pockets of most corporate vendors. “But Fred was persistent,” Hamiel says. “He had a track record, and he worked to establish a relationship with our professional staff.” So the MAC decided to take the risk on the entrepreneur and his vision. Estes' first store, Estes Gifts & News, on what is now the E concourse, opened in 1987.

The couple's daughter, Lisa Estes, now 58, moved from the Hallmark stores to MSP to manage the new business. Her brother, Frederic Estes, 54, eventually joined up and took over the business in

2004. “We started young,” he says. “We worked every job.”

Lisa Estes left the airport in 1997, after her mother's death, which motivated the change as a “way to honor her.” Fred Estes died in 2018. The family history in the funeral business sparked an interest in mortuary science, which she studied at the University of Minnesota. She's now an investigator with the Hennepin County Medical Examiner's office.

The family parlayed its eventual success on the E concourse into three more news/gift stores and two technology outlets called Bluwire. Estes Enterprises also operates a joint venture at the Tampa International Airport, which currently operates 10 stores. “They struggled for the first years, but it grew and Frederic took over—he's got an entrepreneurial mindset. He's innovative, interested in new approaches,” says Hamiel.

In case you're curious, magazine and newspaper sales are in a long-term structural decline, particularly newspapers. Books still sell; electronics are red-hot, as are beverages.

Frederic Estes says the primary challenges are keeping the airport happy and riding out external factors that can depress air travel, from terminal construction to recessions to cataclysmic events like 9/11 or a global pandemic. Multiple stores, he says, inoculate operators like him against small-scale business disruptions and create economies of scale, but nothing helped when March 2020 rolled around.

“It was like a tidal wave,” he notes. “Our parents told us to save for a rainy day. This was a typhoon.” On March 22, 2020, Estes Enterprises closed all its MSP stores, furloughed its employees, and liquidated large inventories. Its first store reopened June 1, and to date its electronics stores remain shuttered. The company is facing product and labor shortages. PPP funds were helpful but left the company with debt.



One of six Estes retail shops at the Minneapolis-St. Paul airport.

and wife Fred and Earline Estes as a collection of Hallmark greeting card stores in Minneapolis and local malls. Locations peaked at seven stores, the last of which closed in 2004. The Estes family says the greeting card business began to be commodified in the 1980s, and competing with big box shops became difficult. Sales of gift items like Department 56 collectibles, which drove the Hallmark stores' margins, had declined as well.

By the mid-1980s, Fred Estes saw the trajectory and was looking for a pivot. He was intrigued with the crowds



“Our parents told us
to save for a rainy day.
This was a typhoon.”

*Fredric Estes, owner,
Estes Enterprises, on airport
retail during the pandemic*

HEADQUARTERS:
St. Louis Park

INCEPTION: 1973

FAMILY NAME: Estes

**WHAT THE COMPANY
DOES:** Owns and
operates airport retail
venues at MSP and
TPA.

TYPE OF OWNERSHIP:
S corp.

PRINCIPAL OWNER:
Frederic Estes

EMPLOYEES: 45

**FAMILY MEMBERS IN
THE BUSINESS:** 1

**FAMILY MEMBERS ON
THE BOARD:** 1

Estes says 2020 revenues were 38 percent of the previous year. This year, he expects to do 80 percent of normal revenue. He says Delta Air Lines hubs such as MSP are doing better than many airports and describes MSP as on the “cutting edge of retail environments,” despite the airport’s age and space limitations.

Looking forward, the Esteses are confident about the post-Covid future, whenever that comes. Neither siblings’ daughters are interested in the business, but there are cousins currently in the corporate sector who feel differently. Frederic Estes says he’d like to grow the business at MSP and add stores in other airports.

Estes Enterprises was one of the

original minority-owned businesses at MSP, and the family is eager to pay it forward. Frederic Estes says lack of access to capital remains the No. 1 impediment for Black entrepreneurs, but he sees small steps forward. “Our parents were always involved in the community and our employees,” he says, “and we will remain that way.”

Delta ModTech

Engineering machines for global manufacturing.

BY JANNA NORTHRUP

Clockwise from left: Emily Allegra, Evan Schiebout, Wendy Stromberg, Ronda Schiebout, Dave Schiebout

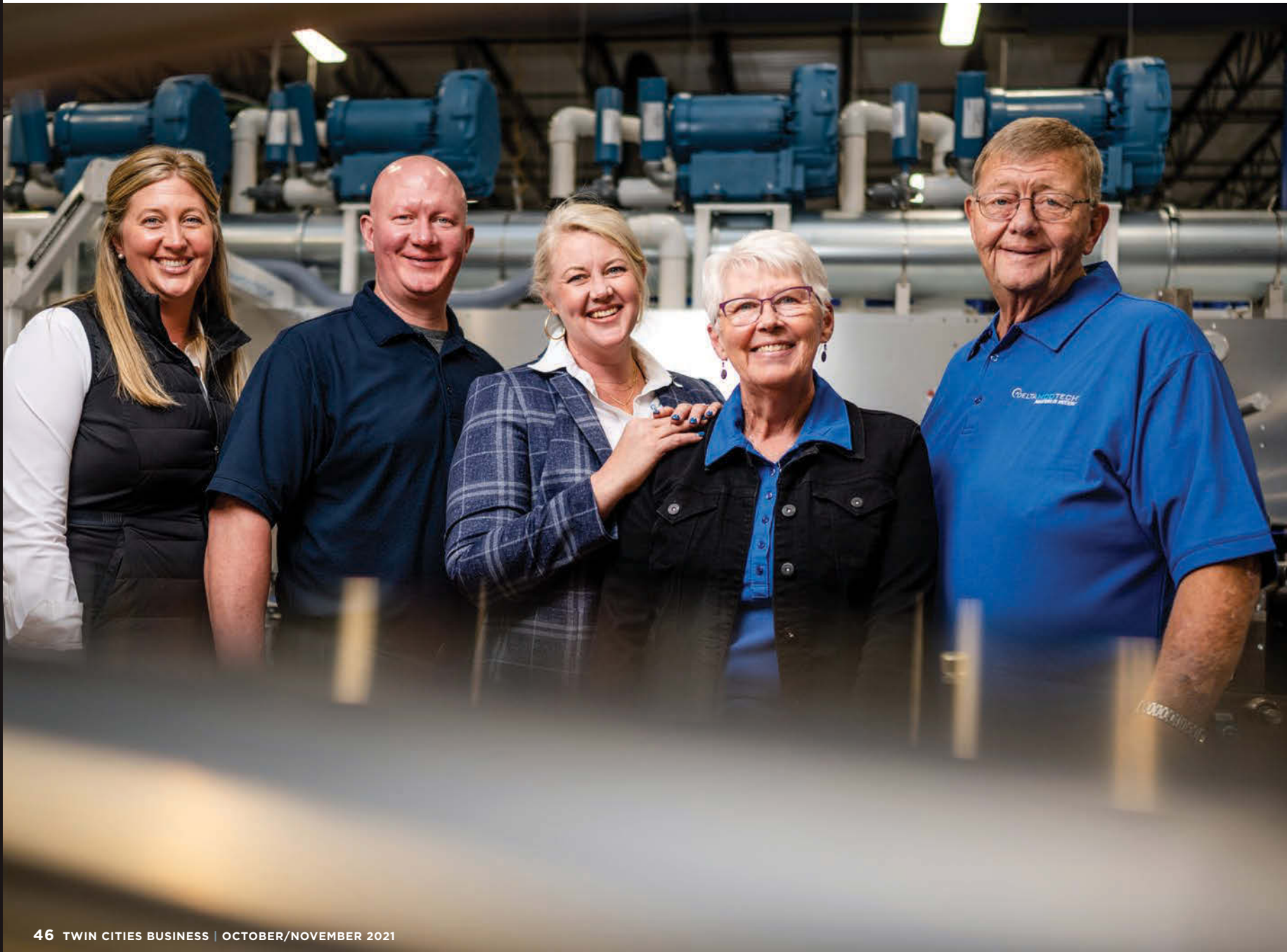
Shortly after leaving his union job in 1978, Dave Schiebout, an electrical contractor by trade, got to talking at church with a home builder, who asked him to wire the houses he was building. Once that job was completed, it didn't take long to find another project and then another. By 1978, Delta ModTech was born. "No" was not in his vocabulary.

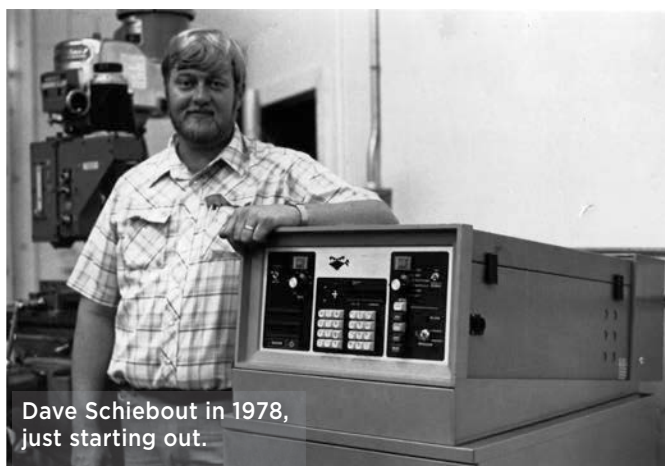
Schiebout developed a reputation for trying new things and learning from failures. Customers knew he'd do just about anything to get a machine built or repaired to fulfill a customer's needs.

"We were founded loving risk," says his son, Evan Schiebout, who is an owner of the company. "My dad wanted to take on enough risk that others weren't willing to

do," a philosophy that helped to distinguish Delta ModTech from the competition.

Dave Schiebout saw failure as a way to develop expertise, another value that became paramount at Delta. "If he did fail, he did it differently the next time. He always just moved, that was his method," says his daughter, company co-owner Wendy Stromberg.





Dave Schiebout in 1978, just starting out.



Dave and Ronda Schiebout out promoting their company in 1980.

The hard-earned expertise has resulted in a clientele in nearly 30 countries and 30-year customers. Today, Delta ModTech designs and manufactures web coating, converting and packaging solutions for a variety of industries including medical, pharmaceutical, electronic, automotive, battery and fuel cell, and radio-frequency identification (RFID). To keep up with growing demand, Delta grew its staff by 30 percent in the past year to a total of 190 employees, including a “think tank” of around 100 engineers. In August 2020, Delta ModTech moved to a new 230,000-square-foot manufacturing facility in Minneapolis. It also operates showrooms and service centers in Pennsylvania and Sweden.

But even as it has grown into a global enterprise, Delta ModTech prides itself on treating customers the same way Dave Schiebout did when he was starting out. “A customer comes to us with a product they want to make, and we say, Here is how we would help develop this product for you and mass-produce it. We design that equipment and build it,” says Evan Schiebout. Delta ModTech then test-runs the equipment, ships it to its customer, and provides ongoing service—much of which can be performed online via its team in Minnesota.

Marketing is challenging, however, because, as Stromberg says, “People take our name off of our machines because it is ultimately about who gets to market first. They don’t want to tell the world about [who made their machine]. We are a best-kept secret.”

Risk and expertise are values that have garnered solid business relationships at Delta, but the most esteemed value among the owners and employees is servant leadership, a principle that Dave Schiebout embraced early on, after hearing about the idea at a Bible study. That value manifests in celebrating employee accomplishments and supporting staff members when they have health issues or other struggles. It’s also evident in gestures like building a gym in the new facility to encourage wellness.

Servant leadership extends to the family’s humble beginnings at the company. “We all did janitor work here when we were kids,” says Evan Schiebout. “We biked over and vacuumed the floors and took out the trash at night. Eventually, I started working summertimes, and when I was 16, I started building machines on the floor.” Both he and Stromberg earned degrees in mechanical engineering before joining the family business.

Stromberg has moved up to director of people and culture after starting in mechanical design. A third sibling, Emily Allegra, is focused on developing the third generation.

Other employees have begun in a similar fashion. CFO Toby Fuerst’s son began by sweeping the floor of the warehouse, eventually moving into an engineering internship. Fuerst admits to “wearing many hats” at Delta in his 24-year tenure. He calls this strategy “lifting people’s lids.” He explains, “We aim at having people rise to a new level, stretching and allowing growth to hap-

pen. We want everyone to be able to stretch and think, then allow them to rise up.”

“We are relatively flat-managed,” Stromberg adds. “There are a few key positions we need some oversight in, but in general we would much rather teach people to lead up, down, sideways. Rather than saying, ‘You’re a manager,’ we find far more satisfaction in being given responsibilities to lead than being told what to do.”

With the company now fully in the hands of the second generation, Dave and Ronda Schiebout remain involved as board members. It’s important to all of them that the business remains in the family. Aware of the high percentage of companies that falter when a second generation takes control, the Schiebout siblings are actively developing leadership and skill training—for themselves and for their children.

Glenn VanHuzlen, a 13-year customer service employee, sums up what Delta ModTech represents. “The family has carried on the culture Dave started without missing a beat. The emphasis is on service. Dave brought people along, challenged them, and let them do their thing. He wanted his people to grow, so he gave them responsibility and expected them to do it right.” Now his children are determined to pass it along.

Their core values have anchored this company through the challenges and successes of a business that does more than just create custom manufacturing solutions; it has created a culture of togetherness with an eye to future generations.

HEADQUARTERS:
Ramsey

INCEPTION: 1978

FAMILY NAME:
Schiebout

WHAT THE COMPANY DOES: Delta ModTech and its subsidiaries are engineers and manufacturers of web coating, converting and packaging equipment for a variety of industries.

TYPE OF OWNERSHIP:
S corp.

PRINCIPAL OWNERS:
Dave Schiebout, Ronda Schiebout, Evan Schiebout, Wendy Stromberg, Emily Allegra

EMPLOYEES: 190

FAMILY MEMBERS IN THE BUSINESS: 5

FAMILY MEMBERS ON THE BOARD: 2

“We were founded loving risk.”

Evan Schiebout, co-owner, Delta ModTech

MINNESOTA FAMILY BUSINESS HUBLER AWARD:

Barbara Hauser

This attorney has helped family businesses worldwide democratize themselves.

BY GENE REBECK

How can business-owning families best make decisions together? This issue has been at the heart of Barbara Hauser's family business practice.

Hauser began working with family businesses as an attorney with the Minneapolis-based law firm Maslon in the early 1980s. That led to four years working solely with a Twin Cities-area family, then to an international family-business practice that took her to Japan, France, and throughout the Middle East. For her work helping business-owning families work better together, Hauser is this year's winner of the Hubler



Award for a Multidisciplinary Approach to Working with Family Businesses.

"She's an international figure in family business work," says Tom Hubler, the founder of Minneapolis-based consultancy Hubler for Business Families and the founder of the Minnesota Family Business Awards. "She is multifaceted in her capacity to interact with people and to talk about issues in the context of family businesses."

During her career as a consultant and author, Hauser has focused on

governance, though she says she prefers the "plain-language term of 'family decision making.'"

From 2005-2016, Hauser conducted most of her practice in Saudi Arabia. That happened because her physician husband traveled annually to the Middle Eastern nation to provide training in his specialty, ophthalmic pathology. One year, Hauser came along with him and met a wealthy family who asked for her help resolving internal conflicts over their business. Word got out about her work, and "soon I was working nearly full time for Saudi family businesses," she says. "It was fascinating."

Hauser recently wrote a chapter for a soon-to-be-published book on family businesses that summarizes her approach to governance. The elements of good decision making include:

+ **Transparency.** "Everyone in the family gets the right information, and the information is shared."

+ **Accountability.** "If someone says he'll do something, you can hold him to it."

+ **Participation.** "So often, decisions are made by a few family members or only the senior member." Opening up the decision-making process is "the best way for a family to work together."

Hauser retired from consulting work about two years ago. A Minneapolis resident, she is now the editor in chief of *The International Family Offices Journal*, published quarterly in London. As a writer and editor, she continues to stress the need for democratic decision making. Before any family begins to work together, she says, its members should agree that "they will follow a system of rules and an agreed-upon process. And they should all agree to live by the results from the democratic process." Good advice for any business, whatever country it calls home.



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SUCCESS IS IN YOUR DNA

Congratulations Minnesota Family Business Awards Honorees and Finalists!

The St. Thomas Family Business Center congratulates this year's family-run, family-owned Minnesota business awardees. For the seven winners who've engaged with our center this year, we're proud to have you part of our vibrant learning community – and you will always be a part of our family.

2021 St. Thomas Honorees and Finalists

Bituminous Roadways • Delta ModTech
• Estes Enterprises • Glenwood State Bank
• Reclaim Center • Broders' Restaurants • Groebner

stthomas.edu/familybusiness

Family Business Center



2021 Minnesota Family Business Awards Finalists

Recognizing successful family businesses and the values they perpetuate.

Broders' Restaurants

Headquarters: **Minneapolis**

Inception: **1982**

Family members in the business: **4**

Employees: **100**

Broders' Restaurants is a trio of South Minneapolis Italian restaurants started by Tom and Molly Broder and run today by their three sons, with guidance from their mother. (Tom Broder died several years ago.) Broders' Cucina Italiana, Broders' Pasta Bar, and the most recent addition, Terzo, have evolved into neighborhood institutions. The family kept all three open during the pandemic and is looking toward the future, remodeling the spaces and updating the leadership structure with growth and employee development in mind.

Elsa's House of Sleep

Headquarters: **St. Paul**

Inception: **1997**

Family members in the business: **5**

Employees: **14**

Founded by Elsa Rezene as a mattress store, Elsa's House of Sleep is now a full-service furniture store. Rezene passed away in 2004, and her son Tetra Constantino took over ownership and management of the business. Today, all three of her children and several other family members work for the business, which has two stores, although one remains closed due to riot-related damage. Still, in the last five years, Elsa's has grown from \$1.5 million to \$2 million in revenue and pivoted to e-commerce during the pandemic.

Sever's Fall Festival by Peterson Family Farm

Headquarters: **Shakopee**

Inception: **1997**

Family members in the business: **6**

Employees: **50-150**

The Peterson property is a working farm that hosts seasonal events. Established in 1890 by Sever Peterson I, the farm primarily sold produce until 1997, when the third generation opened a fall festival and corn maze that drew upward of 100,000 pre-Covid. In 2019, the fourth generation added Sever's Holiday Lights, and a drive-through display helped keep them afloat in 2020. Now the family is focused on expanding agri-tainment events.

Groeber

Headquarters: **Rogers**

Inception: **1976**

Family members in the business: **3**

Employees: **70**

Founded by Chuck Groebner in 1976, Groebner (formerly Groebner & Associates) is a manufacturing representative and distribution company that specializes in selling, stocking, and advising on natural gas products, from the pipeline to the meter. Today, Groebner has facilities in Minnesota, Illinois, Kansas, and Texas, as well as a sales team across the U.S. Chuck Groebner transitioned leadership to his two children and son-in-law; the new generation is focused on supply chain and new products and technologies.

Hewitt Docks, Lifts & Pontoon Legs

Headquarters: **Nicollet**

Inception: **1971**

Family members in the business: **6**

Employees: **85**

While it started as Bauer Welding Shop, offering welding, machining, and automotive repair, a request to help build a dock prompted owner Larry Hewitt to pivot to a business that designs and manufactures docks, boat lifts, and pontoon legs in its 450,000-square-foot manufacturing facility. Today, Larry and Linda Hewitt are retired, and two of their children own the business. They saw increased demand during the pandemic and are focused on increasing employee morale after a tough year and a half.

CONGRATULATIONS!

Fredrikson & Byron's Business and Tax Planning Group is honored to support the Minnesota Family Business Awards.

Congratulations to this year's Honorees and Finalists!

Honorees

- Bituminous Roadways
- Delta Modtech
- Estes Enterprises
- Glenwood State Bank
- We Are Nuts

Finalists

- Broders' Restaurants
- Elsa's House of Sleep
- Groebner
- Hewitt Docks, Lifts and Pontoon Legs
- Sever's Fall Festival

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PIECING TOGETHER THE *Dayton's* Project



\$350 million later, the Dayton's Project is stabilized but still searching for momentum.

BY BURL GILYARD // PHOTOGRAPHS BY DAVID BOWMAN

Rarely have guys from New York cared so much about downtown Minneapolis. For a few months this summer, New York City-based interests were fighting for control of the long-running redevelopment of the former Dayton's department store on Nicollet Mall. After acquiring it more than four years ago, New York-based 601W Cos. still owned a largely empty building with 1 million square feet of commercial space in the middle of downtown Minneapolis. New York-based Monarch Alternative Capital, which swept in to acquire the project's mezzanine loan earlier this year, was threatening to hold a foreclosure sale and auction the property to a new owner.

The companies fought it out for two months this summer in Hennepin County District Court. 601W was current on its loan but in technical default after failing to meet leasing criteria outlined in the loan documents.

The company beat back the challenge by pulling a rabbit out of the hat: It secured \$250 million in new financing and kicked in another \$18 million in equity for what remains a huge building that's only about 10 percent leased.

Mark Karasick founded the 601W Cos. and is one of the firm's three managing members. He makes it clear that the company was in dire straits amid the legal battle. In its legal filings, 601W characterized Monarch as a "vulture capitalist" that only wanted to reap a quick, potentially large profit from auctioning off the Dayton's Project.

"We had our backs against the wall. We understood that the only way that we were going to be able to survive was to be able to bring in a new lender," says Karasick. "We actually worked around the clock with our lenders, and we were able to put a new loan in place miraculously in a seven- to 10-day period."

601W still has loans to pay and the pace of leasing is slow. But a secret to its potential success is buried in the new loan documents. 601W has until Nov. 1, 2023, to lease 400,000 square feet of space. It doesn't need to get a deal done today, tomorrow, this week, or even by the end of the year. It has two years of breathing room.

"It's nice to have two to three years of runway here to get past whatever Covid and civil unrest has done to downtown," says Jim Vos, a principal with the local office of Washington, D.C.-based Cresa, a tenant representation firm.

On the flip side, the new leasing hurdles have a series of deadlines in 2024 for 601W to lease up the remaining 525,000 square feet by October 2024.

Karasick says that new leases are already in the works. Discussions are underway for approximately 100,000 square feet of office space, which he insists is a clear sign that business is picking up.

"Four months ago ... there was nothing happening," says Karasick. "We did, and do, believe that the market will come back. We think, overall, people will come back to working in the office environment."

SO MUCH VACANCY

What does the Dayton's Project have going for it? For starters, it has a prime, central location in the heart of downtown Minneapolis. Several office brokers say the redevelopment has created a standout package of amenities, including a rooftop deck, a 10,000-square-foot fitness room, a bar and lounge on the seventh floor, and a quiet retreat space called The Library. The exterior is lined with big windows, which had been covered or blacked out from inside during its department store days.

What's working against it? Chicago-based Cushman & Wakefield reported downtown Minneapolis office vacancy at 24 percent at the end of the second quarter. That's higher than anyone can remember. Plus, that metric excludes the 985,000 square feet of space covering 37 floors in the City Center tower that

Chicago-based Cushman & Wakefield reported downtown **Minneapolis office vacancy at 24 percent** at the end of the second quarter. That's higher than anyone can remember.

Target Corp. is looking to sublease; that alone would add another 3.4 percent to the vacancy rate.

Downtown offices are still thinly populated, as Covid grinds on and many employees continue to work from home. As of mid-September, the Minneapolis Downtown Council estimated that just 35.9 percent of workers had returned to the central business district. The Dayton's Project team is seeking rents of \$24 to \$26 per square foot, a steep tariff on par with the priciest properties downtown.

"With the range of available options downtown, they're still going to have a lot of competition," says Vos. "I think that uncertainty prevails. ... There is no question that everybody is looking around trying to figure out what everybody else is doing."

But one broker confirms that the Dayton's Project is drawing fresh interest.

"The professional service firms are generally coming back to downtown. ... They're definitely looking at the Dayton's Project. When people look at the building, the amenities are tremendous," says Chris Rohrer, co-founder of Minneapolis-based Rokos Advisors, a tenant representation firm.

The lease rates, however, present a hurdle for some companies.

"I think they've got to find a way to be very competitive in this Class A market," says Rohrer. "They're trying to compete with trophy Class A [properties]."

Vos notes that if companies now need less space because of hybrid work models, they might be willing to pay more per square foot for top-notch space.

"It's not so much the price per square foot," says Vos. "Now it's more the total overhead and the total experience they're offering their workforce. I think Dayton's wants to offer that total experience."

Brian Whiting, president of Chicago-based Telos Group, does not have patience for project naysayers. "I work in markets all over the country that have high vacancy," he says.

But he's a tad biased—Telos is one of the development partners on the Dayton's Project and also serves as a marketing and redevelopment consultant for 601W, with whom he has worked for more than a decade.

The Dayton's Project "plays very well to what progressive employers are looking for right now, which is something that helps them build community and build culture," he says. "Coming out of Covid ... companies are telling us that they like the product because it gives people a reason to come into the office, and they want people to come back to the office."

Whiting says that when prospective tenants get a full picture of everything the building offers, they don't blanch at the lease rates. "It's not for everybody," acknowledges Whiting. "What it's for is people who are predominantly using open collaborative space."

Mike Gelfman, senior vice president with the local office of Toronto-based Colliers International, focuses on leasing suburban office space. He says that Minneapolis has issues beyond the real estate market: races for mayor and the City Council, as well as a ballot referendum on whether the Minneapolis Police Department should be replaced. "It's just creating more uncertainty in that market."

But he says that the Dayton's Project will lease up—eventually. It's "a spectacular project. ... It's going to take years. There's just too much vacancy in downtown Minneapolis."

New Leasing Targets

The Dayton's Project totals 1 million square feet of commercial space. The 601W Cos. plan calls for 750,000 square feet of office space and 250,000 square feet of retail space. As of mid-September, only about 100,000 square feet had been leased:

- Ernst & Young (EY): 30,536 square feet, office
- Gansevoort Market: 57,325 square feet, retail/food hall
- NRG, Energy Center: 14,959 square feet, utilities

The newly assembled financing has a series of leasing targets for 601W:

- By Nov. 1, 2023: 400,000 square feet
- By April 1, 2024: 550,000 square feet
- By Aug. 1, 2024: 750,000 square feet
- By Oct. 1, 2024: 925,000 square feet

BIG, OLD, AND PROMISING

To the average citizen, this Dayton's Project may still look like an impossible dream—spending untold millions to buy and renovate what was a hulking, creaking, vacant old department store, then convincing office and retail tenants that they need to be there because it's the coolest place in town.

But that's 601W's business model—acquiring vintage, distressed buildings that were once great, bringing them back from the dead, and often selling the properties for a sizable profit. The company favors big, audacious deals and heavy investments in upgrading spaces and adding amenities. They're often looking to create destination properties.

The company takes its name from the Starrett-Lehigh Building in New York at 601 W. 26th St. in Manhattan. Karasick and company acquired the building for \$151.5 million in 1998 and sold it for \$950 million in 2011.

He says it's "totally accurate" to say that the company has never faced a series of challenges like those in Minneapolis: the triple threat of the pandemic, social unrest, and a mezzanine lender trying to gain control of the property. It's also the first time the firm has tackled a redevelopment in this market.

601W bought the building for \$59 million in early 2017, just weeks before the Macy's store there shut down. It has so far spent \$350 million on the overhaul. The financing includes about \$90 million in state and federal historic tax credits. There is not a dime from the City of Minneapolis in the deal.

As big as the Dayton's Project is in Minneapolis, it's small compared to many of 601W's projects, such as the Old Post Office in Chicago. That vintage building was on the verge of being condemned when 601W acquired it in 2016. The property, on the western edge of downtown, is three city blocks long and one block wide.

"It was totally overrun by vermin," says Karasick.

601W has spent \$800 million to overhaul 2 million square feet of space there. Uber signed a lease for 463,000 square feet. Other tenants include Walgreens, PepsiCo, and Cisco Systems. The building is now 92 percent leased.



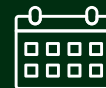
FEBRUARY 2017:
601W COS. ACQUIRES
THE PROPERTY FOR
\$59 MILLION.



MARCH 2017:
MACY'S CLOSES.



DECEMBER 2017:
PLANS FOR DESTINATION
FOOD HALL ANNOUNCED.



MARCH 2019:
DEVELOPERS ANNOUNCE
OPENING PUSHED BACK TO 2020.



“Coming out of Covid ... companies are telling us that they like the product because **it gives people a reason to come into the office,** and they want people to come back to the office.”

—BRIAN WHITING, TELOS GROUP

Karasick says that 601W saw parallels between Dayton's and the Old Post Office. “By the time we finish, we will be in for a total of about \$1.1 billion,” says Karasick of 601W's costs on the Old Post Office. “We saw Dayton's having a similar potential.”

RETAIL RUMORS

In its final years of operation as a department store, the constant question in downtown Minneapolis was, “How long can it stay open?” Since the redevelopment began, the question has become, “When the heck is it going to open?”

As a department store, Dayton's was the apex of downtown shopping. But the Dayton's Project will be an office building first and a retail destination second. The first public signs of retail life will be a temporary

holiday “Maker's Market” of a few dozen merchants. That will open in mid-November.

There was a big splash when the basement food hall curated by local celebrity chef Andrew Zimmern was announced in 2017. Since then, details have been scant. The food hall is now targeted to open in February with a mix of restaurants, all of which will share a bar, which means that each vendor does not need its own liquor license. Zimmern remains a consultant to the project; the lease for about 57,000 square feet of lower and first-level space is held by New York-based Gansevoort Market.

But for retail to survive and thrive downtown, it needs office workers.

“Today your daytime office population is not there,” says veteran retail broker John Johannson, managing director of retail services with the local office of Houston-based Transwestern. Transwestern is handling office leasing for the Dayton's Project but has no involvement in retail leasing.

The retail market is so bumpy that most commercial real estate firms with a presence in the Twin Cities have stopped doing market reports. Johannson says that the status of the Dayton's Project is more a reflection of current events than 601W's redevelopment prowess.

“I think it's a matter of unfortunate timing and influences outside the realm of their control,” says Johannson, noting that no firm has had much leasing success over the past 18 months.

Karasick says that office leases have to come first, retail leases second. “As downtown itself becomes more populated, as people are coming back to work ... as we see that, then the retail can build on that.”

Looking at 601W's track record around the U.S., it's tough to bet against it, despite the clear challenges ahead.

“If we know something works, we're going to try to repeat it in other locations. You get the right tenants to come in, the other tenants follow them,” says Karasick. “We stand on our own and we're aggressive in our approach.”

Burl Gilyard is TCB's senior writer.



Spiffing Up the Neighborhood

The IDS Center and City Center are both across the street from the Dayton's Project. Both have recently invested in upgrades and are drawing new tenants.

The IDS spent \$5 million on an upgrade of the Crystal Court that was completed in July. Its 166,110 square feet of retail is currently 87 percent leased. The new Noa restaurant opens in the former Mission American Kitchen space in November.

City Center spent \$3 million on façade upgrades at the corner of Seventh and Nicollet, completed in June. Another \$2 million was spent on infrastructure upgrades over the past two years. City Center's 381,458 square feet of retail is currently 65 percent leased. Bad Axe Throwing opens in October; Tom's Watch Bar, a national sports bar concept, will open at the corner of Sixth and Hennepin in the first half of 2022.



MARCH 2020:
THE COVID-19 PANDEMIC AND
SUBSEQUENT SHUTDOWN PUT
OPENING PLANS ON HOLD.



MARCH 2021:
FIRST OFFICE LEASE (EY)
ANNOUNCED.



JUNE 2021:
601W SUES MEZZANINE LENDER
MONARCH ALTERNATIVE CAPITAL.



AUGUST 2021:
601W COMPLETES NEW
FINANCING.

TEAMWOMEN

WAVEMAKER AWARDS

2021 Celebration

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Nicole Wright
Financial Advisor
601 Carlson Parkway, Suite 950
Minnetonka, MN 55305
952-249-7629
newright@nbaird.com
tearsewrightgroup.com

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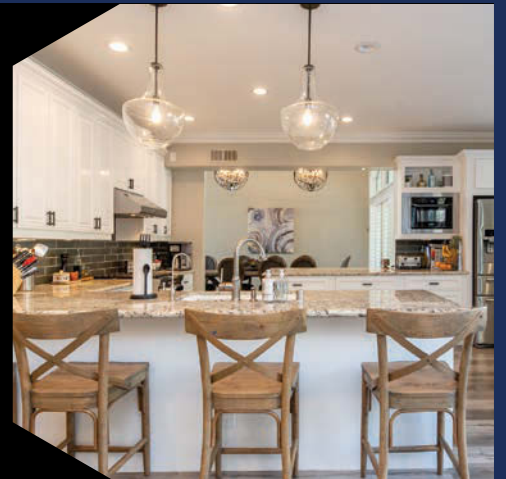
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DIANE YOHN

COO of North Star Resource Group

Diane Yohn has served as COO of North Star Resource Group since 2016. She started her career in 1979 at Securian Financial Services, and joined North Star nine years later, where she has held multiple leadership positions. Her leadership has helped North Star win several awards including Top Workplaces from the Star Tribune, Charitable Champion from InvestmentNews, and the Torch Awards for Ethics from the BBB of Minnesota. Diane's service has led to being recognized as one of Finance & Commerce's Top Women in Finance (2013) and a Women Industry Leader in the Minneapolis/St. Paul Business Journal. She also received the North Star Scott Richards Medal of Honor for her integrity, service, leadership, and selflessness.

Diane contributes through various organizations including Securian's women's group, past membership of the TeamWomen executive board, and mentorship.

Diane is a graduate of Drake University. She currently lives in Bloomington with her husband, Garry.

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TRENDING EMPLOYEE BENEFITS/HEALTH CARE

Peace Coffee, a certified B corporation, focuses on nurturing its employee culture. Among its benefits are supports for fitness and biking. Here, employees celebrate at the company's 25th anniversary party.



Boosting Benefits in an Employees' Market

From mental health support to unlimited days off, benefits packages are being tailored to meet the demands of people's new work lives. **By Julie Kendrick**

Employees took a hard look at their work lives during the pandemic, and many of them concluded they want to change their profession, their employer, or their daily existence of when and where they do work.

In seeking a clearer sense of purpose in their lives, many had to acknowledge that their work-life balance was out of whack. They recognized they needed more support and flexibility to be good employees and good family members.

As companies contemplate the workforce shortage and newly em-

powered employees, businesses are taking a fresh look at their employee benefits. To retain workers and attract new ones, some businesses are demonstrating they've heard the call of employees. They're introducing new benefits and enhancing existing ones, such as promoting employee well-being, flexible work policies, and increased paid time off.

In the Twin Cities, corporations including Target and 3M are offering new or better benefits for education assistance, mental health support, flexible work arrangements, and parental leave. Smaller companies,

including Pivot Strategies, Field Nation, and Gravie, promise employees unlimited paid time off. And Peace Coffee, a certified B corporation, keeps benefits aligned with its biking and fitness culture by providing indoor bicycle parking, an on-site tool shop for bike maintenance, and discounts on parts and cycling gear.

Changing benefits

The days of benefits packages consisting of nothing more than medical insurance and a 401(k) plan appear to be gone in most workplaces. Several corporate lead-

ers have adjusted benefits to align organizational values with employees' most pressing needs.

Tim Allen, CEO of Care.com, a platform for finding and managing family care, wrote an article this year for *Harvard Business Review* about the changing nature of employee benefits. He explained: "The pandemic laid bare the fact that we have a broken care infrastructure, support for mental health is insufficient, and many of us are entangled in demanding and inflexible workplace cultures that create burnout."

Allen cited his company's survey

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TRENDING EMPLOYEE BENEFITS/HEALTH CARE

of 500 human resource leaders and C-suite decision-makers. "Almost all (98 percent) of the leaders we surveyed plan to newly offer or expand at least one employee benefit, prioritizing the ones workers deem most essential, like child and senior care benefits, flexibility around when and where work gets done, and expanded mental health support," he said. "Organizations are responding. They've recognized that employee benefits can be life-changing for their workforce."

Waging a war for talent

In the Twin Cities, benefit offerings are beginning to reflect unprecedented societal transformation. "The type and scope of components in packages certainly have moved and shifted in the wake of the pandemic," says Jim Kwapick, Twin Cities district director for global staffing firm Robert Half International. "It's accelerated what employers are doing at a pace that's greater than anything that's happened in the prior 10 years. The world of work has changed so fundamentally, and as the war for talent becomes more pitched and acute, benefits will reflect that."

Kwapick notes that an industry rule of thumb is that benefits usually account for 20 to 35 percent of an employee's total compensation. The Twin Cities, he says, is probably at the top of that range. "It's historically been a market with progressive companies known for placing a high value on employees. There are many local employers who are open and sensitive to doing things that are more employee focused."

3M has developed a benefits philosophy for its 90,000 employees that focuses on attracting the right people, supporting them with the right benefits, and keeping a sharp eye on how those benefits stack

up with competitors' packages. "We strive to offer attractive and relevant benefit programs that will help bring people to work at 3M and encourage them to stay once they get here," says Deidre Rehfeld, vice president of global benefits and HR vendor strategy. "We ensure employees and the important people in their lives have a variety of supports to maintain their health, resiliency, and overall well-being in ways that are meaningful to them and their unique needs, and we also prepare employees to meet their retirement goals through resources and educational programs, including an on-site financial educator."

Rehfeld points out that once 3M decides which benefits to offer, it monitors and measures to make sure everything is on track. "We work with quality vendors while actively managing benefit costs for our company, our plans, and our people. And we ensure that we're meeting and exceeding administration goals. Finally, we monitor the market to identify trends, utilizing external benchmarking and research, partnering with trusted benefits partners who put people first."

At Peace Coffee, a Minneapolis-based company with 50 employees, benefits are strongly linked to its culture. "Our goal is to provide supportive benefits so that our employees feel that in addition to compensation, they have the support they need and know they're employed by someone who cares for them," says CEO Lee Wallace. "It's the right thing to do."

The pandemic has required a few flexes. "So much of our culture has been focused on getting together in person and celebrating company and personal milestones, so we've had to transition," she says. For their annual year-end party in 2020, for example, the company provided

employees with a take-home dinner from Brasa Premium Rotisserie to share with their families, along with a Patagonia branded jacket. The evening concluded with a virtual trivia night gathering.

Benefits that matter

Most companies offer a basic benefits package, but some are getting creative with new offerings. Here's a roundup of some innovative benefits provided in the Twin Cities:

Paid time off: The offering of unlimited paid time off has been on the upswing, especially in the tech sector. Other companies offer a weekly allotment of "protected time," which allows employees to block their calendars for activities that promote creative thought and well-being. That might be a trip to the gym, a walk around the lakes, or time to read that latest business title. At Peace Coffee, employees get eight paid hours annually to volunteer within the community, and many other companies offer paid time off for volunteering.

Flexibility: In August, 3M introduced Work Your Way, which Rehfeld describes as "a new approach that prioritizes flexibility in a new way and supports working differently." The new model allows employees to tell their supervisors if they want to work remotely or have a hybrid schedule, then create a personalized plan. In addition, the company introduced what Rehfeld called "mindful pandemic leave policies" that give employees more flexibility to take care of their personal health and their loved ones.

Mental health: Many companies are expanding their mental health support. During the pandemic, Target introduced free access to online resources and apps that support mental, emotional, and physical health, a benefit that's now available to all U.S. employees. The company also has the long-standing Team Member Life Resources program, which offers a limited number of

free in-person or virtual counseling sessions.

3M also added virtual appointments with mental health support professionals. Later this year, it's launching a new digital mental health platform that offers virtual support for depression, substance use disorders, post-traumatic stress disorder, and bipolar disorder.

Family care: Target offers free backup child care through Bright Horizons. At 3M, Rehfeld says, "We're particularly proud of our U.S. parental leave program, which allows employees up to six months of leave for caring and bonding, and which is available to either parent."

Education: While tuition reimbursement has been a part of many traditional benefit packages, Target made a splash in August with the announcement of a debt-free education assistance program that requires no out-of-pocket costs. The goal, says a Target spokesperson, is to eliminate college student debt and promote equitable access to education. "After one week, nearly 10,000 team members had already signed up to get more information about the program," the spokesperson says.

Salary vs. benefits

In an employment market where job candidates are definitely in the driver's seat, their first consideration still is compensation, say industry experts. "Salary has always been No. 1 with job seekers, and it probably still is," Kwapick says.

Laura King, marketing practice lead at executive search firm SkyWater Search Partners, agrees. "Usually the offer amount and who you'll be working with is what matters," King says.

"I think employees are more focused on compensation right now," Wallace says. "Around July of this year, most businesses started realizing that employees were in demand, and no business was immune. In our case, we usually give a cost-of-living adjust-

ment raise at the start of the year, and we moved that up to September. We also analyzed every job to make sure we were competitive, so some employees got a percentage increase, and a number of them are now in reclassified roles."

What advice would Rehfeld give to another company thinking about revising its benefits package? She says: "It's critical to understand both the needs and goals of your employees, and it's also so important to understand the external environment. At 3M, we have nine employee resource networks, and our benefits team stays closely connected to several of these groups to hear firsthand from networks like the parents and LGBTQIA+ communities. To avoid being too insular, you also need to research market trends."

"Companies need to think about what's important to people today," Kwapick says. "HR and benefits are important. After all, you're only as good as your people, and companies that understand that generally prevail." King says the companies "that are winning are those that are listening to their employees."

For Wallace, shifting workplace expectations have meant opening up to increased outreach that lets employees know that support and flexibility are woven into the fabric of their corporate culture. "We can't just assume employees will come to us if they need more flexibility," she says.

"We need to be the ones to initiate those conversations and to spell out why you should stay home when you're sick, or what to do if you're just having a bad day. We want them to feel supported, especially with mental health, and we're aiming to be role models for checking in and caring for each other. The pandemic has pushed us to make sure that compassion is a clearly stated company priority."

Julie Kendrick is a Minneapolis-based freelance writer.



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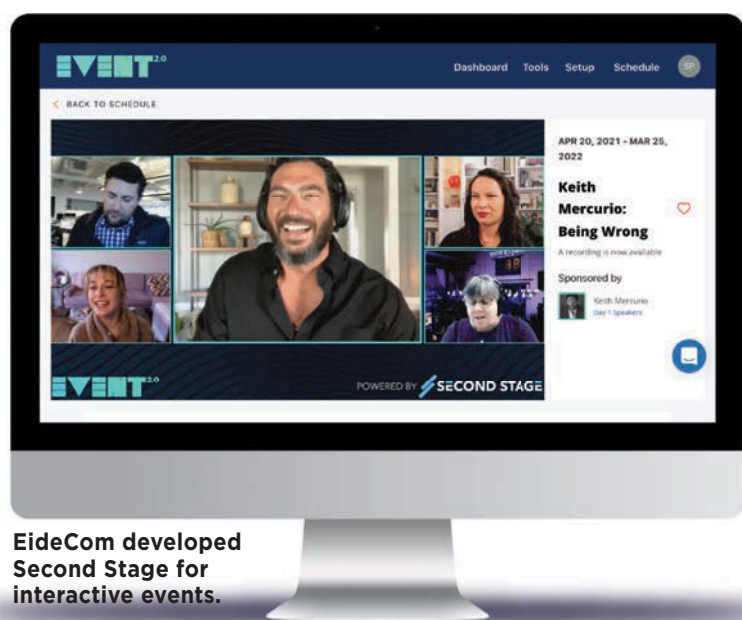
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Harnessing New Technology

The onset of Covid-19 forced businesses to maximize technology solutions for their employees and customers. Now, that technology is becoming the norm.

By Gene Rebeck



When the pandemic hit, countless client meetings, trade shows, annual conferences, and other face-to-face business events were put on hold. Virtual technologies, including Zoom, Google Meet, Webex, and Microsoft Teams, allowed many business meetings to be conducted remotely. But for larger gatherings, these platforms had their limits.

For nearly 20 years, EideCom has produced special events. The Brooklyn Park-based events production agency has a client base that

includes Snap Fitness, Cargill, and Blue Cross Blue Shield. Whatever the venue size—sometimes as large as a sports stadium—EideCom handles the audiovisual aspects, the lighting, and the overall management.

Before the pandemic upended the events industry, the Minnesota Vikings and a few other clients asked EideCom to provide livestreaming so they could serve remote audiences who could watch events live or on demand.

So when Covid lockdowns precluded large in-person gather-

ings, EideCom sped up the development of Second Stage. It's a virtual platform designed to provide "an interactive experience for the audience to connect with the main stage," says EideCom CEO Charles Eide. It's the type of experience, he and his clients contend, that can't quite be replicated on Zoom and its tech peers.

The pandemic taught many businesses new ways to work more efficiently. Now, with organizations dealing with the uncertainties of the Delta variant and employee demand for greater flexibility, some technology-driven changes look likely to stick.

Hybrid event technology

Development of Second Stage and its software began in earnest in April 2020. A year ago, it was ready for its first client, a St. Paul-based company that "gets people in the trades together for training in sales, marketing, and best practices," Eide says. The event was held in Phoenix, with 500 people attending in person and 1,000 participating remotely via Second Stage.

To create the event in Phoenix, EideCom set up all the equipment and video technology in the hotel ballroom where the presentations would be given. It then streamed the visual "content" into Second Stage,

which transmitted it to the laptops and desktops of people watching online. "It was a hybrid event that allowed their audience to choose if they wanted in-person or online," Eide says.

Breakthrough, a Green Bay, Wisconsin-based logistics company, used Second Stage to stream its annual gathering of shipper clients from Green Bay's Meyer Theater. Breakthrough used Second Stage technology to pre-record event activities, hosting 100 attendees in person and about 250 virtually.

Second Stage's biggest event so far has been a youth conference for more than 20,000 attendees held in February. EideCom "trucked out all of this equipment to Denver and basically built a giant studio," Eide says, then streamed the event to the Second Stage online platform. "You could watch the main stage, you could chat on the side, you could click on people and interact with them, you could go to the sponsors and talk to them," he says.

Eide notes that his company designed Second Stage to be intuitive, so it could be as simple to use as walking into a conference room or ballroom. "We didn't want Second Stage to be so confusing that you'd need an outside consultant to teach you how to use it," he adds.

While in-person events have been returning to various venues, Eide maintains that Second Stage will offer a great backup plan for companies dealing with ongoing worries over the Delta variant. After the pandemic finally subsides, Eide expects that many organizations will continue to offer the option to participate in events in person or online. It's a hybrid model for business events, somewhat analogous to the combination of remote and in-office work that may become the new normal for many companies.

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New Hires, Promotions, Accolades, News,
Press Releases, Awards

PROMOTION | Technology

Shelly Worrel

Principal | Wipfli LLP

Wipfli, a top 20 CPA and consulting firm, promoted Shelly Worrel to principal in its Minneapolis office. Shelly leads the firm's NetSuite team and has extensive experience in distribution and manufacturing processes. She leads clients from strategy through process improvement to drive process solutions, implementation excellence and hands-on support to ensure clients not only start using the solutions as intended but also keep optimizing the solutions for continuous improvement.



PROMOTION | Finance

Dannielle Lewis

Partner | Wipfli LLP

Wipfli, a top 20 CPA and consulting firm, promoted Dannielle Lewis, CPA, to partner in its Minneapolis office. Dannielle advises real estate clients on complex tax transactions including partnership interest exchanges, §1031 exchanges and business structuring. In addition, she leads Wipfli's Qualified Opportunity Zone team. Opportunity zones connect low-income communities with capital investments to promote economic growth while offering tax benefits to investors.



RECOGNITION | Construction/Development

Robert Paulus

President | Hotsy Minnesota

Hotsy Minnesota, a leader in industrial cleaning products and service since 1999 and is headquartered in Blaine, Minnesota, is excited to announce that it was recently acquired by Robert Paulus. Mr. Paulus is a prior Marine infantry officer, Land O'Lakes employee, University of Minnesota Carlson School MBA, and resident of Minnetonka, Minnesota. His background includes marketing, operations, and multiple leadership roles. He was selected to lead Hotsy Minnesota after a four year search.



NEW HIRE | Banking

AJ Austerman & Derrick Johnson

Market Mangers | Huntington Bank

Huntington Bank is excited to welcome AJ Austerman and Derrick Johnson, who will join the bank in the Twin Cities market. Austerman has been named business banking market manager for the Twin Cities region and Johnson has been named middle market group manager for the Minneapolis region. Both Austerman and Johnson have over 20 years of experience in the industry, and are uniquely qualified to oversee the expansion of their respective teams in this market.



PROMOTION | Health Care

Taj Mustapha & Diane Tran

Chief Equity Strategy Officer
& System Executive Director of
Community Health Equity and
Engagement | M Health Fairview

M Health Fairview named two new leaders who will help tackle one of the most important challenges facing health systems: health equity. Taj Mustapha, MD, will take on the newly created role of Chief Equity Strategy Officer. Diane Tran, who currently leads M Health Fairview's external engagement work, will take on the role of System Executive Director of Community Health Equity and Engagement.



TRENDING TECHNOLOGY

Upscale customer connections

Ecolab responded to the new normal by deploying new forms of technology. After the pandemic's arrival, many employees of the St. Paul-based supplier of cleaning and purification products and services faced restricted access to many customer sites. "About half of our company is out there with customers in their locations every day, helping them solve problems," says Marc Adams, executive vice president of commercial digital solutions. In 2020, Ecolab had to find

technologies will be essential beyond the pandemic because Ecolab's customers will continue to face challenges, including water scarcity, food safety, effects of climate change, and effective health care delivery. Ecolab offers products and services that address all these issues.

Remote technologies could prove to be a more cost-effective way for Ecolab to support its customers. "The challenges are only becoming bigger for our customers," Adams says. "We're going to continue to innovate in digital in order to help



Ecolab deployed new technology to connect with its customers.

ways to serve its customers without putting its customers and employees in situations where they could be infected with Covid.

One of its technological solutions was Microsoft HoloLens, which employs "smartglasses" to create "mixed reality" environments that combine the physical and virtual. The HoloLens platform "has opened up access to our team more broadly than ever before," Adams says.

Instead of flying great distances to help customers troubleshoot Ecolab equipment, company experts simply ship them the HoloLens eye-wear. The following day, a customer's employee slips on the special specs, allowing the Ecolab technician to see what the customer sees. Ecolab experts can direct customers to where they need to go and what they need to do, Adams says. "If they're not understanding what they're seeing, our expert can guide them: 'OK, that on the left, let's look at that.'"

Adams argues these kinds of

solve the next crises once Covid is—I hope—behind us."

C.H. Robinson, an Eden Prairie-based logistics company, also had to speed up its tech deployment plans when Covid-19 hit. Like most employers, C.H. Robinson invested in networking, security, mobility, and collaboration technologies such as Microsoft M365, which includes Teams and Yammer. These efforts allowed its newly remote employees to securely communicate and collaborate with each other, their carriers, and their customers.

To help customers better monitor shipments remotely, C.H. Robinson added features to Navisphere, its multimodal transportation management platform that connects nearly 200,000 customers and transportation providers worldwide.

It also has increased features on Navisphere Vision, its software-as-a-service platform that provides real-time order and shipment information. As part of the platform,

C.H. Robinson has incorporated Microsoft's Power BI, a business analytics tool that provides Robinson customers with real-time interactive visualizations of their shipments, primarily via dashboards.

"Harnessing the power of technology has been central to every step we have taken as an industry to navigate one of the most tumultuous years we've ever seen," says C.H. Robinson chief technology officer Mike Neill. Those digital innovations haven't slowed down. In the first quarter of 2021, the company released 128 new Navisphere features, including more flexible automated booking options for carriers and enhanced forecasting for procurement. Hundreds of additional features are planned for the rest of the year.

Covid business bump

Numerous businesses saw downturns in their 2020 revenue. Duluth-based marketing agency Giant Voices wasn't one of them. Giant Voices' top-line revenue dropped 17 percent in April 2020, which CEO Pascha Apter describes as "terrifying." Yet, she adds, "we ended up having our most successful year ever in 2020" in terms of revenue and client acquisition. Technology was the main reason.

With business travel grounded, Giant Voices needed new ways to meet new clients and help existing ones pivot to new opportunities. That required the company to do some pivoting of its own. In the past, agency people would drive or fly to meet potential and existing clients, make pitches, and devise strategies. "It was an intense, rich experience for all of us," Apter says.

But could that experience be replicated remotely? "Frankly, we weren't sure how that was going to go," Apter says. Could the experience be as robust virtually as it was in person?

Giant Voices found that it could be. It created what it calls "vision sharing," which Apter describes as "a facilitation process that we go through with our clients" to review their goals and messaging. It incor-

porates the capabilities of videoconferencing technology such as Zoom and Teams, and it includes chat, whiteboards, PowerPoint visuals, and drawing. "It isn't revolutionary technology," Apter acknowledges. "We've used platforms that we already had access to, but in different ways. And they've produced a powerful and significant ROI for our business."

What Giant Voices discovered, she adds, "was that not only were we able to do that and have a rich experience as we did in the past, it has actually been better in a lot of ways." For one thing, more people on the client side could join the discussion.

Before Covid, in-person meetings typically were limited to about six to eight top managers. Now, vision sharing sessions often gather 20 or more of the client's employees, who can provide additional insights. Giant Voices has the capacity to do more such sessions because no travel is needed. In 2020, the agency conducted three times the strategy sessions annually than it had done prior to Covid.

"We were forced to do this, but we realized that it was awesome," Apter says, adding that Giant Voices will continue offering vision sharing to clients in person and digitally.

Vision sharing's remote technology also has helped connect Giant Voices with new business opportunities. "Many of the clients we have today are national clients that we might not otherwise have had an opportunity to work with," agency president Lisa Bodine says.

The new frontier

Paul Miller, chief information officer for Minneapolis-based law firm Dorsey & Whitney, chuckles as he shares a workplace story. With most attorneys and staff working from home, Dorsey intensified its use of videoconferencing platforms during the height of the pandemic.

"This past summer, as a few people have trickled back into the office now and again, we've had requests to set up videoconferences in an office conference room," Miller

says. "We've noticed that people bring their laptops into the conference room, set them down on the table in front of them, log onto Zoom on their laptops—even though the video is being displayed on the conference room's big-screen TV monitor."

To Miller, it shows how behaviors have evolved "in the ways we do communication." People developed habits while working remotely. The firm's attorneys and staffers learned they often can be as efficient remotely as they are in the office.

Dorsey, like most law firms, has long used cloud-based, remote-accessible platforms for essential legal processes such as research and document sharing. During 2020, as most employees worked remotely, Dorsey ramped up its efforts to minimize the use of paper. For instance, staff now scan most paper documents that come to the mailroom, emailing those documents to the recipient. The firm is continuing to use that technology as people start returning to the office.

But will it be the same office? The way businesses and employees have learned to use and benefit from remote-accessible technology is making many employers take a fresh look at the workplace.

At its Denver office, Dorsey & Whitney is experimenting with "hoteling," a reconfiguration of the office layout so that some people can choose not to have a permanent desk, Miller says. Instead, they can bring their laptops and use an app to pick an open desk to work at for the day.

This is one way the law firm is addressing the demand people have to work in a hybrid model while also being efficient from a cost structure perspective of the organization, he says. At the same time, he adds, "we're provisioning a different set of technologies much more focused on mobile laptops instead of desktop computers."

Dorsey's plans for its return to the office are still evolving, he notes. "But there's no question that we see that the future will be a hybrid workforce."

Gene Rebeck is TCB's northern Minnesota correspondent.



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WOMEN IN CONSTRUCTION,
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Construction, architecture, and engineering aren't just for the guys. These 22 Notable Women in Construction, Architecture, and Engineering are serving as leaders and innovators in traditionally male-dominated sectors, making their marks in architectural engineering, construction management, data infrastructure, design, energy technology, and more. Many are experts in environmental design and green energy practices. Plus, during the pandemic, they were tasked with developing safety protocols and procedures so that their companies and projects could keep plugging ahead.

METHODOLOGY: The individuals featured did not pay to be included. Their profiles were drawn from nomination materials. This list is not comprehensive; it includes only people who were nominated and accepted after editorial review. To qualify for this list, individuals must be serving in senior-level construction, architecture, and engineering roles in Minnesota, have at least five years of experience in their field, and have shown the ability to effect change in their roles or areas of practice.



SARAH ANDERSON
President,
Master Technology
Group (MTG)

Eden Prairie-based MTG specializes in installation and service of fire alarms, security systems, data infrastructure, and audio-visual systems for commercial businesses, health care, and education. When the company launched in 2002, Sarah Anderson held an administrative role in accounting. She became president in November 2020 and has played an essential role in MTG's success over the years.

In 2020, Anderson was at the center of building and implementing a disaster recovery plan to protect MTG's livelihood. She is now leading the implementation of a new enterprise resource planning system.



LORI BAUER
Owner and
president,
Climate Makers

In 2006, after more than two decades in the contracting industry, Lori Bauer purchased Climate Makers, a mechanical and temperature control contractor with locations in Brooklyn Center and Jenkins, Minnesota. Since then, the company has grown by 500 percent, and it now employs 45 people and serves more than 500 customers.

Bauer is also involved in the development of the HVAC industry through her service on the Local 455 Joint Apprenticeship Board. She also recently began a four-year term on the Minnesota Department of Labor and Industry's Construction Codes Advisory Council.



KARI BROYLES
Vice president,
deputy general
counsel, and
chief property
development
counsel, Life Time

Kari Broyles leads the legal strategy for all property development activities of Chanhassen-based fitness and wellness company Life Time. Over the past 18 months, she has guided Life Time's property development activities through the pandemic, helping maintain a flow of projects throughout the U.S. and Canada.

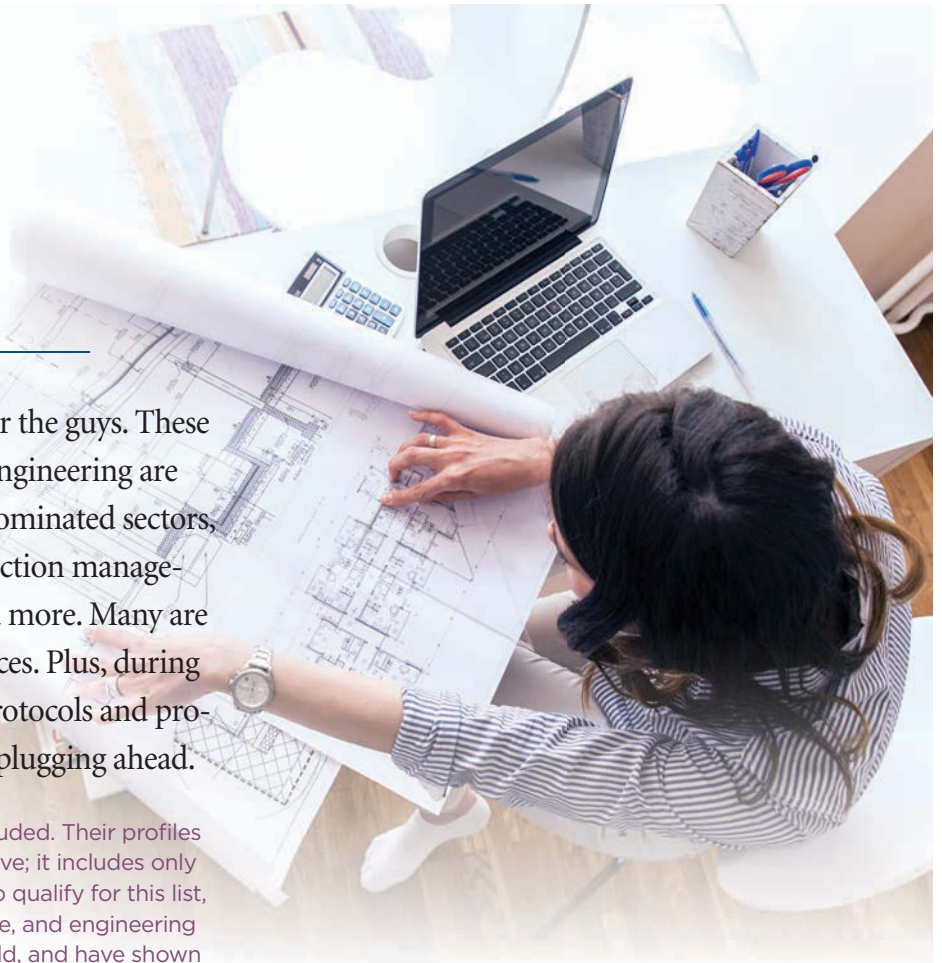
Broyles has built on existing policies and procedures, improving the efficiency of moving projects from concept to operation. She is also active in several lean initiatives, including coaching teams in problem-solving.



JENNIFER CARLSON
Senior project
coordinator,
Ryan Cos. U.S.

As a project coordinator for Minneapolis-based construction firm Ryan Cos. U.S. since 2013, Jennifer Carlson acts as a liaison between project managers, superintendents, and other members of construction teams.

Carlson has served on the board of the National Association of Women in Construction (NAWIC) Minneapolis-St. Paul chapter since 2018, becoming president in 2019. Under her leadership, the chapter has more than doubled in membership size. She organizes meetings and events, and she is working to expand the NAWIC chapter to the Duluth area.





**JACLYN
"JACKIE" DYLLA**
Vice president,
principal scientist,
Braun Intertec Corp.

At Bloomington-based geotechnical engineering and environmental consulting firm Braun Intertec, Jackie Dylla oversees the environmental cleanup required in large transportation construction projects. She assists owners in proper handling of hazardous materials so that construction activities don't hurt human health, the environment, or project safety. She has contributed to some of the largest transportation projects in Minnesota, including the St. Croix Crossing Bridge in Stillwater and rebuilding the I-35W Mississippi River bridge in Minneapolis. Dylla is also a member of Empower Women, an employee resource group for developing and retaining women in the company.



MOLLY GAIER
Chief operating
officer,
Goodmanson
Construction

Molly Gaier started her career at Roseville-based Goodmanson Construction as an HR specialist in 2013; she was named COO six years later. As well as ensuring the company's operations are running smoothly, she is in charge of many of Goodmanson's HR, compliance, and safety-related decisions. During her tenure, she has spearheaded recruitment and hiring efforts that have nearly tripled the number of employees. Gaier is also in charge of all compliance and safety initiatives, which have allowed Goodmanson to gain access to a more diverse customer base and larger projects.



JENNY HAAG
Founder and CEO,
Rise

In 2018, Jenny Haag launched Rise, a Minneapolis-based management company that provides design and branding integration services for custom fabrication and construction projects. Since then, she has worked with four professional sports teams, as well as Ecolab, General Mills, Polaris, and Target, on new developments and venues. She has been retained to work on the 200-acre Viking Lakes development in Eagan.

Before founding Rise, Haag was senior manager of construction and partnerships for the Minnesota Vikings. She was an integral part of the Vikings' design and construction teams.



MAMIE HARVEY
Principal,
Alliance

Mamie Harvey leads Minneapolis-based architecture and design firm Alliance's science and technology studio, where she focuses on programming and front-end planning strategies for the firm's clients.

Harvey has led initiatives to position Alliance as the design firm of choice for higher-education institutions and corporations. She initiated Alliance's involvement in the AIA 2030 Commitment, which tracks industry progress toward achieving carbon-neutral construction by 2030. She also has implemented an internal personnel review process that includes a career-mapping tool to measure staff progress.

CONGRATULATIONS, MAMIE AND ANNA

on being selected as two of the Twin Cities Business 2021 Notable Women in Construction, Architecture, and Engineering.

You are inspiring leaders within Alliance and the Twin Cities' business community. Thank you for your dedication!



Mamie Harvey, AIA, LEED AP BD+C, Principal

Mamie is committed to advancing Science + Technology clients' businesses through investigation, collaboration, and design excellence. Her leadership style is admired for its humility, personal accountability, active listening, and knowledge sharing.

Anna Pravinata, AIA, NOMA, LEED AP, Principal

Anna is dedicated to planning and designing leading-edge research facilities which inspire and advance the science of the future. In addition, Anna is leading the way to create opportunities for a more inclusive culture in the architectural profession.



ALLIANCE
Architecture Planning Interiors

Uniting People And Place Through Design
www.alliance.us

NOTABLE WOMEN IN CONSTRUCTION, ARCHITECTURE & ENGINEERING



DAMARIS HOLLINGSWORTH
Principal architect and owner, Design By Melo

Damaris Hollingsworth connects her Minneapolis-based architectural and design services firm with the communities she works with—often communities of color—to bring shared understanding from differences. She focuses on opportunities to apply her skills to projects that provide wealth-building opportunities for historically oppressed and excluded people. Her recent work includes the Regional Acceleration Center offices in North Minneapolis.

In 2016, Hollingsworth co-founded the Minneapolis chapter of the National Organization of Minority Architects to build networking and learning opportunities.



KRISTINE HORN ANDERSON
Managing principal and designer, PKA Architecture

Kristine Horn Anderson joined Lars Peterssen and Gabriel Keller shortly after they founded their Minneapolis-based residential architecture firm in 2009; she became a principal in 2014. Under her co-leadership, the firm has grown from three people to more than 30 architects, designers, and other professionals. She mentors her colleagues while fostering a culture of collaboration with clients, builders, interior designers, landscape architects, and other partners.

Anderson's work has been showcased on the AIA Minnesota Homes by Architects Tour. She also serves as an adjunct faculty member in the University of Minnesota's School of Architecture.



JESSIE HOULIHAN
President, Stahl

During Jessie Houlihan's seven-year tenure as president, Minneapolis-based construction company Stahl has more than doubled its total revenue and volume of work, added market share in Minnesota, opened an office in Iowa, and increased the number of services it offers.

Outside of Stahl, Houlihan serves on the executive committee of the Urban Land Institute (ULI) of Minnesota and co-chaired the creation of ULI Minnesota's Resilient Communities Council. She is working with Minneapolis officials and industry partners to help combat construction-project waste generation by creating a local material reuse center.



JENNIFER KAPLAN
Senior project manager and architect, Mohagen Hansen
Architecture | Interiors

At Wayzata-based Mohagen Hansen, Jennifer Kaplan is the go-to person for projects with complex code issues. She can take a code challenge and find a responsive-design solution.

When Covid hit and projects went on hold, Kaplan led a team to increase design process efficiency through development of design standards. The team also focused on ways to better incorporate sustainable solutions into that process. She directs the firm's activities relating to the American Institute of Architects' 2030 Challenge, which seeks to make all new developments carbon-neutral by 2030.



CONGRATULATIONS!

Nominated proudly by her peers, Molly embodies the role of COO and leader here at Goodmanson Construction.

We are so proud and honored to have you on the team, and we are very excited to be able to call you a Notable Woman in Construction!



**MOLLY
GAIER**
COO



NANCY KING
Senior vice president, product engineering, Target Corp.

Nancy King leads the product engineering team's construction of technologies that differentiate Target as a retailer. During the pandemic, her team swiftly built new tech-enabled safety and convenience features that deepened customer trust and engagement, including a "virtual line" reservation system, contactless payment options, flexible drive-up and pickup choices, and more. Her team's innovations have contributed to Target's unprecedented market share gains.

King helped launch the retailer's new Emerging Engineers Program, an onboarding initiative that supports nontraditional pathways to engineering careers.



LORI MCGUIRE
Chief operating officer, Gartner Refrigeration

Lori McGuire joined Plymouth-based Gartner in 1996 as an estimator and project manager. Since becoming the company's COO in January 2020, her accomplishments include overseeing process and procedure improvements in project management; increasing the company's margins and overall profitability; initiating monthly financial reviews, resulting in improvements in billings and cash flow; negotiating master-service agreements; developing relationships with key trades to provide prime turnkey contracts for selected accounts; and establishing in-house training for design engineers.



KIRSTEN MEEHAN
Co-owner and estimator, Ungerman Construction

Kirsten Meehan started with Plymouth-based Ungerman in 1998 doing painting and demolition work during her high school and college summers, then she joined the family business full time as a project manager after she graduated in 2004. Now a co-owner, Meehan puts a particularly strong emphasis on craftsmanship and customer service—both crucial attributes for a construction firm that specializes in emergency residential repair and restoration to address storm, fire, and water damage. She and Ungerman have won numerous awards from Contractor Connection, an online resource for insurance-covered repairs and renovation.



WILLOW NICHOLS
Partner and senior electrical engineer, Victus Engineering

Willow Nichols is a co-founder of Victus Engineering, a St. Paul-based, minority-owned mechanical, electrical, and plumbing engineering firm. She has designed electrical power and lighting systems for projects throughout the Twin Cities, including the public plazas and city parks at the Highland Bridge redevelopment, the renovation and expansion of NorthPoint Health and Wellness Center in North Minneapolis, and renovation of the historic Minneapolis City Hall.

This year, Nichols joined the market leadership advisory board of the U.S. Green Building Council's Minnesota chapter after serving two years as chair of the programs committee.



Congratulations, Jackie!

Braun Intertec proudly recognizes Jackie Dylla, Vice President, who was honored as one of the Notable Women in Construction, Architecture & Engineering for 2021.

We are so lucky to have you as part of our leadership team. Thank you for your commitment to serving your clients, fellow employee owners, and communities.



Denise Westenfield | CFO, EMC

Congratulations to Denise, a 2021 Notable Woman in Construction, Architecture + Engineering! EMC thanks you for your leadership, integrity and dedication to our employees, customers and community.

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INTERTEC**



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NOTABLE WOMEN IN CONSTRUCTION, ARCHITECTURE & ENGINEERING



HEATHER OLSON

Operations/
business unit
manager,
architecture
division,

Wunderlich-Malec Engineering

Heather Olson leads the architecture group at Eden Prairie-based engineering firm Wunderlich-Malec, which she joined in 2018. Her responsibilities include all aspects of architectural and business management. She makes initial marketing presentations, generates proposals, and lands contracts. She also works with the firm's national marketing director on corporate branding initiatives. Olson has expanded the firm's footprint, executing architectural projects in 32 states. Her marketing efforts have also opened new business opportunities for offices, restaurants, and chemical-processing facilities.



MARGARET PARSONS

Principal and board
chair, Cuningham

When Margaret Parsons joined architecture and design firm Cuningham in 1989, the firm employed 20 people in Minneapolis. Today, the firm has more than 230 employees in six offices nationwide. Parsons specializes in architecture for K-12 education. In addition to her 25-plus years of work for St. Paul Public Schools, she has designed projects in 13 states and five countries. Last year, Parsons was named Cuningham's first female board chair.

The 2020 Jury of Fellows from the American Institute of Architects elevated Parsons to fellowship status in recognition of her groundbreaking approach to community engagement in educational facility planning.



ANNA PRAVINATA

Principal, Alliance

Anna Pravinata, who joined Minneapolis-based architecture and design firm Alliance in 2005, has dedicated much of her career to designing leading-edge research facilities for corporate and academic institutions. An immigrant and a woman architect of color, she has been a leader on Alliance's equity, diversity, and inclusion committee, which supports initiatives to promote and retain a diverse staff and celebrates intercultural differences through culture-building activities. She has also developed a tool designed to remove implicit bias in staffing decisions. This year, Pravinata was elected president of the American Institute of Architects (AIA) Minnesota chapter.



LINDSEY USELDING

Co-owner and
vice president,
Ungerman
Construction

Before joining Plymouth-based Ungerman in 2013 as business operations manager, Lindsey Uselding was a store manager for Target. She carried the retailer's customer focus to Ungerman Construction in 2017, which specializes in emergency residential repair and restoration after storm, fire, and water damage. Uselding knows how to bring calm to the chaotic feelings Ungerman's customers have to manage experiencing a disaster, and she makes sure her team provides superior customer service throughout a project.

Uselding and her team recently won the Top Performer Award by Contractor Connection.

CONGRATULATIONS
JENNIFER!

JENNIFER KAPLAN, AIA
28 years with Mohagen Hansen

We are proud to announce Jennifer as
a honoree of **Twin Cities Business**
2021 Notable Women in Construction,
Architecture and Engineering

ENGAGING PROCESS.
COMPELLING SOLUTIONS.
GENUINE PARTNER.

mohagenhansen.com

Celebrating 30+ years of planning, architecture & interior design experience!

CONGRATULATIONS

JENNY HAAG

ON BEING A 2021 NOTABLE WOMEN IN CONSTRUCTION,
ARCHITECTURE & ENGINEERING HONOREE

SKOL



BETSY VOHS
Founder and CEO,
Studio BV

Since its founding in 2015, Minneapolis-based Studio BV has grown to a team of 15 designers and architects and is now one of Minnesota's fastest-growing design firms. Founder Betsy VoHS' work has been featured in local and national publications and won multiple design awards, including *Contract* magazine's Inspiration Award, which honors design promoting positive social change.

In 2018, VoHS created a pro bono design division in the firm that donates design services to organizations in need. She also donated pro bono design services to small-business owners and organizations affected by summer 2020's unrest.



DENISE WESTENFIELD
Chief financial officer, EMC
(Energy Management Collaborative LLC)

Denise Westenfield was eight months on the job as CFO of Plymouth-based lighting and energy technology provider EMC when she also assumed responsibility for HR—days before the beginning of the pandemic. She and her new team worked closely to track changing health and safety requirements, keeping lines of communication open with EMC's employees both in the office and in the field. Westenfield's leadership helped increase company income by 30 percent, despite Covid's impact on revenue. She also has improved EMC's business reporting and processes to help make better decisions.

TCB

Nonprofit Event Calendar

Bridging: Annual Gala for Bridging

Friday, October 1 | 5:30 p.m.

Celebrate Bridging's mission at their hybrid Gala—join in-person or via livestream! Bid on auction items and hear inspirational testimonials. bridging.org/get-involved/events/gala/

Reach for Resources: Ghostly Gala

Friday, October 29 | 5:30 PM - 8 PM

Get your costumes ready for our annual spooky celebration! Join us for: games, prizes, food, BINGO, music, dancing and a costume contest. reachforresources.org/events/ghostly-gala

Lifeworks Services: Advancing Disability Rights

Monday, November 8 | 12 PM - 1 PM

Join Lifeworks for a free webinar highlighting the importance of inclusion and methods for activating change. bit.ly/3h4rXG2

Catholic Community Foundation:

Catholic Schools and Social Equity

Date TBD | 6 PM - 8:30 PM

A moderated panel of experts will discuss how Catholic schools contribute to a more equitable society—and how you can support their efforts. ccf-mn.org/forums/



BUILDING NEIGHBORHOOD ECONOMIES FROM WITHIN



CONGRATULATIONS Damaris Hollingsworth

*2021 Notable Women
in Construction,
Architecture & Engineering*

ndc-mn.org

CONGRATULATIONS!



Wunderlich-Malec Congratulates

HEATHER OLSON

Principal Architect & Business Unit Manager

on the honor of being named a Twin Cities Business 2021
Notable Woman in Construction, Architecture & Engineering



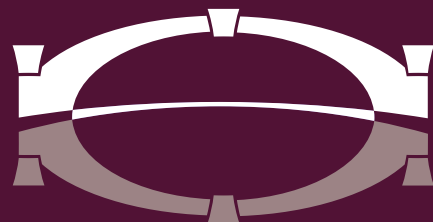
wmeng.com

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Distinctive Properties in Minnesota

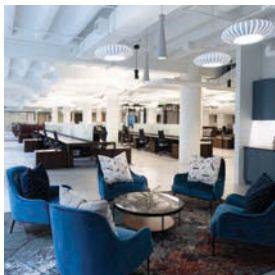
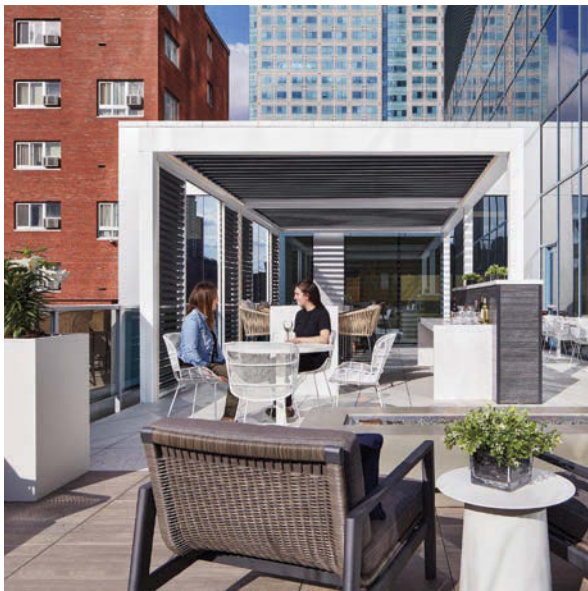
NAIOP, the Commercial Real Estate Development Association, recognizes this year's top projects, from multi-family housing to industrial properties.

Compiled by TCB Staff

The Minnesota Chapter of NAIOP, the Commercial Real Estate Development Association, has selected 16 projects for special recognition. Announcements of these winning projects were made Sept. 22 during the 38th Annual Awards of Excellence event at The Metropolitan in Golden Valley.

Ten of the 16 award categories were won by suburban projects. Four winning projects are located in Minneapolis, while St. Paul and Thief River Falls are each home to one winner.

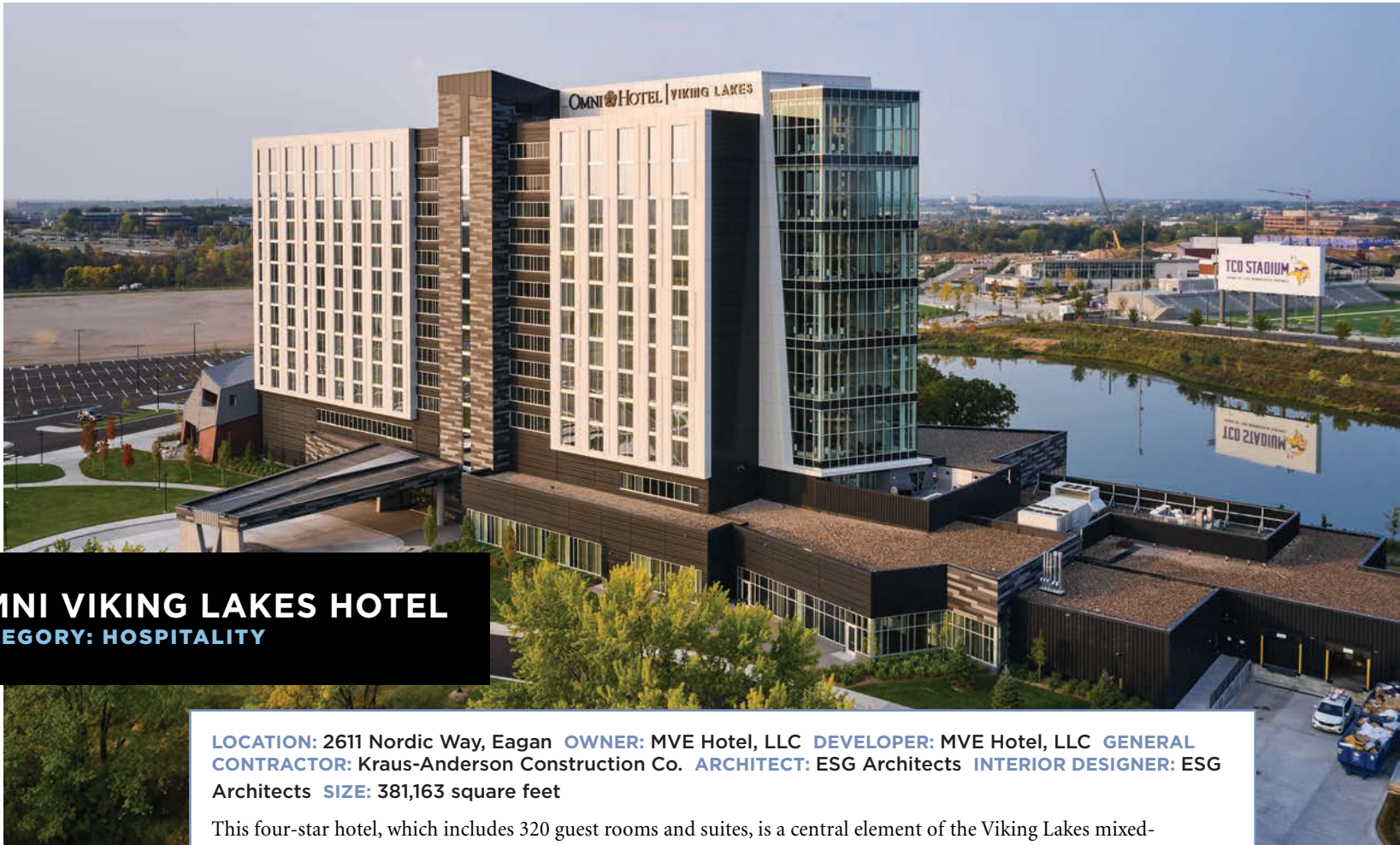
A total of 40 projects were nominated this year for NAIOP awards. The judges evaluated the buildings on project development, function and design, architectural integrity, market feasibility, sustainable attributes, and unique project challenges. The winning properties are profiled on the following pages.



Section supported by



BRIDGEWATER BANK



OMNI VIKING LAKES HOTEL

CATEGORY: HOSPITALITY

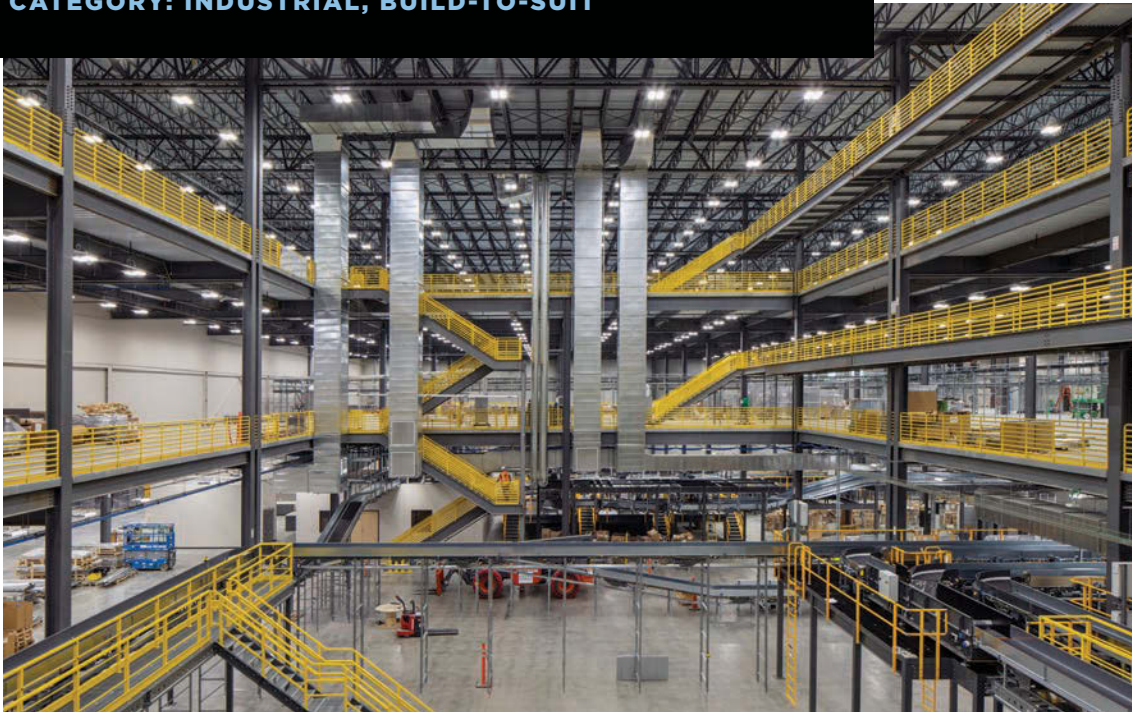
LOCATION: 2611 Nordic Way, Eagan **OWNER:** MVE Hotel, LLC **DEVELOPER:** MVE Hotel, LLC **GENERAL CONTRACTOR:** Kraus-Anderson Construction Co. **ARCHITECT:** ESG Architects **INTERIOR DESIGNER:** ESG Architects **SIZE:** 381,163 square feet

This four-star hotel, which includes 320 guest rooms and suites, is a central element of the Viking Lakes mixed-use development, which includes the TCO Performance Center for the Minnesota Vikings. Nordic traditions and Minnesota's history and culture are featured in design elements throughout the property. A local artist hand carved three large wooden pillars that are a centerpiece of the lobby. A full-service spa includes a dry sauna and outdoor saltwater therapy pool. The 14-story hotel includes 35,000 square feet of event space, and the hotel's bar terrace overlooks the Vikings football practice and training facility.



DIGI-KEY ELECTRONICS PRODUCT DISTRIBUTION CENTER EXPANSION

CATEGORY: INDUSTRIAL, BUILD-TO-SUIT



LOCATION: 601 Barzen Ave. S., Thief River Falls **OWNER:** Digi-Key Electronics **DEVELOPER:** N/A
GENERAL CONTRACTOR: McShane Construction Co. **ARCHITECT:** Widseth **INTERIOR DESIGNER:** Widseth **SIZE:** 2,200,000 square feet

Located in northwest Minnesota, Digi-Key is a worldwide distributor of electronic components. This four-level product distribution center is one of the largest warehouses in the world. At 2.2 million square feet, the facility was built with 17,000 tons of steel and 1,860 pieces of precast concrete. The multiple levels are connected through 20 miles of conveyors. Digi-Key employs about 4,000 people, and this expansion project will generate thousands more jobs over the next 10 years. The new structure is connected to Digi-Key's preexisting building through a 328-foot steel bridge. Harsh winter weather was among the construction challenges.

CANTERBURY DISTRIBUTION CENTER

CATEGORY: INDUSTRIAL, BULK DISTRIBUTION



LOCATION: 3200 4th Ave. E., Shakopee **OWNER:** United Properties **DEVELOPER:** United Properties **GENERAL CONTRACTOR:** RJ Ryan Construction **ARCHITECT:** Lampert Architects **INTERIOR DESIGNER:** Lampert Architects **SIZE:** 302,650 square feet

This facility is a major Class A bulk distribution project in the south metro. It was developed speculatively by United Properties to meet the growing e-commerce demand for modern distribution facilities. The structure has 32 feet of clearance, so it was constructed to serve tenants who have substantial loading requirements, high-bay racking needs, and trailers that have to be stored. The building features a painted precast design, and architects ensured that enhanced natural light would flow into the warehouse. The facility, which has good access to Highways 169 and 101, is adjacent to Canterbury Commons, a master-planned housing and entertainment district.



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CONGRATULATIONS

The Lorient

on your 2021 NAIOP Award of Excellence

Developer/Owner
United Properties
uproperties.com
952-835-5300

CONGRATULATIONS

Legends At Berry

on your 2021 NAIOP
Awards of Excellence Nomination

Financial Partner
Sunrise Banks
sunrisebanks.com
651-265-5600

Congratulations

Five 90 Park Apartments

on your 2021 NAIOP Awards of Excellence Nomination

Developer/General Contractor
Kraus-Anderson
krausanderson.com
612-332-7281

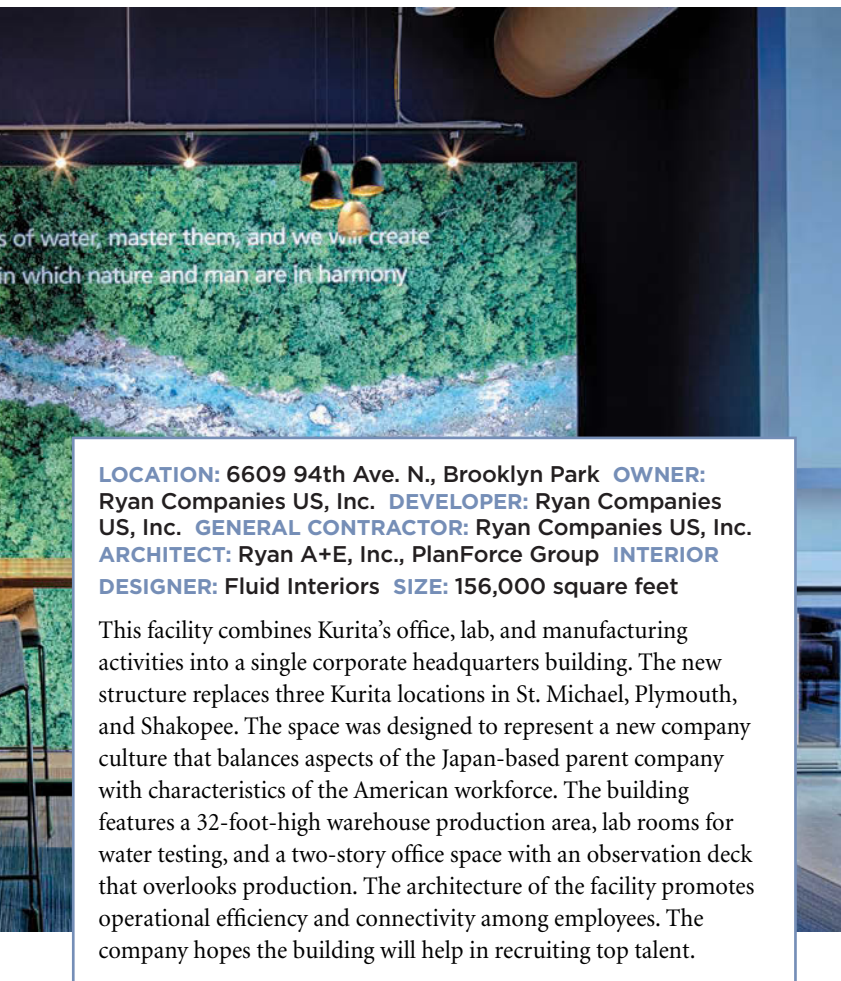
Architect/Interior Designer
UrbanWorks Architecture
urban-works.com
612-455-3100

Title Company
Commercial Partners Title
chicago title
cptitle.com
612-337-2470

TRENDING COMMERCIAL REAL ESTATE

KURITA AMERICA

CATEGORY: LIGHT INDUSTRIAL, HIGH FINISH



s of water, master them, and we will create
in which nature and man are in harmony

LOCATION: 6609 94th Ave. N., Brooklyn Park **OWNER:** Ryan Companies US, Inc. **DEVELOPER:** Ryan Companies US, Inc. **GENERAL CONTRACTOR:** Ryan Companies US, Inc. **ARCHITECT:** Ryan A+E, Inc., PlanForce Group **INTERIOR DESIGNER:** Fluid Interiors **SIZE:** 156,000 square feet

This facility combines Kurita's office, lab, and manufacturing activities into a single corporate headquarters building. The new structure replaces three Kurita locations in St. Michael, Plymouth, and Shakopee. The space was designed to represent a new company culture that balances aspects of the Japan-based parent company with characteristics of the American workforce. The building features a 32-foot-high warehouse production area, lab rooms for water testing, and a two-story office space with an observation deck that overlooks production. The architecture of the facility promotes operational efficiency and connectivity among employees. The company hopes the building will help in recruiting top talent.

SCHWIETERS BUILDING 6

CATEGORY: LIGHT INDUSTRIAL, LOW FINISH



LOCATION: 13925 Fenway Blvd. N., Hugo **OWNER:** Hugo Real Estate LLC **DEVELOPER:** Hugo Real Estate LLC **GENERAL CONTRACTOR:** Crawford Merz **ARCHITECT:** BDH **INTERIOR DESIGNER:** BDH **SIZE:** 27,180 square feet

Schwieters Companies needed a larger building for staining, painting, and assembling its millwork, doors, and cabinetry. The new warehouse is more than double the size of the previous building that was used, and the new structure has improved workflow for production and distribution. Seven enclosed truck docks protect the trucks from Minnesota weather and also produce energy savings. Varying elevations, dark banding, and bronze awnings were chosen to create contrasting elements on the building's exterior. LED light fixtures were installed throughout the entire building, and insulated precast wall panels increase efficiencies associated with heating and cooling.

Congratulations

to Schafer Richardson on The Barnum

and your 2021 NAOIP Awards of Excellence Nomination



Owner & Developer Schafer Richardson sr-re.com 612-371-3000	Financial Partner Johnson Financial Group johnsonfinancialgroup.com 612-851-0335	Title Company Commercial Partners Title Chicago Title cptitle.com 612-337-2470
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Colliers Mortgage

is proud to congratulate
NAIOP Minnesota's
2021 President's
Award recipient
Lori Larson Heller



We commend you for your significant contributions throughout the industry and beyond!



CONGRATULATIONS

Cherne Industries at Brick Yard Exchange

on your 2021 NAIOP Awards of Excellence Nomination
Developer, Design-Builder, Interior Designer,
Architect and Structural Engineer of Record
The Opus Group
opus-group.com
952-656-4444

Financial Support
City of Shakopee
shakopeemn.gov
952-233-9300

CONGRATULATIONS

7201 Metro Blvd on your 2021 NAIOP Awards of Excellence Nomination

Repositioned/Renovated Tenant
Improvement
PCL Construction Services
pcl.com
952-237-8375

CONGRATULATIONS

Lexington Landing Senior Living

on your 2021 NAIOP
Awards of Excellence
Nomination

Architect + Interior Designer
Pope Architects
popearch.com
651-642-9200

CONGRATULATIONS

Wings Financial Credit Union Headquarters

on your 2021 NAIOP
Awards of Excellence
Nomination

Architect + Interior Designer
Pope Architects
popearch.com
651-642-9200

TRENDING COMMERCIAL REAL ESTATE

LOCATION: 640 Jackson St., St. Paul
OWNER: HealthPartners **DEVELOPER:**
N/A **GENERAL CONTRACTOR:**
Kraus-Anderson Construction
Co. **ARCHITECT:** BWBR Architects
INTERIOR DESIGNER: BWBR
Architects **SIZE:** 153,000 square feet

This four-story expansion was designed to provide state-of-the-art care for mothers and their newborns. Regions can now offer “couplet care,” which means a mother and her newborn can be treated in the same room. The new birth center provides larger rooms and family-friendly amenities, hydrotherapy tubs, and postpartum suites. The neonatal intensive care unit has also been expanded. About 60 percent of birthing patients at Regions are women of color, and about one-fourth need an interpreter for care. The new center aims to advance health equity and offer high-quality care for a diverse population of patients.

SHAKOPEE VA CLINIC

CATEGORY: MEDICAL, UNDER
75,000 SQUARE FEET

REGIONS HOSPITAL BIRTHING CENTER

**CATEGORY: MEDICAL, OVER 75,000
SQUARE FEET**



CONGRATULATIONS



Cherrywood Pointe of Bloomington

on your 2021 NAIOP
Awards of Excellence
Nomination

Developer/Owner
United Properties
uproperties.com
952-835-5300

CONGRATULATIONS



Omni Viking Lakes Hotel

on your 2021 NAIOP
Award of Excellence

General Contractor
Kraus-Anderson
krausanderson.com
612-332-7281



LOCATION: 12321 Marystown Rd., Shakopee **OWNER:** SDA
DEVELOPER: SDA **GENERAL CONTRACTOR:** Anderson Companies **ARCHITECT:** Pope Architects **INTERIOR DESIGNER:** Pope Architects **SIZE:** 13,667 square feet

SDA, a Denver-based developer, owns this new facility, which is leased to Veterans Affairs. SDA worked with the Minneapolis VA to choose the comprehensive design and construction team for the clinic. The new facility is located off of Highway 169 and Marystown Road in southeast Shakopee. Natural light and large storefront glazing in the lobby and corridors were incorporated to create a calming aesthetic. Doors, flooring, lighting, and signage were designed to serve veterans with mobility challenges. The clinic offers a holistic approach, which includes primary and specialty care, mental health services, imaging, therapy, and educational resources.

Congratulations



The Redwell

on your 2021 NAIOP Awards of Excellence
Nomination

Owner & Developer
Schafer Richardson
sr-re.com
612-371-3000

General Contractor
Greiner Construction
greinerconstruction.com
612-338-1696

Architect/Interior Designer
UrbanWorks Architecture
urban-works.com
612-455-3100

CONGRATULATIONS

Haven Homes Senior Health + Living
on your 2021 NAIOP Award of Excellence

Architect + Interior Designer
Pope Architects
popearch.com
651-642-9200

CONGRATULATIONS

Arbor Lakes
Corporate Center
on your 2021 NAIOP
Awards of Excellence
Nomination

Developer, Design-Build,
Architect and
Structural Engineer of Record
The Opus Group
opus-group.com
952-656-4444

CONGRATULATIONS

LORENZ CLINIC

Rosemount
Professional Building
on your 2021 NAIOP
Awards of Excellence
Nomination

Title Company
Commercial Partners Title
Chicago Title
cptitle.com
612-337-2470

CONGRATULATIONS

X3 PROPERTIES - NEW PRODUCTION FACILITY
ON YOUR 2021 NAIOP AWARDS OF EXCELLENCE NOMINATION

Architect + Interior Designer
Pope Architects
popearch.com
651-642-9200

TRENDING COMMERCIAL REAL ESTATE



CITY CLUB APARTMENTS

CATEGORY: MULTI-FAMILY
HIGH-RISE (8+ STORIES)

LOCATION: 95 S. 10th St., Minneapolis **OWNER:** City Club Apartments **DEVELOPER:** City Club Apartments
GENERAL CONTRACTOR: Frana Companies **ARCHITECT:** BKV Group **INTERIOR DESIGNER:** City Club Apartments, BKV Group **SIZE:** 227,368 square feet

The project team restored the Handicraft Guild Building, constructed in 1907 during the Arts and Crafts movement in Minneapolis, and attached a new 17-story structure. The result is 307 apartment units, with about half micro and alcove units. A main driver of this project was a desire to pair affordable housing units with a robust amenity package. The project includes a rooftop clubroom, an outdoor pool deck, a business center, and other lifestyle amenities. Twelve parking stalls were included in the final design. Other tenants will use public transportation or existing parking spaces in the neighborhood.

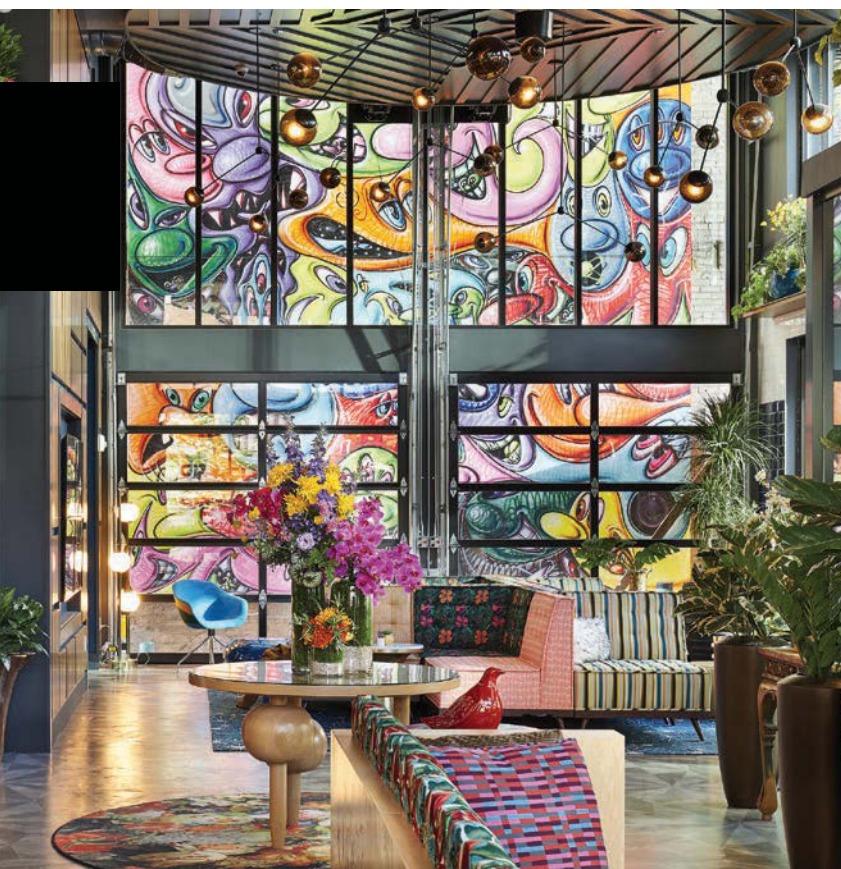


LOCATION: 4450 Excelsior Blvd., Ste. 100, St. Louis Park **OWNER:** Bridgewater Bank
DEVELOPER: N/A **GENERAL CONTRACTOR:** IronMark **ARCHITECT:** DJR Architecture
INTERIOR DESIGNER: Art Partners **SIZE:** 175,824 square feet

This project entailed redeveloping a one-story vacant commercial building into a four-story mixed-use office building. The ground floor includes a Bridgewater branch bank and 7,500 square feet of retail space. The building opened in 2020, and it provides jobs and services for people living in the surrounding housing in the Park Commons District of St. Louis Park. One of the most challenging, and important, aspects of the project was the development of the public plaza on nearby Excelsior Boulevard and Monterey Drive. The project has the electrical infrastructure to support 15 electric vehicle charging stations.

BRIDGEWATER CORPORATE CENTER

CATEGORY: MIXED USE



CONGRATULATIONS

The Hue
on your 2021 NAIOF
Awards of Excellence
Nomination

Interior Design
E. Christen Design
echristendesign.com
952-288-3477

Law Firm
Lathrop GPM
lathropgpm.com
612-632-3000



CONGRATULATIONS

Bethesda Cornerstone Village

On your 2021 NAIOF
Awards of Excellence
Nomination

General Contractor
Kraus-Anderson
krausanderson.com
612-332-7281

CONGRATULATIONS

Two22
on your 2021 NAIOF Awards of Excellence

MEP Engineer
Michaud Cooley Erickson
michaudcooley.com
612-339-4941

CONGRATULATIONS

Schwieters Building 6
on your 2021 NAIOF
Award of Excellence

Structural Engineer
GRAEF
graef-usa.com
763-898-4181



CONGRATULATIONS



**InverPoint
Business Park**
on your 2021 NAIOP
Awards of Excellence
Nomination

Developer/Owner
United Properties
uproperties.com
952-835-5300

Architect
Pope Architects
popearch.com
651-642-9200

CONGRATULATIONS

Congratulations Bosch Automotive Services Center



**On your 2021 NAIOP
Awards of Excellence
Nomination**

**Developer, Design-Builder, Interior Designer,
Architect and Structural Engineer of Record**
The Opus Group
opus-group.com
952-656-4444

CONGRATULATIONS

Vesi North Loop Apartments
on your 2021 NAIOP
Awards of Excellence Nomination

**Developer, Design-Builder,
Architect + Structural Engineer of Record**
The Opus Group
opus-group.com
952-656-4444



CONGRATULATIONS



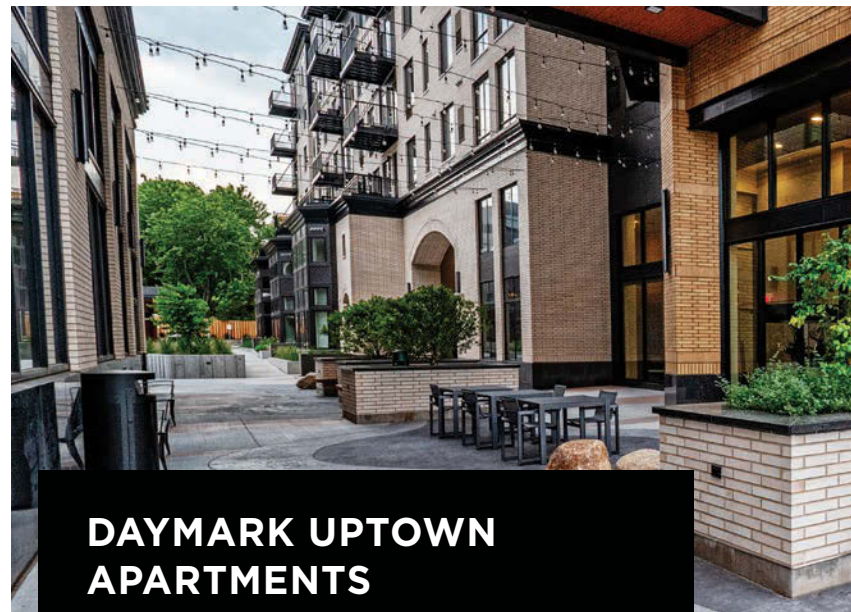
City Place III
on your 2021 NAIOP
Awards of Excellence Nomination

Title Company
Commercial Partners Title
Chicago Title
cptitle.com
612-337-2470

TRENDING COMMERCIAL REAL ESTATE

THE LORIENT

**CATEGORY: MULTI-FAMILY
LOW-RISE (1 TO 4 STORIES)**



DAYMARK UPTOWN APARTMENTS

**CATEGORY: MULTI-FAMILY MID-RISE
(5 TO 7 STORIES)**

LOCATION: 1477 W. Lake St., Minneapolis **OWNER:**
Weidner **DEVELOPER:** Ryan Companies US, Inc. **GENERAL
CONTRACTOR:** Ryan Companies US, Inc. **ARCHITECT:**
Ryan A+E, Inc. **INTERIOR DESIGNER:** Ryan A+E, Inc. **SIZE:**
335,000 square feet



LOCATION: 3901 Sunnyside Rd., Edina
OWNER: Orion Investments, United Properties
DEVELOPER: Orion Investments, United Properties
GENERAL CONTRACTOR: Stevens Construction
ARCHITECT: ESG Architecture & Design
INTERIOR DESIGNER: ESG Architecture & Design
SIZE: 131,036 square feet

The Lorient includes 45 luxury rental apartments, 6,500 square feet of restaurant and retail space, 74 below-grade resident parking stalls, and 40 at-grade, enclosed public parking stalls. The design was inspired by 1920s-era brick construction. The building consists of three levels of wood-framed construction over a ground-level concrete structure and one underground level of concrete. Empty nesters are targeted for renting the apartment units. The development replaced a dry-cleaning building, two homes, and surface parking. It was designed to offer a welcoming experience so neighbors will want to walk to and from the retail businesses.



This mixed-use development consists of 318 units of multi-family housing, 15,000 square feet of office space for Sons of Norway, and 5,000 square feet of adjacent retail space along Lake Street. Daymark housing units range from micro-units with shared kitchen and laundry to upscale penthouse suites and townhouses. A tower that replicates a daymark sits at the main corner of Humboldt and Lake, with a lit cupola that's visible for miles and acts as a design element between the north and south buildings. The development includes fitness and club rooms and a lobby coffee shop.

CONGRATULATIONS

Jardín Spanish Immersion Academy Apple Valley

on your 2021 NAIOP Award of Excellence

General Contractor
 Copeland Building Corporation
 copelandbuilding.com
 612-518-1418

Architecture/Interior Design
 CNH Architects
 cnh@cnharch.com
 952-431-4433

CONGRATULATIONS

Canterbury Distribution Center

on your 2021 NAIOP Award of Excellence

Developer/Owner
 United Properties
 uproperties.com
 952-835-5300

CONGRATULATIONS

Viridium

on your 2021 NAIOP Awards of Excellence Nomination

Owner & Developer
 Schafer Richardson
 sr-re.com
 612-371-3000

Architect/Interior Designer
 UrbanWorks Architecture
 urban-works.com
 612-455-3100

CONGRATULATIONS

Regions Birth Center

on your 2021 NAIOP Award of Excellence

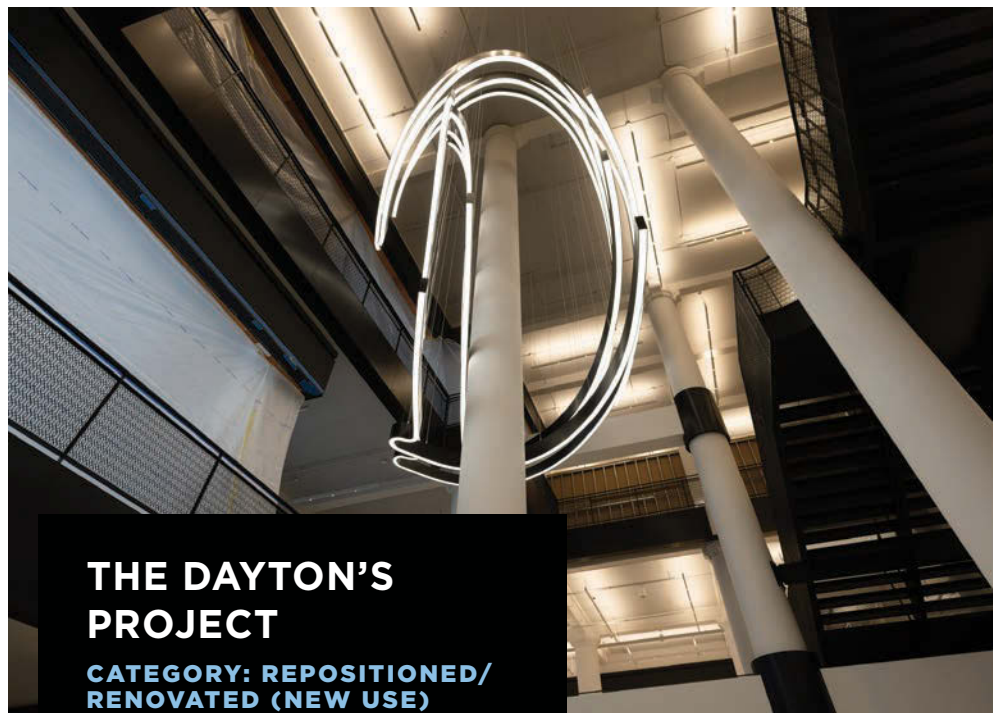
General Contractor
 Kraus-Anderson
 krausanderson.com
 612-332-7281

10 WEST END

CATEGORY: OFFICE
MULTI-TENANT

LOCATION: 1601 Utica Ave. S., St. Louis Park **OWNER:** 10 West End, LLC (Ryan Companies and The Excelsior Group) **DEVELOPER:** Ryan Companies US, Inc. **GENERAL CONTRACTOR:** Ryan Companies US, Inc. **ARCHITECT:** Ryan A+E, Inc. **INTERIOR DESIGNER:** Ryan A+E, Inc. **SIZE:** 752,858 square feet

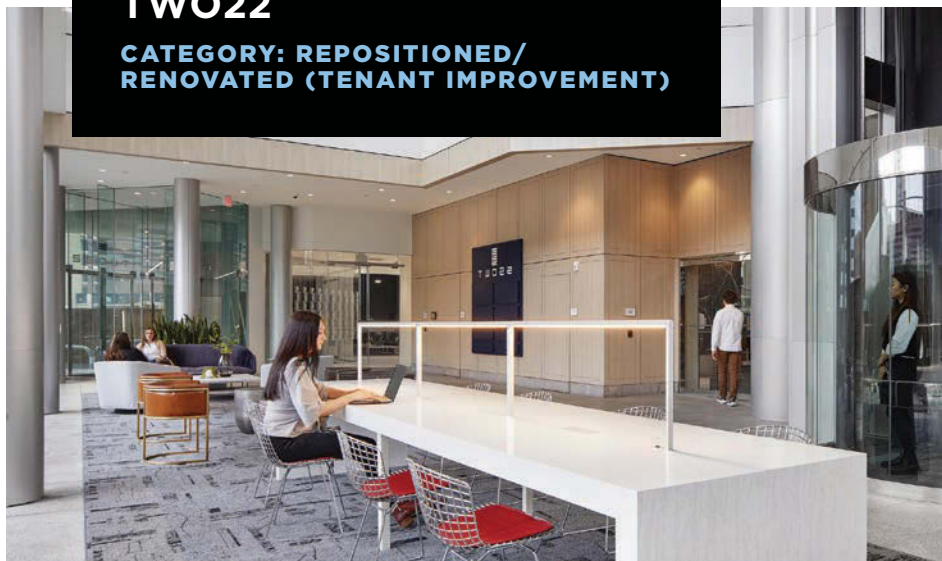
This 11-story building of Class A office space offers easy connectivity to downtown Minneapolis and the western suburbs. Seven leases were signed within four months of opening, achieving more than 50 percent of occupancy. Built on a speculative basis, the project is designed to serve tenants in a post-pandemic environment. The development balances an industrial-exposed aesthetic with low-maintenance finishes and furnishings. The top floor provides great views. 10 West End includes large conference space as well as many meeting rooms. It offers several amenities, such as a sky lounge, common deck patio, large fitness area, and bike storage.

THE DAYTON'S
PROJECTCATEGORY: REPOSITIONED/
RENOVATED (NEW USE)

LOCATION: 700 Nicollet Mall, Minneapolis **OWNER:** 601W **DEVELOPER:** 601W **GENERAL CONTRACTOR:** Gardner Builders **ARCHITECT:** Gensler Minneapolis **INTERIOR DESIGNER:** Gensler Minneapolis **SIZE:** 1,200,000 square feet

A \$350 million budget was allocated to renovate the former Dayton's department store, which consisted of three buildings. The redevelopment effort involved preserving historical details that included original flooring, the building façade, JB Hudson, and the women's fourth-floor bathroom. The Dayton's Project is on the National Register of Historic Places, and it clearly is a distinctive property. But the ability to lease tenants for the showpiece has been hampered by the pandemic and civil unrest in Minneapolis. The Dayton's Project has new plumbing and HVAC systems, upgraded elevators, modern escalators, and a touchless security system.

TWO22

CATEGORY: REPOSITIONED/
RENOVATED (TENANT IMPROVEMENT)

LOCATION: 222 S. 9th St., Minneapolis **OWNER:** Lingerfelt CommonWealth Partners **DEVELOPER:** Lingerfelt CommonWealth Partners **GENERAL CONTRACTOR:** Gardner Builders **ARCHITECT:** NELSON Worldwide **INTERIOR DESIGNER:** NELSON Worldwide **SIZE:** 41,401 square feet

Lingerfelt CommonWealth Partners, a Virginia-based commercial real estate investment firm, purchased the 42-story office tower in 2019. The building contains 727,170 square feet, and the new owner allocated about \$20 million for renovating key spaces. The new lobby incorporates stone walls and metal accents. Perimeter enclosures in the building's center were removed to emphasize natural light. The tower's refresh project also included an outdoor terrace and atrium gathering spaces. When visitors arrive, they see a spacious entryway with white marble floors and constellation-lit ceilings. Two22 also has a distinctive security reception desk in the skyway lobby.

HAVEN HOMES SENIOR HEALTH AND LIVING

CATEGORY: SENIOR LIVING

LOCATION: 4848 Gateway Blvd., Maple Plain **OWNER:** Cassia **DEVELOPER:** N/A **GENERAL CONTRACTOR:** Anderson Companies **ARCHITECT:** Pope Architects **INTERIOR DESIGNER:** Pope Architects **SIZE:** 189,000 square feet



Augustana Care and Elim Care joined together in 2018 to form Cassia, which developed a new Haven Homes facility in Maple Plain. It replaced a care center that opened in 1966. The new Haven Homes combines housing options for seniors,

including skilled care, transitional care, assisted living, memory care, and independent living. It also offers an adult day program. Because of Maple Plain's agricultural roots, the design of Haven Homes features a modern farmhouse aesthetic. The facility has bright white walls contrasted with dark window frames, dark lighting fixtures, and pops of bold color.

JARDÍN SPANISH IMMERSION ACADEMY

CATEGORY: SPECIAL PURPOSE

LOCATION: 14615 Glazier Ave., Apple Valley **OWNER:** Frauenshuh, Inc. **DEVELOPER:** Frauenshuh, Inc. **GENERAL CONTRACTOR:** Copeland Building Architects **ARCHITECT:** CNH Architects **INTERIOR DESIGNER:** CNH Architects **SIZE:** 12,192 square feet



Jardín Spanish Immersion Academy needed a new location to provide day care for about 150 children. A site near Cedar Avenue and County Road 42 was chosen as a visible location that's convenient for

parents. The available land was limited, so a two-story building was constructed, and a playground was placed on the Cedar Avenue frontage area. Regulations required that infants and toddlers be located on the main floor, while the older children could engage in their activities on the second floor. The design employs brick, glass, and panels to provide a fun, functional, and creative aesthetic.



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55. Total Paid and/or Requested Circulation (Sum of 15b(1), (2), (3), and (4))		55. Total Paid and/or Requested Circulation (Sum of 15b(1), (2), (3), and (4))		55. Total Paid and/or Requested Circulation (Sum of 15b(1), (2), (3), and (4))	
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63. Total Paid and/or Requested Circulation (Sum of 15b(1), (2), (3), and (4))		63. Total Paid and/or Requested Circulation (Sum of 15b(1), (2), (3), and (4))		63. Total Paid and/or Requested Circulation (Sum of 15b(1), (2), (3), and (4))	
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64. Total Paid and/or Requested Circulation (Sum of 15b(1), (2), (3), and (4))		64. Total Paid and/or Requested Circulation (Sum of 15b(1), (2), (3), and (4))		64. Total Paid and/or Requested Circulation (Sum of 15b(1), (2), (3), and (4))	
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65. Total Paid and/or Requested Circulation (Sum of 15b(1), (2), (3), and (4))		65. Total Paid and/or Requested Circulation (Sum of 15b(1), (2), (3), and (4))		65. Total Paid and/or Requested Circulation (Sum of 15b(1), (2), (3), and (4))	
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66. Total Paid and/or Requested Circulation (Sum of 15b(1), (2), (3), and (4))		66. Total Paid and/or Requested Circulation (Sum of 15b(1), (2), (3), and (4))		66. Total Paid and/or Requested Circulation (Sum of 15b(1), (2), (3), and (4))	
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67. Total Paid and/or Requested Circulation (Sum of 15b(1), (2), (3), and (4))		67. Total Paid and/or Requested Circulation (Sum of 15b(1), (2), (3), and (4))		67. Total Paid and/or Requested Circulation (Sum of 15b(1), (2), (3), and (4))	
12,019		12,019		12,019	
68. Total Paid and/or Requested Circulation (Sum of 15b(1), (2), (3), and (4))		68. Total Paid and/or Requested Circulation (Sum of 15b(1), (2), (3), and (4))		68. Total Paid and/or Requested Circulation (Sum of 15b(1), (2), (3), and (4))	
12,019		12,019		12,019	
69. Total Paid and/or Requested Circulation (Sum of 15b(1), (2), (3), and (4))		69. Total Paid and/or Requested Circulation (Sum of 15b(1), (2), (3), and (4))		69. Total Paid and/or Requested Circulation (Sum of 15b(1), (2), (3), and (4))	
12,019		12,019		12,019	
70. Total Paid and/or Requested Circulation (Sum of 15b(1), (2), (3), and (4))		70. Total Paid and/or Requested Circulation (Sum of 15b(1), (2), (3), and (4))		70. Total Paid and/or Requested Circulation (Sum of 15b(1), (2), (3), and (4))	
12,019					

NAIOP Nominees for 2021 Excellence Awards

Sixteen NAIOP awards were given to outstanding projects this year on Sept. 22. Twenty-four other projects were recognized as nominees. Here are the nominees by category:

INDUSTRIAL, BUILD-TO-SUIT

Bosch Automotive Service Solutions, Owatonna
Cherne Industries at Brick Yard Exchange, Shakopee
Colder Products Company, Roseville
InverPoint Business Park, Simpson Strong Tie, Inver Grove Heights
X3 Properties, New Production Facility, St. Michael

LIGHT INDUSTRIAL, HIGH FINISH

Arbor Lakes Corporate Center, Maple Grove

MEDICAL, UNDER 75,000 SQUARE FEET

CityPlace III, Woodbury
Northfield Hospital Birth Center and Clinic Expansion, Northfield
Park Dental & The Dental Specialists, Radio Drive, Woodbury
Rosemount Professional Building, Rosemount

MULTI-FAMILY LOW-RISE (1 TO 4 STORIES)

The Barnum, White Bear Lake

MULTI-FAMILY MID-RISE (5 TO 7 STORIES)

Five 90 Park Apartments, St. Paul
The HUE, Rochester
The Redwell, Minneapolis
Vesi North Loop Apartments, Minneapolis
Viridium, Minneapolis

REPOSITIONED/RENOVATED (TENANT IMPROVEMENT)

7201 Metro Blvd, Edina
Tennant Headquarters Office Relocation, Eden Prairie
Wings Financial Credit Union Headquarters, Apple Valley

SENIOR LIVING

Bethesda Cornerstone Village, Victoria
Cherrywood Pointe of Bloomington, Bloomington
Legends at Berry, St. Paul
Lexington Landing Senior Living, St. Paul
Zvago Lake Superior, Duluth

Lori Larson Heller



NAIOP President's Award

Lori Larson Heller, who built a career in commercial real estate that spanned three decades, is the winner of the 2021 NAIOP Minnesota President's Award. It is NAIOP's highest honor, and the winner is selected by chapter leaders from a field of candidates nominated by members.

Most recently, Larson Heller was executive vice president of Dougherty Real Estate Equity Advisors LLC.

She began her career in 1982 as an asset manager at Saint Paul Properties. Her career has included leadership positions at Opus, CBRE, and Dougherty Real Estate Equity Advisors. She also operated her own consulting firm.

Larson Heller's experience extended across the commercial real estate industry. She was involved in property acquisition, disposition, finance, joint venture structuring, development, corporate real estate, and asset management.

Her vast industry knowledge is based on more than \$4 billion worth of real estate transactions completed in more than 25 U.S. markets.

The NAIOP President's Award is given to people who have made outstanding contributions to the commercial real estate industry as well as NAIOP and the broader community.

Through her commitment to give back to the community, Larson Heller has served for several years on the boards of directors of three nonprofit organizations. Bridging helps furnish homes for those in need. CornerHouse provides a range of services to address child abuse. Special Olympics Minnesota supports people with intellectual disabilities who wish to take part in sports. Larson Heller's professional and community work has been recognized by business and trade publications.

Twenty years ago, Larson Heller became the first woman to serve as president of NAIOP Minnesota. She also was a member of the board of directors and served as the organization's vice president and treasurer. She was a speaker or emcee for many events, took part in or led several NAIOP committees, and was a mentor to many in the industry.

Larson Heller left her commercial real estate career in 2018 after her husband, Jim, was diagnosed with ALS, a neurological disease that's often called Lou Gehrig's disease. She became his full-time caregiver until his death in May 2020.

Jim Heller was a successful real estate developer who came to Minnesota to work for Opus. Larson Heller established the Jim Heller "End ALS" Memorial Fund. She's become a passionate advocate on behalf of other ALS patients. She's raised about \$500,000, gotten involved in ALS research and awareness efforts, and focused her energy on state and federal legislation that addresses ALS.

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 COMMERCIAL REAL ESTATE
 DEVELOPMENT ASSOCIATION
 MINNESOTA CHAPTER

Awards of Excellence Winners

RECOGNIZING EXCELLENCE IN MINNESOTA COMMERCIAL REAL ESTATE



Omni Viking Lakes Hotel
Hospitality
 Entered by: Kraus-Anderson
 Construction Company



Canterbury Distribution Center
Industrial - Bulk Distribution
 Entered by: United Properties



Digi-Key Electronics Product
 Distribution Center
Industrial Build-to-Suit
 Entered by:
 McShane Construction Company



Kurita America
Light Industrial - High Finish
 Entered by:
 Ryan Companies US, Inc.



Schwieters Building 6
Light Industrial - Low Finish
 Entered by: BDH



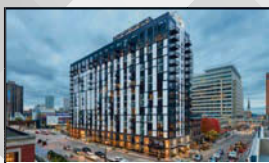
Regions Hospital Birthing Center
Medical >75,000 SF
 Entered by: Kraus-Anderson
 Construction Company



Shakopee VA Clinic
Medical <75,000 SF
 Entered by:
 Pope Architects



Bridgewater Corporate Center
Mixed-Use
 Entered by: Bridgewater Bank



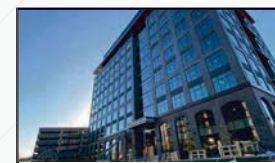
City Club Apartments
Multi-Family / Apartments
Condos - High-Rise (8+ stories)
 Entered by: BKV Group



Daymark Uptown Apartments
Multi-Family / Apartments
Condos - Mid-Rise (5-7 stories)
 Entered by:
 Ryan Companies US, Inc.



The Lorient
Multi-Family / Apartments
Condos - Low-Rise (1-4 stories)
 Entered by: United Properties



10 West End
Office Multi-Tenant
 Entered by:
 Ryan Companies US, Inc.



The Dayton's Project
Repositioned/Renovated -
New Use
 Entered by: Transwestern



Two22
Repositioned/Renovated -
Tenant Improvement
 Entered by: NELSON Worldwide



Haven Homes Senior
 Health & Living
Senior Living
 Entered by: Pope Architects



Jardín Spanish Immersion
 Academy Apple Valley
Special Purpose
 Entered by: Frauenshuh Inc.

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It is our honor to sit with, learn from and tell the stories
of this year's honorees.



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A private dining table at Trapeze (page 88)

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92 St. Paul

93 Suburbs

2021 CORPORATE DINING GUIDE

SO LONG, ZOOM MEETINGS. THESE TWIN CITIES-AREA RESTAURANTS OFFER A RANGE OF SETTINGS AND MENUS FOR PRIVATE AND SEMI-PRIVATE MEETINGS AND CORPORATE EVENTS—AND THEY’RE READY WHENEVER YOU ARE.

After a year and a half of virtual meetings, it’s nice to sit across the table from our colleagues again. Our 2021 Corporate Dining Guide can help your company choose a restaurant for its next in-person executive

meeting, company celebration, or holiday party. Whether your company is looking for a casual, upscale, or elegant atmosphere, there’s something on the list to suit every need and style. —Tess Allen

TRENDING MEETINGS AND EVENTS

KEY

- = Multiple Metro Locations
- = Entertainment Available
- = Casual Dining
- = Upscale Dining
- = Fine Dining

MINNEAPOLIS

112 Eatery

612-343-7696 | 112eatery.com

Capacity: Up to 16

Cuisine: New American cuisine with elevated comfort fare

ALMA

612-379-4909 | almampls.com

Capacity: Up to 50

Cuisine: Contemporary American cuisine featuring local, seasonal, organic ingredients

Amore Uptown

612-823-0250 | amoreuptown.com

Capacity: Up to 50

Cuisine: Old-world Italian dishes with an "Uptown" twist

Bacon Social House

612-428-7107 | baconsocialhouse.com

Capacity: Up to 126

Cuisine: Bacon-forward menu with creative twists on American classics for brunch, lunch, happy hour, and dinner

Bar La Grassa

612-333-3837 | barlagrassa.com

Capacity: Up to 14

Cuisine: Italian eatery featuring pastas and small plates

Barbette / Trapeze

612-827-5710 | barbette.com/trapeze

Capacity: Up to 40

Cuisine: French cuisine and small plates featuring local ingredients, plus a sparkling wine bar

Betty Danger's Animal Farm

612-315-4997 | bettydangers.com

Capacity: Up to 32 in winter, up to 50 when weather permits

Cuisine: American cuisine

Borough

612-354-3135 | boroughmpls.com

Capacity: Up to 50

Cuisine: Modern, seasonal American fare

Brit's Pub

612-332-3908 | britspub.com

Capacity: 20 to 250

Cuisine: Classic British pub fare and American favorites

Bryant-Lake Bowl & Theater

612-825-3737 | bryantlakebowl.com

Capacity: Up to 70

Cuisine: American fare with local and sustainably sourced foods, including burgers, bowls, and breakfast

The Butcher's Tale

612-236-4075 | butcherstale.com

Capacity: Up to 70

Cuisine: American cuisine with artisanal meats such as handcrafted sausages and slow-fired long ribs

The Capital Grille

612-692-9000 | thecapitalgrille.com

Capacity: Up to 50

Cuisine: Hand-cut, dry-aged steaks and seafood

Centro / Vivir / Escondido

612-345-5527 | vivirmpls.com

Capacity: Up to 12

Cuisine: Mexican café, market, and bakery, plus agave lounge

Crave

612-332-1133 | craveminneapolis.com

Capacity: 8 to 250

Cuisine: American cuisine and sushi

The Dakota

612-332-1010 | dakotacooks.com

Capacity: 30

Cuisine: American cuisine

EaTo

612-208-1638 | helloeatompls.com

Capacity: Up to 40

Cuisine: Italian-style cuisine

Fhima's

612-353-4792 | fhimasmpls.com

Capacity: 10 to 80

Cuisine: Globally inspired French Mediterranean cuisine with a Mid-western touch

FireLake Grill House & Cocktail Bar

612-216-3473 | firelakerestaurant.com

Capacity: Up to 48

Cuisine: New American dishes with local ingredients cooked over a wood-burning flame

The Freehouse

612-339-7011 | freehousempls.com

Capacity: Up to 50

Cuisine: Elevated brewpub fare with an emphasis on breakfast and local foods

Giulia

612-215-5450 | dinegiulia.com

Capacity: Up to 50

Cuisine: Northern Italian cuisine

Gluek's Restaurant & Bar

612-338-6621 | glueks.com

Capacity: Up to 60

Cuisine: Old-world beer hall with diverse pub eats

Hell's Kitchen

612-332-4700 | hellskitcheninc.com

Capacity: Up to 135

Cuisine: American and Minnesotan comfort food with a twist; always cooked from scratch

i.e. Italian Eatery

612-223-8504 | italianeatery.com

Capacity: Up to 25

Cuisine: Modern Italian cuisine

J.D. Hoyt's Supper Club

612-338-1560 | jdhoys.com

Capacity: Up to 32

Cuisine: Cajun-influenced steakhouse with charcoal-grilled steaks, seafood, and chops

Jefe Urban Cocina

612-255-2000 | jefeminneapolis.com

Capacity: 10 to 200

Cuisine: Tacos and Mexican bar bites

Kieran's Irish Pub

612-339-4499 | kierans.com

Capacity: 15 to 150

Cuisine: Irish-American pub food

Lake Harriet Brasserie

612-354-2197 | lakeharrietbrasserie.com

Capacity: Up to 36

Cuisine: Sustainable New American fare

Manny's Steakhouse

612-339-9900 | mannyssteakhouse.com

Capacity: Up to 28

Cuisine: Specializing in steak and seafood

Nord Social Hall at French Meadow Café

Minneapolis
612-767-3443 ext. 22
nordsocialhall.com

Capacity: 15 to 200

Atmosphere: Casual-upscale



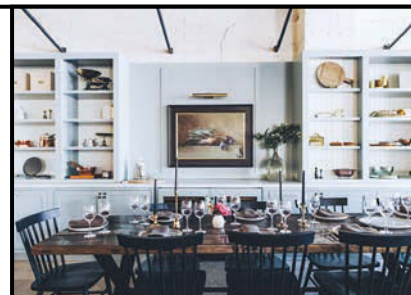
Nord Social Hall can be dressed to suit your event, from Gatsby-style glamour to French Provincial elegance. With hardwood floors, a large wood-slatted wall, and eclectic clusters of chandeliers, the Social Hall allows for your style to come through. With the help of our dedicated event team, we can curate all the details from beginning to end!

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Minneapolis & Edina
612-870-2640
thelynhall.com

Capacity: 10 to 125

Atmosphere: Upscale



We strive to make the experience of eating food together exceptional and comfortable. The Lynhall is as ideally suited to host intimate social gatherings as it is for business groups looking for a relaxing space. We hope to have the opportunity to create an experience that is meaningful and memorable for you and your guests.



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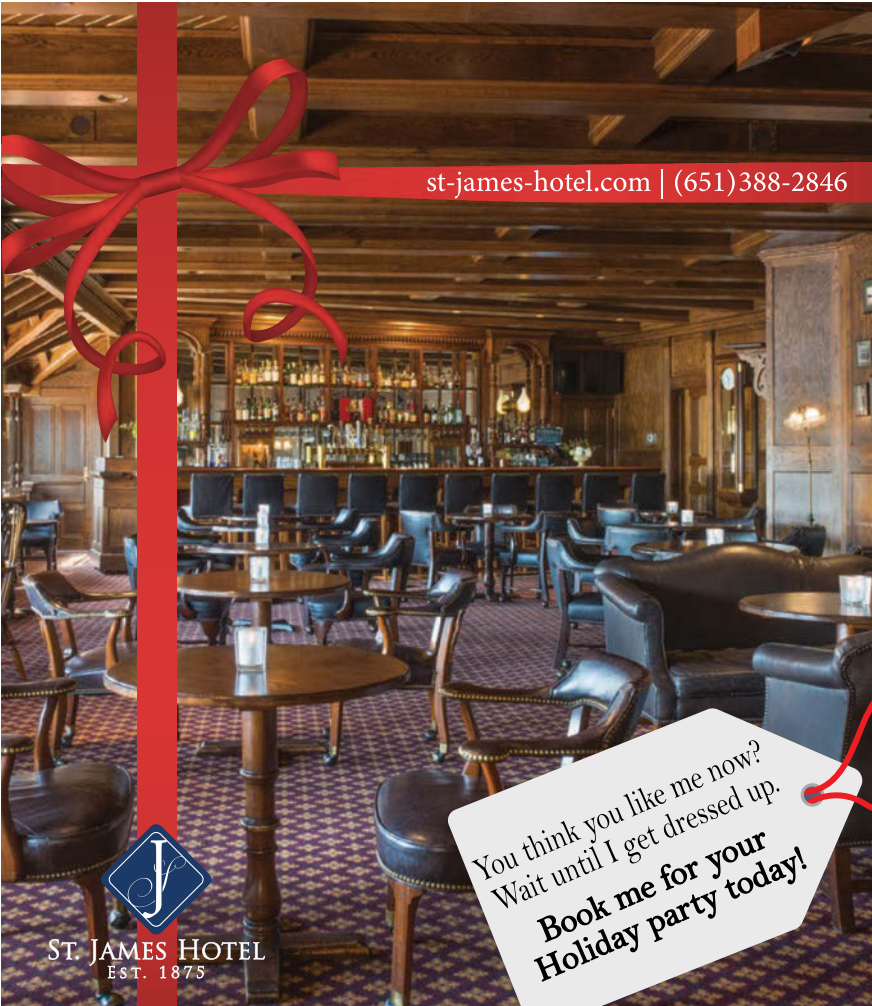


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The Market at Malcolm Yards ✕

612-886-1022 | [malcolmyards.
market](http://malcolmyards.market)

Capacity: Up to 300

Cuisine: A wide variety of food from various vendors available

Market Bar-B-Que ✕

612-872-1111 | marketbbq.com

Capacity: 30 to 125

Cuisine: Specializing in smoked meats

Monello ✕

612-353-6207 | monellompls.com

Capacity: Up to 44

Cuisine: Cuisine from the south-west coast of Italy

The Monte Carlo IOI

612-333-5900 | montecarlomn.com

Capacity: 20 to 100

Cuisine: Steaks, chops, seafood, pasta, chicken wings, and more

Moto-i Ramen and Sake House ✕

612-821-6262 | moto-i.com

Capacity: Up to 30

Cuisine: Japanese noodles and small plates

Murray's 🍷

612-339-0909 |

murraysrestaurant.com

Capacity: Up to 50

Cuisine: American steakhouse

Normandy Kitchen and Bar IOI

612-370-1400 |

normandykitchen.com

Capacity: Up to 240

Cuisine: Classic American bistro cuisine

The Oceanaire Seafood Restaurant 🍷

612-333-2277 |

theoceanaire.com

Capacity: Up to 24

Cuisine: Fish and seafood

P.S. Steak IOI

612-886-1620 | psmpls.com

Capacity: Up to 70

Cuisine: Steakhouse with seasonal dishes

Psycho Suzi's ✕ 🎵

612-788-9069 | psychosuzis.com

Capacity: Up to 22

Cuisine: American bar fare and pizzas

Rainbow Chinese Restaurant and Bar ✕

612-870-7084 |

rainbowrestaurant.com

Capacity: Up to 100

Cuisine: Classic and contemporary Chinese cuisine

Red Stag Supperclub IOI

612-767-7766 |

redstagsupperclub.com

Capacity: Up to 100

Cuisine: Supper club fare made with locally sourced, organic ingredients

Rock Bottom Restaurant & Brewery IOI

612-248-1780 | rockbottom.com

Capacity: Up to 140

Cuisine: Brewpub serving upscale pub food and American fare

Spoon and Stable IOI

612-224-9850 |

spoonandstable.com

Capacity: Up to 24

Cuisine: French-inspired cuisine focused on local and seasonal ingredients

Stella's Fish Café & Prestige Oyster Bar IOI 🎵

612-824-8862 |

stellasfishcafe.com

Capacity: Up to 100

Cuisine: Seafood

Tullibee 🍷

651-468-0400 | [hewinghotel.
com/tullibee-restaurant](http://hewinghotel.com/tullibee-restaurant)

Capacity: Up to 50

Cuisine: Upscale Nordic cuisine

Twin Cities 400 Tavern ✕

612-455-6311 | tc400tavern.com

Capacity: Up to 52

Cuisine: Modern Minnesotan tavern offering contemporary American comfort food

Union Rooftop Bar & Grill ✕

612-455-6690 | unionmpls.com

Capacity: Up to 75

Cuisine: American cuisine

Urban Eatery IOI

612-920-5000 |

myurbaneatery.com

Capacity: Up to 150

Cuisine: American cuisine

Wilde Café & Spirits IOI

612-331-4544 | wildecave.com

Capacity: 6 to 36

Cuisine: American comfort dishes



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TRENDING MEETINGS AND EVENTS

ST. PAUL

Bellecour Bakery at Cooks of Crocus Hill

651-228-1333 |
cooksforcrocushill.com
Capacity: 50

Cuisine: French-inspired baked
goods and bistro fare

Bennett's Chop & Railhouse

651-228-1408 |
bennettschopandrailhouse.com
Capacity: 20 to 50
Cuisine: American steakhouse

Citizen

651-605-0190 |
citizensaintpaul.com
Capacity: Up to 80
Cuisine: Modern American
cuisine, small plates, elevated
comfort food

Cossetta

651-222-7378 | cossettas.com
Capacity: Up to 50
Cuisine: Italian cuisine

DeGidio's

651-291-7105 | degidios.com
Capacity: 40 to 160
Cuisine: Italian cuisine

Downtowner Woodfire Grill

651-228-9500 |
downtownerwoodfire.com
Capacity: Up to 34
Cuisine: Persian cuisine featur-
ing steaks, kabobs, and pizza
cooked on a traditional oak-
burning grill

The Gnome Craft Pub

651-219-4233 | thegnomepub.com
Capacity: 130
Cuisine: Local, seasonal Ameri-

can fare and a variety of draft
microbrews

Herbie's on the Park

651-726-1700 |
herbiesonthepark.com
Capacity: Up to 100
Cuisine: Upscale tavern fare

Holman's Table

612-800-5298 | holmanstable.com
Capacity: Up to 70
Cuisine: Modern New American
cuisine

Kincaid's Fish, Chops & Steaks

651-602-9000 | kincaids.com
Capacity: 75
Cuisine: Steaks and seafood

La Grolla

651-221-1061 | lagrollastpaul.com
Capacity: Up to 30
Cuisine: Classic pasta and grilled
dishes

The Lexington

612-812-5596 | thelexmn.com
Capacity: Up to 100
Cuisine: American steakhouse fare

Mancini's Char House

651-224-7345 | mancinis.com
Capacity: 30 to 150
Cuisine: Charbroiled steaks and
lobster

Meritage

651-222-5670
meritage-stpaul.com
Capacity: 6 to 18
Cuisine: Mix of traditional French
cuisine with seasonal New
American

Moscow on the Hill

651-291-1236 |

Morrissey Hospitality

St. Paul
651-221-0815
morrisseyhospitality.com

Capacity: Up to 2,000
Types of Spaces: Casual to fine



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moscowonthehill.com

Capacity: Up to 80

Cuisine: Authentic Russian cuisine

The Naughty Greek ☒

651-219-4438

thenaughtygreek.com

Capacity: Up to 86

Cuisine: Authentic Greek cuisine

Osteria I Nonni !O!

651-905-1081 | *osteriainonni.com*

Capacity: Up to 35

Cuisine: Italian cuisine including fresh seafood and pastas

Rival House ☒

651-255-0645 |

rivalhousesstpaul.com

Capacity: Up to 80

Cuisine: Wood-fired pizzas, shareable bites

Saint Dinette !O!

651-800-1415 | *saintdinette.com*

Capacity: Up to 80

Cuisine: American fare

Sakura Restaurant and Bar ☒

651-224-0185 | *sakurastpaul.com*

Capacity: Up to 30

Cuisine: Traditional Japanese cuisine including sushi, tempura, and bento boxes

Salut Bar Americain ☒

651-917-2345 |

salutbaramericain.com

Capacity: Up to 44

Cuisine: French bistro and raw bar

The St. Paul Grill !O!

651-224-7455 | *stpaulgrill.com*

Capacity: Up to 64

Cuisine: Classic American eatery showcasing steaks, chops, and seafood

Stockyards Tavern & Chophouse ☒

651-350-7743 | *stockyardstc.com*

Capacity: Up to 40

Cuisine: American classics

W.A. Frost and Company 🍷

651-224-5715 | *wafrost.com*

Capacity: Up to 56

Cuisine: New American fare

SUBURBS

6Smith !O!

Wayzata

952-607-9237 | *6smith.com*

Capacity: Up to 74

Cuisine: Artisanal New American cuisine

Bacio Italian Restaurant !O!

Minnetonka

952-544-7000 | *baciomn.com*

Capacity: Up to 50

Cuisine: Italian and American cuisine

Birch's on the Lake

Brewhouse & Supperclub !O!

Long Lake

952-473-7373 |

birchsonthelake.com

Capacity: Up to 400

Cuisine: Wisconsin-style supper club with American fare

BLVD Kitchen & Bar !O!

Minnetonka

763-232-9855 | *kaskaidevents.com/blvd-kitchen-bar*

Capacity: Up to 44

Cuisine: American bar and grill

Campiello Ristorante & Bar !O!

Eden Prairie

952-941-6868 |

campielloedenprairie.com

Capacity: Up to 18

Cuisine: Italian cuisine

Cedar + Stone Urban Table !O!

Bloomington

612-615-0124 |

cedarandstoneurbantable.com

Capacity: Up to 14

Cuisine: Contemporary American

Chart House Restaurant ☒

Lakeville

952-435-7156 |

charthouserestaurant.com

Capacity: Up to 300

Cuisine: American entrées, pub cuisine, and seafood

Cocina del Barrio ☒

Edina

952-920-1860 | *barriotequila.com*

Capacity: Up to 16

Cuisine: Scratch-made Latin American cuisine

CōV !O! ☒

Wayzata

612-562-7744

covrestaurants.com

Capacity: Up to 20

Cuisine: Coastal American eatery



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TRENDING MEETINGS AND EVENTS

Gianni's Steakhouse 🍷

Wayzata

952-404-1100 |

giannis-steakhouse.com

Capacity: Up to 50

Cuisine: Steakhouse, seafood,
and American fare

Lindey's Prime Steak House ✂

Arden Hills

651-633-9813 |

theplaceforsteak.com

Capacity: Up to 32

Cuisine: American fare including
steaks, sandwiches, and burgers

Gold Nugget Tavern & Grille ✂

Minnetonka

952-935-3600 |

goldnuggettavern.com

Capacity: Up to 40

Cuisine: Classic pub and eatery
featuring burgers and American
comfort food

The Local ✂

St. Louis Park

952-247-0200 | the-local.com

Capacity: Up to 40

Cuisine: Irish American pub food

Lord Fletcher's Old Lake Lodge ✂ 🎵

Spring Park

952-471-8513 | lordfletchers.com

Capacity: Up to 120

Cuisine: Steakhouse, eatery, and
sports bar

Hazelwood Food + Drink ✂ 🍷

Excelsior

952-401-0066 |

hazelwoodfoodanddrink.com

Capacity: Up to 55

Cuisine: New American fare

Mason Jar Kitchen ✂

Eagan

651-340-7809 |

masonjar.kitchen

Capacity: 10 to 75

Cuisine: American comfort food

Jensen's Food and Cocktails 🍷

Eagan

651-688-7969 |

jensensfoodandcocktails.com

Capacity: Up to 85

Cuisine: Traditional American fare
featuring steaks and seafood

Jimmy's Kitchen & Bar 🍷

Minnetonka

612-224-5858 | jimmysmn.com

Capacity: Up to 36

Cuisine: Globally inspired Ameri-
can dishes

McCormick's Pub and Restaurant ✂

Wayzata

763-647-0735 | mccormicks.pub

Capacity: Up to 15

Cuisine: Irish pub serving conti-
nental and American nouveau
cuisine

Kendall's Tavern

& Chophouse ✂

Coon Rapids

763-755-1234 | kendallstc.com

Capacity: Up to 20

Cuisine: Classic American fare

McCoy's Public House 🍷

St. Louis Park

952-224-9494 | mccoysmn.com

Capacity: Up to 50

Cuisine: American comfort food
with a twist

Kip's Irish Pub ✂ 🎵

Capacity: Up to 80

Cuisine: Elevated Irish pub cuisine

Mediterranean Cruise Cafe ✂

Burnsville

952-641-6222 |

medcruise cafe.com

Capacity: 40 to 50

Cuisine: Middle Eastern dishes
from a buffet or à la carte menu

Lat14 Asian Eatery 🍷

Golden Valley

763-400-7910 | lat14.com

Capacity: Up to 25

Cuisine: Thai, Vietnamese, Lao,
Cambodian, and Filipino dishes

Mill Valley Kitchen 🍷

St. Louis Park

952-358-2000 |

millvalleykitchen.com

Capacity: Up to 18

Cuisine: Farm-to-table, organic,
gluten-free, and keto food

Lela 🍷

Bloomington

952-656-5980 |

lela-restaurant.com

Capacity: Up to 36

Cuisine: Steak, crudos, and
pastas

ninetwentyfive Food | Drink ✂ 🎵

Wayzata

612-356-5330 |

ninetwentyfive.com

Capacity: Up to 160

Cuisine: Modern American



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Nonna Rosa's Ristorante

Robbinsdale

763-537-3700 |

nonnarosaswinebar.com

Capacity: Up to 50

Cuisine: Italian cuisine

Olivia's Organic Cafe

Burnsville

952-346-8800 |

oliviasorganiccafe.com

Capacity: Up to 50

Cuisine: American brunch; 100 percent organic, gluten free, dairy free, and peanut free

Pajarito

Edina

612-268-4770 |

pajaritorestaurant.com

Capacity: Up to 60

Cuisine: Elevated Mexican fare

The Park Tavern Bowling & Entertainment

St. Louis Park

952-929-6810 | parktavern.net

Capacity: Up to 200

Cuisine: American cuisine

Pinstripes

Edina

952-835-6400 | pinstripes.com

Capacity: 20 to 280

Cuisine: Italian American fare

Pittsburgh Blue Steakhouse

Edina

952-567-2700 |

pittsburghbluesteak.com

Capacity: Up to 54

Cuisine: Chophouse featuring hand-cut steaks and seafood

Punch Bowl Social

St. Louis Park

763-400-3865 | punchbowlsocial.com/location/minneapolis

Capacity: Up to 25

Cuisine: Made-from-scratch shareable plates, salads, tacos, and mains

Rare Steak & Sushi

Eden Prairie

952-829-8484 | rarempls.com

Capacity: Up to 45

Cuisine: Japanese steakhouse and sushi

Red Sauce Rebellion

Excelsior

952-234-4646 |

redsaucebellion.com

Capacity: Up to 50

Cuisine: Italian American cuisine

Rojo Mexican Grill

St. Louis Park

952-657-5385 |

rojomexicangrill.com

Capacity: Up to 60

Cuisine: Mexican cuisine

Russell's on the Lake

Big Lake

763-263-6111 |

russellsonthelake.com

Capacity: 20 to 100

Cuisine: Traditional American cuisine

Spasso

Minnetonka

952-224-9555 | spassomn.com

Capacity: Up to 40

Cuisine: Italian cuisine

Tamarack Tap Room

Woodbury

651-330-2889 |

tamaracktaproom.com

Capacity: Up to 80

Cuisine: American; traditional taproom food with a focus on burgers

The Tavern Grill / Tavern on France

Edina

952-358-6100 | thetaverngrill.com

Capacity: Up to 50

Cuisine: American comfort food, including sandwiches, pizzas, and pub grub

Tria Restaurant

North Oaks

651-426-9222 | triarestaurant.com

Capacity: Up to 28

Cuisine: Elevated American cuisine

Wildfire

Eden Prairie

952-914-9100 | wildfirerestaurant.com/eden-prairie

Capacity: Up to 70

Cuisine: Steak, chops, seafood, burgers, and sides

Woody's Grille

Eden Prairie

952-944-8799 |

woodysgrille.com

Capacity: Up to 30

Cuisine: American classics like burgers and brick-oven pizzas

Woolley's Kitchen & Bar

Bloomington

952-854-1010 |

woolleysrestaurant.com

Capacity: Up to 300

Cuisine: Steaks and seafood



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When it's time to buy or sell your family's nest, these Twin Cities real estate pros are the names to know, according to key client satisfaction metrics.



Mpls.St.Paul Magazine, Twin Cities Business, and Eagan-based market research company Crescendo Business Services asked tens of thousands of homebuyers—those who purchased a home for \$250,000 or more—to evaluate the agents they worked with. **The names that follow represent the top 5 percent of Twin Cities real estate agents.** »

LEARN MORE ABOUT EACH
HIGHLIGHTED SUPER REAL
ESTATE AGENT ON THE PAGE
NUMBER ASSOCIATED WITH
THEIR NAME.



TURN TO PAGE 124 FOR THIS
YEAR'S TOP MORTGAGE
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651-336-4508

ALBERTVILLE

Chrissy Peterson
Keller Williams Classic Realty
763-227-1946

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RE/MAX Results
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Cindy Dorfner
Realty Group
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Paul Ekstrom
Realty ONE
Group Choice
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Collin Vold
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763-234-9938

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320-490-4236

ANOKA

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612-720-5869

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952-431-0431

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eXp Realty
651-402-8946

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Matt Johnson R20
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David Meacham
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612-701-7626

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Andrea Theis
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651-484-8800

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Oak Realty LLP
612-801-4967

BIG LAKE

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612-810-2421

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763-441-8833

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Engel & Volkers
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763-242-5082

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Kris Lindahl Real Estate
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Jeremiah Bouley
RE/MAX Results
612-490-5993

ELLSWORTH

Jared Murphy
RE/MAX Results
715-273-4077

EXCELSIOR

Kim Ekelund
Trenary Realty
847-630-1405

Brian Hallblade R19
Hallblade Realty
612-619-2165

Joel Hentges
RE/MAX Advantage Plus
952-475-9541

Cheryl! Holds R12
Excelsior Realty
612-741-0904

Sarah Polovitz
Edina Realty
612-743-6801

Conrad Roal
Lakes Area Realty
612-889-3051

Mindy Shears
Lakes Area Realty
612-363-7562

Kristi Weinstock R17
Coldwell Banker Realty
612-309-8332

Jennifer Wolff
Engel & Volkers
952-237-3461

FALCON HEIGHTS

Wendy Noble
Piche & Associates Real Estate
651-340-5027

FARMINGTON

Michael Finstad
RE/MAX Advantage Plus
612-245-6470

Janie Tutewohl
Keller Williams
651-463-8326

FOREST LAKE

Velvet Cole
Coldwell Banker Realty
651-472-1733

Chelsea Erickson R6
LaBelle Real Estate
763-221-2524

Michael Guindon
Discount Realty Professionals
651-503-3790

Chris Siverhus
RE/MAX Synergy
651-982-1248

GOLDEN VALLEY

John Anderson
Twin Oaks Realty
612-309-5402

Betty Cole
Edina Realty
612-790-3015

Chris Gemlo
Counselor Realty
651-419-8100

Sharlene Hensrud R11

RE/MAX Results
612-419-0560

Karla Rose
Edina Realty
612-840-2550

Kathleen Troye
RE/MAX Results
763-235-7000

Josh Wiggins R17
Compass Realty
Partners
612-723-9457

GREENFIELD

Jessica Freeland R6
Avenue Realty
612-251-5884

HASTINGS

Mary Murphy
Edina Realty
651-437-2121

HOPKINS

Jacob Froelich
Schatz Real Estate Group
952-380-7093

Traci Morelli R20
Edina Realty
612-743-4387

Mike Schatz
Schatz Real Estate Group
952-938-2593

Riley Schatz
Schatz Real Estate Group
952-380-7094

Jodi Williams
Keller Williams Realty
612-232-1188

HUDSON

Dawn Fossler
RE/MAX Results
651-983-7166

Jim Henry
RE/MAX Results
715-760-0115

Jenni Martin
Edina Realty
651-600-0379

Jill McNamee
Keller Williams
651-788-3040

Todd Peterson
WESTconsin Realty
651-470-7934

HUGO

Anthony Groff
LaBelle Real Estate
651-983-6803

Sarah Marrinan
Engel & Volkers
651-964-0289

INVER GROVE HEIGHTS

Brian Hurt
RE/MAX Results
651-261-8157

Kristopher Jacobsen
EOS Realty
651-270-5429

Victoria Koegel
Realty Group
763-245-3253

ISANTI

Debra Lach
Realty Group
763-464-6568

LAKE ELMO

Dain Johnson
RE/MAX Results
651-245-5819

Karen Stang R21
Carriage Realty
651-253-1689

LAKEVILLE

Jim Bohanon R9
Keller Williams Classic Realty
612-599-9890

Lisa Brainer R18
Keller Williams
Preferred Realty
952-250-9829

Barbara Briant
Edina Realty
952-898-7033

Aileen Chan
Edina Realty
612-812-6375

Matthew Ebbighausen
iMetro Property
952-457-9864

James Emond, Jr.
RE/MAX Advantage Plus
612-685-5801

Steve Fiorella
Keller Williams Select Realty
612-388-8186

Troy Friedges
Coldwell Banker Realty
612-382-7681

Kelly Hauch
Edina Realty
612-269-6925

Nick Hillyard
RE/MAX Advantage Plus
612-298-7763

Rochelle Johnson R6
Edina Realty
612-845-8858

Jennifer Larson
Keller Williams Select Realty
952-261-7532

Sarah Lebens
Edina Realty
952-237-9233

Joe Mueller
RE/MAX Results
612-276-2336

Chris North R21
Prandium Group
612-590-2504

Coarin Pannkuk
eXp Realty
651-208-7404

Lori Pistulka
Edina Realty
612-240-4307

Pamela Rezac
Edina Realty
507-210-6843

Scott Riftenberick
Edina Realty
612-280-6682

Scotti Ringley
Keller Williams
Preferred Realty
651-276-9789

Sarah Ruhland R21
eXp Realty
952-232-8165

Cindi Segna
eXp Realty
612-802-7775

Eric Sharbo
RE/MAX Advantage Plus
952-898-5800

Chris Swanson
Carriage Realty
651-303-9987

Demyan Trofimovich
eXp Realty
651-767-2462

Jan Turner
Coldwell Banker Realty
952-451-9621

Thomas Wright R22
Keller Williams
Preferred Realty
952-356-9622

Sandy Younger R22

Edina Realty
651-269-0874

Patricia Zuzek
Fieldstone Real
Estate Specialists
952-388-6382

Jason Zweber
Edina Realty
612-709-3064

LILYDALE

Tim Sheetz R16
RE/MAX Results
651-578-2277

LINDSTROM

Steve Cody
Property Executives Realty
715-222-1233

Dan Hames
RE/MAX Synergy
651-464-7070

LINO LAKES

Peter Aplikowski
RE/MAX Results
651-484-8800

Todd Stenvig
RE/MAX Results
651-415-3253

LITTLE CANADA

Brad Christensen
RE/MAX Results
651-442-1448

MAHTOMEDI

Jo Ebbert
Keller Williams Premier Realty
612-803-0910

Pat McGrath
Coldwell Banker
651-653-2449

MAPLE GROVE

Caprice Ayau R18
My Mobile Agents Realty
612-558-3189

Cathy Berzins
Edina Realty
763-559-2894

Michael Billiet
Edina Realty
763-402-3635

Anthony Calistro
RE/MAX Results
612-867-5662

Lynn Chheang
Edina Realty
507-213-1569

Michael Doyle
RE/MAX Results
612-743-8921

Jeff Geisinger
Luke Team Real Estate
612-501-1857

Paul Gonsior
RE/MAX Results
612-702-4838

Marilyn Johnson
Coldwell Banker Burnet
612-743-4188

Mike Klemesrud
eHouse Realty
612-400-7917

Joseph Koltes
RE/MAX Results
612-308-4708

Jason Kraemer
Keller Williams Classic Realty
612-308-8574

Renelle Kunau
Edina Realty
612-968-2262

Scott Lindquist R13
Imagine Realty & Construction
612-940-6886

Jennifer Lundquist
Edina Realty
612-483-0350

Brian Marcus
RE/MAX Results
763-591-6070

Mark Mooney
Edina Realty
612-309-2123

Aimee Morice
Edina Realty
763-742-8509

Glenn Necklen
Necklen & Oakland
612-978-1108

Mary Beth Perkins
RE/MAX Results
763-591-6065

Jarrod Peterson
Edina Realty
763-258-4400

Nevin Raghuv eer
RE/MAX Results
952-848-2475

Vivian Ringold
Edina Realty
763-494-8136

Deb Runge R15
RE/MAX Results
952-843-8664

Bryan Sletten
RE/MAX Results
612-325-2489

Cynthia Spiczka
Counselor Realty
612-723-3915

Jeff Steeves
Edina Realty
763-286-3550

Richard Theisen
Counselor Realty
612-554-1862

Jackie Whelan
Edina Realty
763-494-8122

Heather Winsand
Edina Realty
612-281-6557

Kathryn Zebrev
Greater Midwest Realty
763-670-9953

MAPLEWOOD

Justin Duchemin
City2Lake Real Estate
651-233-8162

Dustin Speed
eXp Realty
612-220-0156

MARSHALL

Jana Reilly
Keller Williams Preferred Realty
507-829-0480

MCGREGOR

Cindy Thrun
Necklen & Oakland
763-280-6544

MEDINA

Virginia Antony R9
Lakes Sotheby's
International Realty
763-258-9999

Shannon Brooks
Engel & Volkers
612-338-3836

MENDOTA HEIGHTS

Christopher Ames
RE/MAX Results
651-230-9200

Jeanine Christensen R10
Edina Realty
651-373-3000

Lisa Dorn R10
RE/MAX Results
651-338-3047

Paul Dorn
RE/MAX Results
651-334-8222

Julie Gould
RE/MAX Advantage Plus
612-719-6833

Ryan Haagenson
RE/MAX Results
612-314-1520

Elie Safi
RE/MAX Results
612-590-7234

Tracy Stute R21
Edina Realty
651-331-6439

MINNEAPOLIS

Laurie Allen
Coldwell Banker
612-280-8889

Angela Anderson
VIBE Realty
612-396-3654

Elaine Anderson
Coldwell Banker Burnet
612-827-9412

Jay Anderson
Coldwell Banker Realty
612-819-7555

Michelle Anderson
RE/MAX Results
763-568-0038

Nicholas Archer
Coldwell Banker Realty
612-728-2240

Charlie Aul R3
Lakes Sotheby's
International Realty
612-812-7737

Matthew Austinson
Coldwell Banker Realty
715-554-2550

Michael Bartus R18
Lakes Sotheby's
International Realty
952-400-7000

Claire Bastien
Buyers Real Estate Group
612-366-6363

Katey Bean
Keller Williams Realty
Integrity Lakes
612-237-9224

Carol Bennett
Lakes Area Realty
612-874-1916

Barry Berg
Coldwell Banker
612-925-8411

Lance Berwald R4
Berkshire Hathaway
HomeServices North
Properties
612-669-0596

Karla Blomberg
Berkshire Hathaway
HomeServices
Sundial Realty
763-571-9200

Kathy Borys
Coldwell Banker Realty
651-483-1200

Alex Boylan
Edina Realty
612-242-9318

Jeremy Brickles R9
Brickles Group
651-285-6304

Barbara Brin
Coldwell Banker
612-759-1785

Amanda Buhman
Lakes Sotheby's
International Realty
952-239-5756

Chad Bulloch
Keller Williams
612-460-0655

Leslie Bush R18

Coldwell Banker Realty
612-419-1441

Travis Callstrom

RE/MAX Advantage Plus
763-360-3367

Kristan Campbell

Edina Realty
952-270-1358

Cari Ann Carter R18

Cari Ann Carter Group
612-926-9999

Matthew Charlsen R18

Keller Williams Integrity Realty
907-947-9399

Stephanie Christensen

RE/MAX Advantage Plus
612-481-5709

Carol Clark

Lakes Sotheby's
International Realty
763-300-6373

Pahola Clysdale R10

Bridge Realty
651-398-6250

Tom Crouch R10

RE/MAX Results
952-848-2455

Yonna David R5

Midwest Homes
651-336-8715

David Delay

Edina Realty
612-701-9140

Christopher Deming

RE/MAX Results
612-414-2785

Daniel Dietl

BRIX Real Estate
612-306-6676

Michael Dilks

eXp Realty
262-215-9932

Michelle Doerfler

Coldwell Banker Realty
612-402-6077

Taylor Doolittle

RE/MAX Results
952-567-9939

Leah Drury R5

Lakes Sotheby's
International Realty
612-702-4097

Sue Durfee R10

Lakes Area Realty
952-484-7851

Jessica Edwards-Smith R11

Coldwell Banker Realty
612-799-4695

Brian Ehlers

Edina Realty
612-868-3828

Aaron Eisenberg

Keller Williams Realty
Integrity Lakes
612-568-5828

Bruce Erickson

Coldwell Banker Realty
612-382-4099

Jay Ettinger

Edina Realty
952-920-1960

Emma Faris

RE/MAX Results
612-849-0022

Deborah Finney

Coldwell Banker Realty
612-925-8451

Holly Firehammer R19

Coldwell Banker Realty
612-388-7579

Meg Forney R19

Coldwell Banker
612-926-7707

Heather Foss

RE/MAX Results
651-270-6989

Pam Friesen Kretschmar

Edina Realty
612-267-5555

Penelope Frohardt R19

Coldwell Banker Realty
612-237-5611

Martha Gaarder

Coldwell Banker Realty
612-481-2103

Michael Gacek

Edina Realty
612-347-8000

Scott Graham

Uptown Realty
612-597-7778

Jim Grandbois

Lakes Area Realty
612-229-5415

Blake Halverson R19

Coldwell Banker Realty
612-325-1340

Mary Hansmeyer

Counselor Realty
612-267-3700

Shae Hanson

Keller Williams Integrity Realty
612-730-7013

Debbie Hanuman

Realty Group
763-432-7640

Michael Hartung

EXIT Realty Metro
612-747-7778

Andy Harwood

Keller Williams Integrity Realty
612-564-5605

Scott Haubrich R6

BuyRentSell.com
612-345-8991

Dan Hegstrand

RE/MAX Advantage Plus
612-325-6768

Brian Helms R20

Edina Realty
612-913-6400

Evan Hermodson

Edina Realty
952-270-7705

Sue Hewitson

Fazendin Realtors
952-473-7000

Peggy Hicks

RE/MAX Results
612-750-0305

Nicoli Holm

Keller Williams Integrity Lakes
612-207-3467

Thang Holt

The Greater MSP/DSM
Homes Team
612-767-5800

Pam Howard

RE/MAX Results
612-532-4273

Mark Hronski

Realty Group
651-245-8014

Daren Jensen

Edina Realty
952-927-1690

Tony Johannes R20

RE/MAX Results
612-386-7349

Arne Johansson

Johansson Realty
612-423-0202

Eli Johnson

Engel & Volkers
651-357-2536

Joshua Johnson

RE/MAX Results
612-638-8037

Timothy Johnson R20

Coldwell Banker Realty
651-338-6014

Michael Kaslow

Keller Williams Integrity Lakes
612-619-6855

Taryn Kelzer

Coldwell Banker Realty
612-819-0794

Bob Kessler

Coldwell Banker
612-386-6148

Claire Killen

Emerald Real Estate
612-226-9603

Tim Kindem

Keller Williams Integrity Lakes
612-293-9385

Zachary Kirchoff

Lakes Sotheby's
International Realty
651-587-3942

Christian Klemp R1

Engel & Volkers
612-669-1358

Tammy Klockziem

Keller Williams Classic Realty
612-702-9674

Marta Knutson

Knutson Realty
612-729-8600

Michael Kootsikis

Northstar Real Estate
612-834-2558

Brady Kroll R20

Edina Realty
612-770-7230

Fritz Kroll R13

Edina Realty
612-347-8088

Robert Kroog

BRIX Real Estate
612-799-7902

Jennifer Kyllonen

Edina Realty
952-920-1960

Karen Lanz

Edina Realty
612-306-9677

Nick Leavy

EXIT Realty Metro
612-236-5331

Susan Lindstrom

Edina Realty
612-807-6141

Christopher Long

RE/MAX Results
612-636-9700

Elisabeth Lucas

Coldwell Banker Realty
612-327-5905

Jeff Machacek R20

Coldwell Banker Realty
612-414-4336

Bella Maisel R20

Coldwell Banker Realty
612-386-4057

Joseph Maselter

eXp Realty
612-867-0001

Brigitte Mathiason

RE/MAX Results
651-308-8803

Dana Mavros

Keller Williams
Integrity Lakes
612-756-9535

Marcia McLean

Berkshire Hathaway
HomeServices
North Properties
612-267-5867

Jessica Miceli

Edina Realty
952-240-2596

Marzena Mierzwa-Melby

Coldwell Banker Realty
952-844-6000

Cameron Monson

RE/MAX Results
612-750-5599

Aleksa Montpetit

DRG
651-210-4213

Melissa Mound R7

Edina Realty
612-462-9552

Tim Murphy

RE/MAX Results
952-223-0999

Jack Nelsen

RE/MAX Results
651-403-3330

Richard Newman

DRG
612-749-6503

Annalie Nienow

Keller Williams Realty
Integrity Lakes
612-978-9600

Lauren Novak

RE/MAX Results
612-805-5718

Jill Numrich R5

Lakes Sotheby's
International Realty
612-987-7515

Paula O'Brien

RE/MAX Results
651-253-4921

Tracy O'Kane R21

Keller Williams Realty
Integrity Lakes
952-956-2420

Anthony Oliveri

Coldwell Banker Realty
612-920-5605

Annie Paciecznik

RE/MAX Results
952-334-9489

Maria Palmer R14

Edina Realty
612-618-1449

Scott Parkin

Verve Realty
612-310-8247

Andrew Paulsen

Merck Real Estate
651-243-0243

Leandra Peak

Keller Williams Integrity Lakes
612-875-1614

Kathryn Peters

Edina Realty
952-393-2236

Janet Piontek R21

Coldwell Banker Burnet
612-386-7878

Jennifer Plourde

Keller Williams Realty
Integrity Lakes
612-298-4623

Shannon Plourde

Keller Williams Realty
Integrity Lakes
612-298-4623

Christopher Powell

Keller Williams Realty
Integrity Lakes
612-298-1252

Rebecca Powell R15

Keller Williams Realty
Integrity Lakes
612-703-8975

Mary Jo Quay

eXp Realty
612-384-1360

Becky Quinby

Quinby & Webb
612-232-3165

Lasha Raddatz R15

Keller Williams Realty
Integrity Lakes
651-955-8161

Katie Reilly

Lakes Sotheby's
International Realty
612-423-2721

Layla Rismoen R15

Coldwell Banker
612-743-9364

Theresa Roerish R21

Keller Williams Realty
612-210-2877

Jane Roosa

Edina Realty
612-269-0809

Amy Ruzick R15

RE/MAX Results
651-492-1044

Travis Sabby

RE/MAX Results
651-415-3203

Travis Sagedahl R16

Sagedahl Realty
612-325-5360

Ted Schatz R21

Schatz Real Estate Group
612-702-8577

Brian Severts

Edina Realty
952-915-6860

Judy Shields

Coldwell Banker Realty
952-221-1723

Linda Smaby

Edina Realty
952-924-8726

Graham Smith R16

Keller Williams Realty
Integrity Lakes
612-414-5614

Paul St. Andrew R21

RE/MAX Results
612-251-9343

Sandy Steiner R21

Keller Williams Integrity Realty
612-889-7180

Susan Stevens

RE/MAX Results
612-386-6096

Vicki Strahan R21

Keller Williams Realty
Integrity Lakes
952-994-3302

Samantha Strong R16

Metamorphosis
612-226-5775

Michael Sullivan

RE/MAX Results
612-246-9172

Michael Sward

Edina Realty
612-889-7210

Kevinn Tam

RE/MAX Results
612-876-9010

Margaret Thorpe Richards

Coldwell Banker Realty
612-770-6402

Michael Tierney

Edina Realty
612-347-8000

Wenn Townsend

Coldwell Banker
612-226-5003

Dessi Urban R21

Coldwell Banker Burnet
612-499-3462

Cherylylne Vaz R22

Keller Williams Integrity Realty
612-564-5605

Ana-Maria Vogler

Coldwell Banker Realty
651-235-4230

Robin Voreis R22

Keller Williams Realty
Integrity Lakes
612-759-1878

Constance Vork

Vork Real Estate Group
612-396

Andrew Klinkner R20
RE/MAX Results
612-234-5033

Larry Kriedberg R13
Coldwell Banker Realty
612-925-8265

Amber Lee
Coldwell Banker Realty
612-440-4009

Christine Lips R20
Coldwell Banker Realty
952-250-9148

Deborah Marty
Edina Realty
612-787-7217

Mary McMahon
Coldwell Banker Realty
952-457-3913

Gary Metchnek
Edina Realty
612-237-3276

Brian Monette
RE/MAX Results
612-964-3433

Mike Pahl
Engel & Volkers
651-491-4905

Sara Schulman R8
Avenue Realty
612-386-0990

Laura Scott
RE/MAX Advantage Plus
612-790-6664

Jeff Stephenson
RE/MAX Results
612-578-8820

Lindsay Strand
Edina Realty
952-945-3161

Michael Strand
Edina Realty
612-840-8561

David Thorp
Coldwell Banker Realty
952-356-5855

Michael Wasem, Jr.
Edina Realty
612-964-4679

Steve Westmark
RE/MAX Advantage Plus
877-765-3464

MINNETONKA BEACH

Jeffrey Dewing R10
Coldwell Banker Realty
952-471-2279

MINNETRISTA

Adam Funk
Engel & Volkers
952-210-3683

Tricia Jo Leanger
RE/MAX Results
612-220-4256

MONTICELLO

Christy Kowalzek
Coldwell Banker Realty
612-619-1910

MOUND

Andrew Baer
Edina Realty
612-296-2999

John Beise R18
RE/MAX Advantage Plus
612-889-0340

MOUNDS VIEW

Karl Scherman R16
Keller Williams Classic Realty
763-232-6932

NEW BRIGHTON

Karen Collins
Keller Williams Integrity Realty
651-492-3473

Peter Collins
Keller Williams Integrity Realty
612-790-1201

Alex Hartman
RE/MAX Results
651-334-5000

Tab Nesser
RE/MAX Results
651-415-3220

NEW HOPE

Brian Wiczek
Edina Realty
763-559-2894

NEW PRAGUE

Carol Lambrecht
Keller Williams
Preferred Realty
612-309-3640

NISSWA

Patrick Wiebusch
RE/MAX Lakes Area Realty
218-963-9554

NORTH BRANCH

Joshua Fagan
Generations Real Estate Group
651-325-5875

NORTH OAKS

Karen Baden
Edina Realty
651-210-7826

Darlene Cullen
Edina Realty
651-483-8500

Jennifer Eibensteiner
RE/MAX Results
651-415-3249

Keith Eibensteiner
RE/MAX Results
651-415-3249

Sonia Kohli
Edina Realty
651-481-6798

Marc Owens-Kurtz
Lakes Sotheby's
International Realty
612-751-6472

NORTHFIELD

Kathryn Jamison
Coldwell Banker Realty
507-663-1234

OAKDALE

Lawrence Eberhard R19
Keller Williams Premier Realty
651-702-4000

ORONO

Steve Albers
RE/MAX Results
763-229-9067

Dan Hollerman
Lakes Sotheby's
International Realty
952-292-1200

Mimi Ryerse
Edina Realty
612-280-8284

Scott Stabeck
Edina Realty
612-747-5863

George Stickney
Coldwell Banker Realty
952-476-3694

OTSEGO

Joe Buckley
Keller Williams Classic Realty
612-703-7285

OWATONNA

Matt Gillard
RE/MAX Venture
507-413-8100

PLYMOUTH

Ann Anderson
Necklen & Oakland
763-464-0019

Jan Anderson
Fazendin Realtors
952-473-7000

Herman Antonov
The Antonov Group
612-840-6507

Dan Basil
Coldwell Banker
763-550-3888

Paula Berglund
CENTURY 21 Premier Group
612-805-2367

Bonnie Branton
Edina Realty
612-590-7358

Kelly Brown
eXp Realty
763-416-1279

Tammy Chevalier
Keller Williams Classic Realty
612-850-0866

Jo Damhof
Edina Realty
952-476-5323

Jim Davich
Vibrant Realty
612-750-8292

Jenny Dewall
Coldwell Banker Realty
763-528-3488

Gina Dumas
RE/MAX Results
612-718-2783

Cristina Edelstein-Skurat
Kerby & Cristina
Real Estate Experts
612-812-9262

Peter Evans
Coldwell Banker
612-384-0728

Tim Ferrara
Edina Realty
612-327-7949

Mike Fuchs
Engel & Volkers
952-212-8985

Dean Haagenston
RE/MAX Results
763-591-6018

Paul Hintermeyer
Bridge Realty
612-212-3227

Pete Ice
Edina Realty
612-865-8533

Emily Leach
Fazendin Realtors
612-237-9012

Lisa Martin
Realty Group
763-516-2231

Michael McGregor
Coldwell Banker Burnet
612-554-8324

Rob Monson
RE/MAX Results
612-770-8593

Nita Morlock
Coldwell Banker Realty
612-743-3410

Steve Neuman
Edina Realty
612-868-5916

Jacqueline Nguyen-Shulstad
Coldwell Banker Realty
612-418-0395

Mary Restrepo
Lakes Sotheby's
International Realty
952-230-3176

Brian Scates R21
Scates Real Estate
612-877-2100

Kerby Skurat
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Jannetta Spahn
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Laurie Twiehaus
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Todd Jorgensen
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EXIT Realty Metro
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Tyler Layman
RE/MAX Advantage Plus
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RE/MAX Advantage Plus
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Jason Miskowic
RE/MAX Advantage Plus
612-532-5311

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RE/MAX Preferred
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Russo Realty
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Edina Realty
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Keller Williams Select Realty
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Keller Williams
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Coldwell Banker Realty
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Edina Realty
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Engel & Volkers
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Coldwell Banker Realty
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Edina Realty
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Coldwell Banker Realty
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Real Estate
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Edina Realty
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Lakes Sotheby's
International Realty
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Edina Realty
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Coldwell Banker Realty
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BRIX Real Estate
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Thomas Edelstein
Coldwell Banker Realty
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Edina Realty
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Coldwell Banker Burnet
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Joe Garofalo
Keller Williams Integrity
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Coldwell Banker
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Edina Realty
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Kathryn Kennedy
Coldwell Banker Realty
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Kane Loukas R7
Wellspring Real Estate
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Coldwell Banker Realty
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Coldwell Banker Realty
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Garrett Matheson
IQ Realty
218-428-8362

Claire Miller
RE/MAX Results
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Charlie Neimeyer
Coldwell Banker Burnet
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Rachel Nelson
Edina Realty
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Ginger Overbye
Edina Realty
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Nicole Pierce
Edina Realty
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Edina Realty
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Mark Potter
Coldwell Banker Realty
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Phyllis Salmen R16
Edina Realty
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BRIX Real Estate
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Coldwell Banker Realty
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Keller Williams Premier Realty
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Coldwell Banker Realty
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Coldwell Banker Realty
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eXp Realty
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Coldwell Banker Realty
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eXp Realty
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Keller Williams Premier Realty
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RE/MAX Advantage Plus
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Coldwell Banker Realty
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Edina Realty
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Edina Realty
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Janet Boschwitz
Edina Realty
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Tom Dunn
eXp Realty
952-649-7174

Adam Fonda R11
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International Realty
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Mark LaQua
Weichert Realtors-Advantage
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Pete Lentine
Coldwell Banker Realty
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Patty Morris
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Lakes Sotheby's
International Realty
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Edina Realty
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International Realty
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Coldwell Banker Realty
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Edina Realty
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Lora Bullert
Edina Realty
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eXp Realty
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Catherine Storey
Coldwell Banker
Realty
612-270-3427

Jennifer Tillges
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Renee Zugschwert
eXp Realty
612-799-5401

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Justin Paffrath
Edina Realty
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Real Estate-All Seasons
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Realty Group
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Advantage
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Matthew Barker
RE/MAX Results
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RE/MAX Results
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RE/MAX Professionals
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Casey Gores Realty
612-597-6162

Jason Gorman
Keller Williams
Premier Realty
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Ryan Gunvalson
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Premier Realty
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Michele Johnson
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Wendy Peterson R14
Edina Realty
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David Rakowczyk
Coldwell Banker
Realty
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Angela Sadat
Keller Williams
Premier Realty
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David Saint Germain R8
MetroHomesMarket.com
952-210-6962

Darryn Sanders
RE/MAX Results
651-428-4346

Cheryl Schopf
RE/MAX Results
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Justin Skidmore
Pederson Realty
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Premier Realty
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Kim Ziton R17
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thestephaniechandlergroup.com
stephaniechandler@edinarealty.com
O: 952-920-1960 / : 612-599-7107



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christian.klempp@evrealstate.com
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triciaryan@edinarealty.com
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UlrichRealEstateGroup.com
beth.ulrich@lakesmn.com
O: 952-230-3101 / C: 612-964-7184
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bandrews@cbburnet.com
bethandrews.com
O: 952-844-6043 / C: 612-801-2041



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AulTeam.com / AulTeam@lakesmn.com
O: 952-230-3101 / C: 612-812-7737



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shawnbassett.com
shawn@genebassettrealty.com
O: 952-884-8975
C: 952-239-9081



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buddbatterson.com
buddbatterson@edinarealty.com
C: 612-723-8479



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TheBerwaldGroup.com
lance@bhhsnorthproperties.com
612-669-0596



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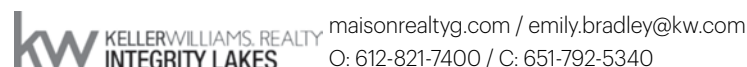
YourRealEstateDreamTeam@gmail.com
O: 763-576-8286 / C: 612-309-0884



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maisonrealtyg.com / emily.bradley@kw.com
O: 612-821-7400 / C: 651-792-5340



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C: 612-750-7535



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stevecasalenda.com / steve.casalenda@results.net
O: 651-251-4820 / C: 612-716-4497



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leah.drury@lakesmn.com / C: 612-702-4097



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ForestLakeHomesForSale.com
Chelsea@LregMN.com
O: 651-705-0166
C: 763-221-2524



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avenuerealtymn.com
jessica@avenuerealtymn.com
C: 612-251-5884



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Scott@BuyRentSell.com
O: 612-345-8991 / C: 612-298-5400



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rochellejohnson@edinarealty.com
C: 612-845-8858
edinarealty.com/rochelle-johnson-brown-realtor



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O: 651-440-0165 / C: 651-440-0165
kane@wellspringrealestate.com



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Honored to be Named Realtor of the Year for 2021 by Minneapolis Area Realtors. My goal is simply to make the process as smooth as possible for you, whether you are buying or selling and get you the best possible results, with the least amount of stress. Please contact me if I can help you.



jerrymoscowitz.com
Jerry.moscowitz@results.net
O: 763-591-6037 / C: 612-590-1300



Melissa Mound

Collaborative - Responsive - Individualized Service

Working with Melissa will feel like an individualized experience from beginning to end. Starting with understanding how to navigate the current market. She will educate you on the process each step of the way. You will work together to create a personalized strategic plan so you can move forward with confidence.



melissamound.com / @melissamound.realtor
O: 612-927-1100 / C: 612-462-9552
melissamound@edinarealty.com
6800 France Ave S Suite #230 Edina



Brad Pihlstrom

Saint Paul and Minneapolis Specialist

A Realtor since 1998, I specialize in the St. Paul/Minneapolis core and surrounding suburbs. Our homes are one of our most important assets, and I seek to advise and advocate wisely for both my buyers and sellers. My clients appreciate the depth of experience and calm, professional approach I bring to every transaction..



bradpihlstrom.com
bradpihlstrom@edinarealty.com
Text/Call: 612-747-5071



David Saint Germain

Right Deal. Right Time. Right Price.

Whether it's buying or selling real estate, David has a keen understanding of the real estate marketplace, state of the art search technology, astute negotiations skills, knowledge of consumer behavior and ability to execute innovative marketing. More importantly, David has an unyielding commitment to put his client's needs first; to accomplish his clients goals.



davidsaintgermain.com
O: 651-770-5000 / C: 952-210-6962
david@davidsaintgermain.com



Sara Schulman

Avenue Realty for the win!

I love my job and I love my clients even more! During my 20 years as a Realtor/Broker/Owner, I gained a wealth of experience and knowledge to better serve my clients. A key to my success is being as vested as my clients whether they are seasoned sellers/buyers or first timers.



avenuerealtymn.com
sara@avenuerealtymn.com
C: 612-386-0990



SUPER REAL ESTATE
AGENT

CONGRATULATIONS TO THE 2021 SUPER REAL ESTATE AGENTS!

You can search the entire list on superrealestateagents.com



VIRGINIA ANTONY

Office: (952) 641-6469
Mobile: (763) 258-9999
virginia.antony@lakesmn.com
Virginiaantonyrealestate.com

- Certified Relocation Specialist for buying and selling
- Expert negotiating skills
- Extensive experience in the mortgage and real estate industries



Give yourself the advantage of working with an agent that has you as a number one priority with industry knowledge, exceptional service, extensive relocation experience in the Twin Cities and a hands on approach. Virginia is a highly trained professional with experience in the mortgage and real estate industry to better help you make the best educated decision and guide you step by step on your unique real estate transaction

FOCUS CITIES: WAYZATA | MEDINA | WESTERN SUBURBS



LEROY BENDICKSON

Office: (952) 927-1663
Mobile: (651) 336-7495
leroybendickson@edinarealty.com
www.leroybendickson.realtor

- First Time Buyers
- Move up Buyers
- Seniors looking to downsize



As a Realtor it is my responsibility to make sure that the buying and selling of homes is a successful and satisfying experience. Buying and selling real estate isn't a do-it-yourself endeavor. You need a pricing expert, a skilled negotiator and a networking powerhouse on your side. That's where I come in as your REALTOR® and 30 years of experience. Please reach out - I'd love to help you reach your real estate goals.

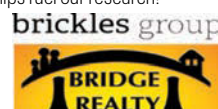
FOCUS CITIES: WHITE BEAR LAKE | MAHTOMEDI | WOODBURY



JEREMY BRICKLES

Office: (952) 368-0021
Mobile: (651) 285-6024
jeremy@brickles.group
www.brickles.group

- We care deeply for the Twin Cities - It's a joy to serve my own community!
- We work where there's trust, from acreage in the west metro to a condo in the east metro.
- Relationships fuel our research!



We love & take pride in our work. We stage your home before sale, ensure that your investment is hedged w/market analysis prior to the purchase of your new home & consult w/you after purchase about market projections so that where you live always makes you \$ in the end. We value people over profit & so when you work with us, you will know that your home sale impacted a local non-profit encouraging them to keep doing good.

FOCUS CITIES: TWIN CITIES | FIRST RING SUBURBS | SECOND RING SUBURBS



REED ARONOW AND DAVID ARONOW

Office: (651) 497-5958
Mobile: (651) 497-5958
reedaronow@edinarealty.com
edinarealty.com/david-aronow-realtor

- Buyer and seller representation
- Skilled negotiators
- Skilled at contracts and marketing



We are a hardworking father and son team, and we are full time agents. We are very patient and knowledgeable about the home buying and selling process. David brings over 30 years of experience to the table, and Reed has achieved 7 years of experience. We believe strongly in equal opportunity for all buyers and sellers. We provide buyer guidance and do our best to be a resource through the whole process of buying and selling.

FOCUS CITIES: ST. PAUL | ROSEVILLE | MINNEAPOLIS



JIM BOHANON

Office: (763) 746-4900
Mobile: (612) 599-9890
jim@jimbohanon.com
thebandimereteam.com

- Listing specialist with strong negotiations skills.
- 1st time home buyers to Dream Homes, Cabins and Investment properties.
- A Proud Veteran who's dedicated to helping my Vet brothers and sisters!



While this award is supposed to be about me, it's truly about the 100's of people who have entrusted me to represent them through what is typically their largest financial purchase, their Home!

It's an Honor to accept this, I share my sincere gratitude and appreciation to all those I've helped so far, and look forward to working with YOU in the future!

FOCUS CITIES: TWIN CITIES | SOUTH METRO | WEST METRO



STEPHANE CATTELIN

Office: (612) 924-4352
Mobile: (612) 703-8229
SACattelin@CBBURNET.COM
StephaneCattelin.com

- International relocation
- Real estate advising & consulting
- Transaction negotiation



A real estate professional, Stephane Cattelin provides exceptional service to home buyers in the Twin Cities area. He specializes in residential properties for international transferees and relocation clients. He is empathetic to the stress families encounter during a transition to a new home and has been using his award-winning customer service skills to help his clients achieve a smooth transaction from contract to close.

FOCUS CITIES: EDINA | MINNEAPOLIS | WOODBURY



MULTI-YEAR WINNER

JEANINE CHRISTENSEN

Office: (651) 373-3000
Mobile: (651) 373-3000
jeanine@edinarealty.com
www.SELLSMN.com

- Architect with construction knowledge
- Expertise of the local real estate market
- Negotiations and problem solving



I am a REALTOR & ARCHITECT and I LOVE my job helping clients with transactions of residential or commercial real estate. My design experience allows me to imagine in 3D, so I can help YOU recognize the potential in any property. I have become a successful by dreaming and strategizing with my BUYERS and SELLERS. When you work with me, anticipate superior service & support from an agent who is excited to meet your expectations!

FOCUS CITIES: TWIN CITIES AND SURROUNDING AREAS



MULTI-YEAR WINNER

TOM CROUCH

Office: (952) 848-2455
Mobile: (612) 386-7203
tncrouch@aol.com
tomcrouch.net

- Single Family
- Condos
- Land



Tom has been a realtor for 50 years. He is also a land developer and has built single family homes. MplsStPaul Magazine has named him a Super Agent for seventeen years. His wife thinks he's about average.

FOCUS CITIES: MINNEAPOLIS | EDINA | SOUTHWEST METRO



LISA DORN

Office: (651) 452-3047
Mobile: (651) 338-3047
teamdorn@pldorngroup.com
www.PLDorngroup.com

- Highly focused on client experience
- Ranked in top five of 1,200+ RE/MAX Results agents
- Luxury home and custom new construction expertise metro wide



I am honored to be selected as a Super Real Estate Agent. At The Dorn Group, we bring a strong team of specialists to advise and manage the transaction while personalizing the process. As a top producer at RE/MAX Results, we believe our extensive knowledge, responsiveness and attention to detail allow us to exceed expectations. Our clients are our passion—we want to earn your loyalty!

FOCUS CITIES: MENDOTA HEIGHTS | ST. PAUL AREA | MINNEAPOLIS AREA



PAHOLA CLYSDALE

Office: (952) 368-0021
Mobile: (651) 398-6250
paholaclysdale@msn.com
paholahomes.com

- First Time Home Buyers, Luxury Homes and New Construction
- Real Estate Investments, Farms and Commercial Real Estate
- International Real Estate and Bilingual Spanish Speaker



Representing Twin Cities Metro home buyers and sellers, Pahola Clysdale is a licensed Realtor® who is committed to helping her clients through every step of the real estate process. With more than 15 years of experience, she is highly regarded by both her clients and real estate professionals. Pahola is well-known and active within her local community and the Twin Cities Spanish-speaking community. In addition to working as a realtor, she hosts a weekly radio show that encourages others to uplift one another and improve the world.

FOCUS CITIES: MINNEAPOLIS | ST. PAUL | METRO AREA



MULTI-YEAR WINNER

JEFFREY DEWING

Office: (952) 471-2279
Mobile: (612) 597-0424
JDewing@CBRealty.com
JeffreyDewing.com

- Luxury Properties
- Relocation
- Buyers + Sellers in Mpls, St. Paul & Surrounding Suburbs



As a Realtor with Coldwell Banker for 25+ years, I pride myself on finding properties that will be great investments for my clients. I have vast experience working with Fortune 500 companies as well as Minnesota professional sports organizations. Integrity, confidentiality & trust are the cornerstones of my business. Additional cities of focus: Wayzata, Orono, Excelsior, Sunfish Lake, Inver Grove Heights, Eagan and surrounding areas

FOCUS CITIES: LAKE MINNETONKA | EDINA | MINNETONKA BEACH



MULTI-YEAR WINNER

SUE DURFEE

Office: (952) 484-7851
Mobile: (952) 484-7851
suedurfee@lakesarearealty.com
suedurfee.com

- Provides service throughout the Twin Cities metro area
- Provides personalized customer service
- Vast knowledge base/resources for a successful transaction



I have been helping buyers and sellers for almost 20 years. Each and every transaction is still important to me. Let me be your resource for buying/selling homes in the Twin Cities. I sell homes, condos and townhomes throughout the metro. I will assist you from start to finish to make sure you receive excellent, personalized service. It would be an honor to help you, your friends and family in any of your real estate needs.

FOCUS CITIES: BLOOMINGTON | MINNEAPOLIS | TWIN CITIES SUBURBS



CHUCK ECKBERG

Office: (651) 735-1350
Mobile: (651) 246-6639
Chuck.Eckberg@Results.net
Chuckeckberg.com

- Providing superior assistance in preparing a home for sale
- Client-centric service dedicated to maximizing your result
- No-pressure, consultative approach as your advisor



MULTI-YEAR WINNER

As a sixteen-time recipient of the "Super Real Estate Agent" award, Chuck has proven his unwavering commitment to put the client at the center of everything leads to the highest level of customer satisfaction. An engaged and thoughtful listener and honest communicator who takes a long term view for his clients, his holistic embrace of the people he serves leads him to fashion a program unique to each client.

FOCUS CITIES: WOODBURY | LAKE ELMO | COTTAGE GROVE



ADAM FONDA

Office: (612) 308-5008
Mobile: (612) 308-5008
Adam@lakesmn.com
Adamfonda.com

- Waterfront Properties
- New Construction
- Condominiums



MULTI-YEAR WINNER

Adam Fonda's mission is to provide the highest quality service for the most discerning clientele. His results are generated by strong marketing, industry knowledge, networking, and dedication to succeed in all transactions. Adam has been in the real estate industry for over 15 years and joined Lakes Sotheby's International Realty in the summer of 2012.

FOCUS CITIES: LAKE MINNETONKA | EDINA | MINNEAPOLIS-ST. PAUL



BRETTE HERMANN

Office: (952) 475-4912
Mobile: (612) 221-7561
thehermanngroup@edinarealty.com
www.thehermanngroup.com

- Enjoy working in all Price Points
- Representing both Sellers & Buyers
- Honest, Trustworthy & Knowledgeable



When you choose The Hermann Group you are engaging not just a team of skilled agents, you are hiring caring people who want you to have a positive experience from first contact to closing and beyond. Our team will take the time to get to know you, your goals and your priorities. We listen. We ask questions. We then tailor our services to meet your needs. All of which translates to a seamless, stress-free experience for you!

FOCUS CITIES: LAKE MINNETONKA COMMUNITIES | SW SUBURBS | PLYMOUTH



JESSICA EDWARDS-SMITH

Office: (952) 844-6000
Mobile: (612) 799-4695
jes@jesedwards.com
jesedwards.com

- Families in transition
- First Time Home Sellers
- Solutions for Busy People



After 27 years, each buyer is still a special story with unique needs. Careful listening, lifelong learning, cutting edge technology & extensive networking are among the tools I bring. You are the focus of my team of professionals in lending, inspection, title (& more). We weigh both the practical & the fanciful, creating the best available solution. I am honored to assist your investment in our community & you!

FOCUS CITIES: MINNEAPOLIS | EDINA | WESTERN TWIN CITIES



SHARLENE HENSRUD

Office: (763) 591-6000
Mobile: (612) 419-0560
shensrud@homesmsp.com
homesmsp.com

- Listener
- Knowledgeable
- Patient



MULTI-YEAR WINNER

I love what I do and it shows! Whether buying your first home, relocating, or selling your last home, my approach is personal, straight-forward and honest. My clients have used these words to describe working with me: dependable, trustworthy, personable, thoughtful, patient, professional, detailed, unbiased, knowledgeable, integrity, dedication, hard-working, friendly, calm, responds, no pressure, informative, expertise, communication, timely, amazing, genuine, resourceful, kind, a Godsend.

FOCUS CITIES: MINNEAPOLIS | FIRST-RING SUBURBS | TWIN CITIES METRO



JOSE HILARIO

Mobile: (952) 465-2275
JoseHilario@kw.com
JoseHilario.kw.com

- Hablo Español
- Listing Specialist
- First Time Home Buyer Specialist



MULTI-YEAR WINNER

Jose Hilario is the owner of The Jose Hilario Team. Client satisfaction has always been Jose's top priority. That is why our team prides itself in the honesty we provide our clients, always keeping their best interest in mind. Buying and selling a home is one of the biggest decisions our clients will make, this is why it is our ultimate goal to provide a stress-free experience while educating the client throughout the process.

FOCUS CITIES: 7 COUNTY METRO



MICHELLE HOAGLAND

Office: (651) 253-1985
Mobile: (651) 253-1985
mkhoagland@kw.com
michellehoaglandgroup.com

- Local Market Expert
- Downsizing Sellers & Buyers
- Move up Sellers & Buyers



MULTI-YEAR WINNER

I have the honor and the privilege of guiding my clients through the process of buying and selling their biggest asset and the place they call home. My team makes sure our clients are well cared for during and after the transaction is done. Our goal is to make clients for life.

The Michelle Hoagland Group - "We live here, we work here, we care about our community."

FOCUS CITIES: ROSEMOUNT | SOUTHERN SUBURBS OF TWIN CITIES



CHERYL HOLDS

Office: (952) 474-2999
Mobile: (612) 741-0904
Cheryl@ExcelsiorRealty.com
ExcelsiorRealEstate.com

- Minnetonka School District
- Buying or Selling any price range in Western Suburbs
- Short and Long Term Rentals & Property Management



I'm very proud to carry on Aaron Thompson's legacy and take Excelsior Realty to the next level. Aaron took pride in being involved in the local community and serving where he could and this value aligns perfectly with mine. I have been named a Super Real Estate Agent for my 10th consecutive year and strive to exceed expectations in all aspects of my business. As the Broker at Excelsior Realty I have worked hard to create a progressive, trendy, and hyper responsive team of agents that will ensure that you are getting the highest level of service in our constantly changing market. We create our own demand for buyers and sellers with our unique selling and buying strategies. Our proven and popular home action plans create satisfied customer experiences all the way around.

FOCUS CITIES: LAKE MINNETONKA | EXCELSIOR | MINNETONKA



SUSAN JUNEAU

Office: (763) 746-4900
Mobile: (763) 242-5082
sue.juneau@gmail.com
kw.com

- From First Time Homebuyers to "Right Sizing" Empty Nesters
- 20+ Years New Construction & Renovation Design
- Offer Industry Professional Relationships to Protect Your Interests



MULTI-YEAR WINNER

First Time Home Buyers & Sellers-Move Up Buyers & Sellers-New Construction Buyers-Right Sizing Empty Nesters-I enjoy all areas of Real Estate! Working on Buyers and Sellers behalf is my Mission and my joy. I continue to grow and learn through education and experience to provide the Fiduciary Duties owed each client at the highest level. From urban high density to rural acreage settings at your service in the Twin Cities metro.

FOCUS CITIES: ANDOVER | BLAINE | NORTHERN SUBURBS



LISA HOKKANEN

Mobile: (612) 816-2435
lisa.hokkanen@lennar.com
Lennar.com/new-homes/minnesota/minneapolis-st-paul/chanhassen/the-park

- New Home Consultant
- New Home Construction Expert
- Award Winning - Lennar's Presidents Circle



Lisa has 20 yrs of real estate experience & specializes in new home construction with Lennar at The Park in Chanhassen. She has helped so many families build their dream homes! Her positive attitude & relationship building skills help her buyers navigate the new construction process with confidence & ease. The Park in Chanhassen offers beautiful single-family homes! Let Lisa help you build your dream home at Lennar at The Park!

FOCUS CITIES: CHANHASSEN | LENNAR AT THE PARK IN CHANHASSEN



ROCHELLE JOHNSON

Mobile: (612) 590-8362
Rochelle@rjandcohomes.com
www.rjandcohomes.com

- Move Up Buyers
- Downsizing
- New Construction



Real estate is more than a profession for Rochelle. For the past 30 years she has enjoyed matching people, like you, with the right homes, as well as assisting them sell their existing home. Rochelle has built her business on referrals by treating everyone with the utmost respect and professionalism.

FOCUS CITIES: SOUTHERN METRO | EDINA | TWIN CITIES



KIM KONIAR

Office: (651) 653-2557
Mobile: (651) 895-5857
kim.koniar@cbburnet.com
kimkoniar.com

- Award winning social media presence
- Effective Communication & Negotiation skills
- Residential moving specialist



MULTI-YEAR WINNER

Your Home. My Priority. That is my tagline and that is what drives my business. I will listen to your goals and then put together a plan to help you achieve them! Buyers market? Sellers market? Balanced market? My experience can help you achieve your home buying or selling goals no matter what the market looks like. Let me help you next!

FOCUS CITIES: NORTH EAST METRO | WHITE BEAR LAKE | ST. PAUL



LARRY KRIEDBERG

Office: (612) 925-8265
Mobile: (612) 770-1022
Larry@minneapolisrealtor.com
Thekriedberggroup.com/

- Zillow Premier Agent
- Patient, Reliable, Emphatical, Communicator
- Serving The Twin Cities & Surrounding Communities



Larry is a high touch real estate marketing professional known for his extensive, aggressive and proactive devotion to his clients. He delivers results with an implacable work ethic. Larry's communication skills will keep you educated every step along the way. Count on his local knowledge, technical expertise, responsiveness and negotiation skills. Call today.

FOCUS CITIES: TWIN CITIES METRO



COLLEEN LARSON

Office: (952) 829-3832
Mobile: (612) 719-6940
Colleen.Larson@Results.net
ColleenLarson.com

- Lakeshore
- Single Family
- Relocation



I am dedicated to helping my clients navigate the nuances in the real estate market with 25+ years of experience and negotiation skills. I truly invest time in getting to know my Buyers & Sellers wants and needs. I do this with top notch marketing, cutting edge technology and a worldwide network that is second to none. I look forward to the opportunity to work with you and make your experience truly enjoyable!

FOCUS CITIES: LAKE MINNETONKA | EDEN PRAIRIE | SW SUBURBS



TINA LOCKNER

Office: (651) 735-1350
Mobile: (651) 398-6904
Tina.lockner@results.net
www.TinaLockner.com

- Buyers and Sellers in Residential Transactions
- Investors
- Relocation



My vast experience (20+ years) sets me apart while my earned designations show my commitment to continuing education and keeping up to date. Averaging over 110 transactions annually, with a 95% referral rate from past clients, I provide top notch service in every facet of the business. By using the "Team" concept and strategies, I (and The Home Team), offer both service and results that can't be beat.

FOCUS CITIES: WOODBURY | COTTAGE GROVE | OAKDALE



FRITZ KROLL

Office: (612) 347-8088
FritzKroll@edinarealty.com
www.fritzkroll.com

- Condominiums/Townhomes
- Exceptional Properties
- New Construction



MULTI-YEAR WINNER

My education, business background and sales & marketing experience ensure that my clients successfully complete their real estate transactions. I listen, keep clients informed, have great attention to detail and interact successfully with a wide variety of people. I am dedicated to customer service and work to make each transaction rewarding. I office and live in downtown Minneapolis, and am a leader in this market.

FOCUS CITIES: MINNEAPOLIS | NORTH LOOP



SCOTT LINDQUIST

Office: (763) 550-0051
Mobile: (612) 940-6886
ScottL@imaginerealty.net
Imaginerealty.net

- New Construction Expert
- My Associate and I are #1 Sellers for Pulte Homes and Lennar
- No Bull - Just Straight Talk



MULTI-YEAR WINNER

Scott and his business partner have helped hundreds of clients build their dream homes with various Twin Cities builders. He takes the headache out of building with his expertise in design, negotiation, and structuring your finances to avoid moving twice. He also co-developed the Builder Safari site at www.BuilderSafari.com, a non-MLS tool to help future buyers find new construction communities that meet all their wishes.

FOCUS CITIES: NW TWIN CITIES | SE TWIN CITIES | ST. PAUL



MAX LOFF

Office: (651) 505-0080
Mobile: (612) 562-4104
Home@clientsforlifegroup.com
Clientsforlifegroup.com

- Buying
- Selling
- Investing



Buying, Selling or Investing prepares you for the next chapter in your life. The best outcomes come from the best preparation. We have all of the tools necessary to make the experience amazing. Our professional partnerships make us among the best in the business to achieve the best result with the least amount of stress. Our goal is to help you, and to have you remain clients for life.

FOCUS CITIES: MINNEAPOLIS & SURROUNDING METRO | WESTERN WISCONSIN



JOHN LYNDEN

Mobile: (651) 246-5646
john@lyndenrealty.com
www.lyndenrealty.com

- Coffee connoisseur
- VW fanatic
- Taco lover



If you're looking for a realtor who can not only appreciate the distinctions between a mission, prairie and craftsman, but can also help you navigate the jumble of appointments and paperwork that come with buying or selling a house, all in a friendly, low-pressure way, John Lynden is the agent for you. John is passionate about old houses; each one is unique, in the way your own particular buying or selling needs are unique.

FOCUS CITIES: ST. PAUL | MINNEAPOLIS



PAULINE OLSEN

Office: (952) 230-3100
Mobile: (952) 843-8264
pauline.olsen@lakesmn.com/
search.lakesothebysrealty.com/idx/agent/185030/
pauline-olsen/soldPending

- Finding buyers a home that is both a great investment and a place to build memories
- Working along side sellers to maximize their return on investment in the smoothest way possible
- Certified Sothebys Ninja



As a multi year super agent and Realtor for nearly two decades I pride myself on finding properties that will be excellent investments for my clients and listing to maximize return on investment. I have a multitude of experience with everyone from first time homebuyers to Fortune 500 companies. Responsiveness, market knowledge, integrity, innate business skills and ability to think quickly are my cornerstones.

FOCUS CITIES: WESTEN SUBURBS OF MINNEAPOLIS | MINNETONKA | WAYZATA



AMY PETERSON

Mobile: (763) 242-6741
Amy@RealtorAmy.com
RealtorAmy.com

- CRS, GRI, ABR, GREEN, AHWD, SFR, Relocation
- 2018 SPAAR Realtor of the Year
- Excellent communication and negotiation skills



As a lifelong Twin Cities resident and trusted real estate advisor, Amy will guide you through every detail from current market strategies to locating area amenities in a comfortable, organized fashion. Her extensive industry training, energetic networking and proactive problem solving will provide an unparalleled experience to make your dreams a reality!

FOCUS CITIES: BLAINE



SUE NELSON

Office: (612) 961-7344
Mobile: (612) 961-7344
suenelson@edinarealty.com
www.edinarealty.com/sue-nelson-realtor

- Experienced in negotiating the absolute best deal for my clients
- Personable, knowledgeable, creative, honest & direct
- More than \$60 million sold in residential real estate



My clients would tell you I care about them. They trust me to help them make one of the most important decisions of their lives. They would also tell you I work tirelessly to help them navigate the Buying and or Selling process. I bring more than 30 years of experience in marketing and negotiating to provide the greatest return for my clients. Licensed, full-time residential Realtor with Edina Realty.

FOCUS CITIES: EAGAN | SOUTH METRO | EAST METRO



MARIA PALMER

Office: (612) 618-1449
Mobile: (612) 618-1449
MariaPalmer@edinarealty.com
Mp-homes.com

- Traditional Buyers and Sellers
- Distressed Home Buyers and Sellers
- Renovators and Investors



2021 TOP 14%
OF EDINA REALTY AGENTS

When you work with me, you get a knowledgeable realtor, interior designer and experienced renovator all in one. From staging and decluttering, to helping buyers see a home's potential that others miss, to being able to estimate renovation costs. I love helping people see a home's potential and helping buyers and sellers get the most bang for their buck.

FOCUS CITIES: SOUTH MINNEAPOLIS | EDINA | WEST BLOOMINGTON



WENDY AND BRAD PETERSON

Wendy Mobile: (651) 246-5752
Brad Mobile: (612) 220-4061
wendyandbradpeterson@edinarealty.com

- Wide knowledge of MN & WI markets
- Excellent negotiation & communication skills
- Chairman's Circle 2021 (Top 8% at Edina Realty)



Wendy and Brad consistently display integrity, energy, hard work, and creative service in every detail of your real estate transaction. Over 30 years of combined real estate experience has given them extensive market knowledge throughout the Twin Cities metro and in to western Wisconsin. Also with their truthful and expert advice you will find them to be an asset in any transaction. Wendy and Brad are top selling agents year after year as a result of their diligence and commitment to excellent service. We'd be happy to serve you!

FOCUS CITIES: WOODBURY | EAGAN | ST. PAUL SUBURBS



REBECCA POWELL

Office: (612) 703-8975
Mobile: (612) 703-8975
Info@RebeccaPowellHomes.com
RebeccaPowellHomes.com

- Marketing Specialist
- Web-Savvy Approach
- Client Care Team



MULTI-YEAR WINNER

My business and academic background is in sales and marketing. I am a marketing specialist, and I create a unique selling strategy for each listing. Through custom websites, professional photos, targeted mailings, social media and more, I quickly generate maximum traffic and interest in your home. By planning specifically for each home, my clients enjoy shorter listing times and stronger, top dollar offers.

FOCUS CITIES: MINNEAPOLIS | ST. PAUL | SURROUNDING METRO



JUSTIN RHODES

Office: (651) 227-9144
Mobile: (612) 296-7719
Justin.Rhodes@cbrealty.com
TeamRhodesMN.com

- Traditional Buyers & Sellers
- First Time Homebuyers
- Licensed in Minnesota & Wisconsin



MULTI-YEAR WINNER

Everyone has a different opinion of how a Real Estate Agent should represent their client, but honesty and integrity should go without saying. With 20+ years of experience, I firmly believe in exceeding my client's expectations as they are my #1 priority. To me, being a REALTOR means more than selling homes. It's about you, your hopes and your dreams. It's about a relationship based on trust, knowledge and expertise.

FOCUS CITIES: BLOOMINGTON | MINNEAPOLIS | ST. PAUL



DEB RUNGE

Office: (763) 235-7000
Mobile: (952) 843-8664
Deb@debrunge.com
www.debrunge.com

- Veteran-Certified Agent
- First-Time Homebuyers
- Traditional Sellers & Accredited Buyer Rep



My strengths as a Real Estate Agent come from my caring and compassionate nature, attention to detail, 25+ year background of Sales and Customer Experience, knowledge of the local real estate market, and connections with other professionals. If you are looking for an agent with patience, perseverance, and passion for helping people – I am open to calls, text, or email to start a conversation.

FOCUS CITIES: GOLDEN VALLEY | NW METRO | TWIN CITIES - 7 COUNTY AREA



LASHA RADDATZ

Office: (612) 821-7400
Mobile: (651) 955-8161
lasharaddatz@kw.com
signaturegroupmn.com

- Investors
- Move up buyers
- First time home buyers



With almost 25 years in the real estate industry, I absolutely love what I do! My goal is to be your Realtor for life and provide a 5 star customer experience. I strive to serve my clients with integrity, honesty, and we will have a ton of fun along the journey as well. My life's mission is to educate and assist my client with building generational wealth for years to come.

FOCUS CITIES: MINNEAPOLIS 1ST TIER SUBURBS | MINNEAPOLIS | ST. PAUL



LAYLA RISMOEN

Office: (612) 743-9364
Mobile: (612) 743-9364
Layla@cbrealty.com
LaylaRismoen.com

- Excellent negotiator
- High percentage of winning in multiple offers
- Certified relocation specialist & ePro



MULTI-YEAR WINNER

Navigating this tough seller's market can be overwhelming, exhausting- down right difficult. Experience, creativity, determination & neighborhood market knowledge are crucial to successful home buying & selling. Layla has two decades of experience coupled with a sharp skill set. Sellers rely on Layla for getting them top dollar, buyers for getting the home they love and she never disappoints. Her enthusiasm, integrity, leadership & kindness are passed along through her business, and really makes her shine. She has built a successful business on referrals and repeat clients, which have been the cornerstone of her business. Layla is a joy to work with, her love & ambition for the business + her clients is evident in everything she does. She is the absolute best choice for anyone in the Metro area buying or selling a home.

FOCUS CITIES: MINNEAPOLIS | NEW BRIGHTON | COLUMBIA HEIGHTS



AMY RUZICK

Office: (651) 492-1044
Mobile: (651) 492-1044
amy.ruzick@results.net
www.NoPlaceLikeHome.info

- Superior customer experience & vast knowledge base
- Provides services in the entire Metro area
- Strong commitment to our community



MULTI-YEAR WINNER

The NoPlaceLikeHome Team consists of three long time industry professionals - Amy Ruzick & Kay T Johnson & Chris Goble. Our unique team strategy lends itself well to serving our client's needs with client satisfaction being primary goal. We are top producers for the most successful agency in the U.S. & we pride ourselves on attention to detail & our commitment to supporting local non-profits that serve the Twin Cities.

FOCUS CITIES: MINNEAPOLIS | ST. PAUL | GREATER TWIN CITIES



TRAVIS SAGEDAHL

Office: (651) 509-0602
Mobile: (612) 325-5360
Travis@SagedahlRealty.com
SagedahlRealty.com

- Client Needs Focused
- Creative Negotiation Skills
- Home Remodel Savvy



Whether you are buying your first home, selling and looking for a new home, or interested in investment properties, I promise to provide you a positive, personalized and low pressure experience. With over a decade spent remodeling and rejuvenating homes, I bring that unique skill set to the real estate experience. My clients find this invaluable when walking through potential homes or preparing a home for sale.

FOCUS CITIES: MINNEAPOLIS | ST. PAUL | FIRST RING SUBURBS



PHYLLIS SALMEN

Office: (651) 225-3935
Mobile: (612) 750-3478
Phyllissalmen@edinarealty.com
Phonephyllis.com

- Exceptional Properties
- 31 Years Experience
- St. Paul Specialist



As a lifelong resident of St. Paul, her enthusiasm and knowledge of the metro area help each client find a home that meets their needs and finances. Her strong negotiation skills benefit buyers and sellers alike. Referrals and friends have built her business, and those trusted relationships are the foundation of her 31 year career. If you're ready to make a move to the next phase of life give Phyllis a call.

FOCUS CITIES: ST. PAUL | MENDOTA HEIGHTS | MINNEAPOLIS



KARL SCHERMAN

Office: (763) 232-6932
Mobile: (763) 232-6932
Karl@homesbytsg.com
HomesbyTSG.com

- Award winning Mounds View School District w/Early College
- Amazing parks & trails throughout the cities in the district
- A wide range of home values in Mounds View schools



Experience a different kind of Realtor. Whether it's your first home or your dream home, I put your needs first to help you make the best decision for you and your family. Educating buyers and netting sellers the most money for their home has led to 90% of my business coming from repeat clients and referrals. Specializing in the north metro and selling homes throughout the greater Twin Cities for 16 years I am here to work for you.

FOCUS CITIES: MOUNDS VIEW | SHOREVIEW | NEW BRIGHTON



TIM SHEETZ

Office: (651) 578-2277
Mobile: (651) 398-6486
Tim.Sheetz@results.net
Sheetzsells.com

- Distinctive homes
- Listing specialist
- Expert negotiator



Tim's passion for perfection shows in his attention to detail in every listing he takes. From staging to marketing, Tim's trusted process enables sellers to maximize value while minimizing time on the market. His honest, straightforward approach, coupled with his around the clock availability for his clients, are perfect examples of why Tim is a multi-year recipient of this customer satisfaction based award!

FOCUS CITIES: LILYDALE | MENDOTA HEIGHTS | ST. PAUL



GRAHAM SMITH

Office: (612) 414-5614
Mobile: (612) 414-5614
Grahamsmith@kw.com
Thegrahamsmithteam.com

- Negotiation specialist
- Innovative marketing platform
- Exceptional customer service



After 19 years in the business and having built one of the most productive teams in the Twin Cities Metro, Graham Smith & his team bring an unparalleled level of professionalism and expertise. From the Buyer & Listing Specialists to the full-time Operations Staff, each team member is dedicated to providing the best representation possible. When buying or selling a home, The Graham Smith Team are the right Realtors for you.

FOCUS CITIES: MINNEAPOLIS | EDINA | WEST METRO



SAMANTHA STRONG

Office: (612) 782-2000
Mobile: (612) 226-5775
samantha@morphmpls.com
morphmpls.com

- Urban Dweller
- Values-driven
- Sustainability-focused



A passionate professional with a soft spot for vintage homes and unique architecture, Samantha has carved her own niche in real estate. As the Owner of Metamorphosis, she leads a team of agents, contractors, and interior designers who are changing how we think about our homes. Should you remodel, move, or maybe sit tight? The Morph Team will give you honest answers, real options, and expert execution. Every time.

FOCUS CITIES: MINNEAPOLIS | ST. PAUL | EDINA



MULTI-YEAR WINNER

KRISTI WEINSTOCK

Office: (952) 474-2525
Mobile: (612) 309-8332
kdweinstock@cbrealty.com
weinstockgroup.com

- Market leader in Minnetonka school district
- Multi-million dollar producer, ranked in top 1% of agents
- Serving Minnetonka and the western suburbs



I believe in an hardworking, honest, and sincere approach to real estate. My desire is not just to meet my client's needs but to exceed their expectations. From first time home buyers to seasoned buyers and sellers. you can count on me for expert knowledge, superior negotiating skills, attention to detail and follow through. Knowledge, Integrity, & Experience.

FOCUS CITIES: MINNETONKA | WESTERN SUBURBS



MULTI-YEAR WINNER

KRISTA WOLTER

Mobile: (612) 247-5106
Krista@KristaWolter.com
KristaWolter.com

- Comprehensive Listing Agent
- Relocation/Buyer Specialist
- Real Estate Advisor



Setting records across real estate markets is what Krista Wolter has become known for today. Krista is known for her outstanding and detailed service given to clients. "My goal is to serve the people I'm working for and deliver the best and most complete home buying and selling experience possible. It is helping you get where you want to be with the least amount of disruptions to your life" —Krista Wolter

FOCUS CITIES: ST. PAUL | MINNEAPOLIS | NORTH OAKS



CATHY ZANDER

Mobile: (612) 816-3461
cathyzander@cbrealty.com
www.cathyzanderhomes.net

- Staging your home is included in your listing contract
- Professional Photography
- Extensive Marketing & Advertising



With over 20 years in business, I bring a wealth of expertise and knowledge about buying your first or next home. Negotiating on your behalf when writing an offer from inspections, protecting you in case the appraisal comes in lower than the sales price, escalation clause when competing with other offers & more. All of my business comes from referrals from past clients - they trust me enough to refer me to friends & family.

FOCUS CITIES: SOUTH METRO | EAGAN | APPLE VALLEY



MULTI-YEAR WINNER

JOSH WIGGINS

Office: (612) 723-9457
Mobile: (612) 723-9457
Josh@crp.mn
CompassRealtyPartners.com

- Strong Communication Skills
- Attention to Detail
- Innovative Marketing



I am focused on providing unmatched service in the Minneapolis/St. Paul real estate market. My clients range from first time home buyers to experienced investors and everyone in between. I take great pride in having the majority of my business come by way of referral from past clients.

FOCUS CITIES: EDINA | GOLDEN VALLEY | NORTH LOOP



MULTI-YEAR WINNER

LISA WRIGHT ASH

Office: (763) 241-7613
Mobile: (612) 701-8368
Lisa@HomesByAsh.com
www.HomesByAsh.com

- Certified Residential Specialist® (CRS)
- Senior Real Estate Specialist® (SRES)
- Certified Distressed Property Expert® (CDPE)



Our clients have the guided hand of someone who's been on every side of a transaction, through every type of market, for well over a decade. I have the expertise and first-hand market knowledge of the areas I serve. So, whether you're a first-time buyer or needing to downsize, relocate, build your dream home, or facing a hardship, I have the tools and resources to guide you through every stage of a transaction with success.

FOCUS CITIES: ANOKA COUNTY | HENNEPIN COUNTY | RAMSEY COUNTY



MULTI-YEAR WINNER

KIM ZITON

Mobile: (612) 987-6835
kim@kimziton.com
kimziton.com

- Luxury Division, CLHMS
- Buy-Sell-Build-Relocation
- #1 KW Agent for Individual Sales in MN 2011-2020



Kim has successfully branded herself as an individual with tenacity and deep market knowledge. She has a track record of success implementing marketing strategies and structuring deals. Kim is the #1 Real Estate Agent in Woodbury and Minnesota for Keller Williams from 2012 - 2020. Kim's motto, "meet and exceed clients goals". Kim is one of the most trusted names in Real Estate.

FOCUS CITIES: WOODBURY | LAKE ELMO | EASTERN SUBURBS



**CAPRICE AYAU
E-PRO, GRI, PSA**

MY MOBILE AGENTS REALTY

**FOCUS CITY:
MAPLE GROVE**

Mobile: (612) 558-3189
ca@MyMobileAgents.com



JACLYN AYDE

WEICHERT REALTORS
ADVANTAGE

FOCUS CITY: WOODBURY

Mobile: (651) 261-3948
jayde@wradvantage.com



**ERIN
BAILEY-FALK**

WEXFORD REALTY

FOCUS CITY: EDINA

Mobile: (651) 398-4760
erin@wexfordrealty.com



**MICHAEL
BARTUS**

LAKES SOTHEBY'S
INTERNATIONAL REALTY

**FOCUS CITY:
MINNEAPOLIS**

Mobile: (952) 400-7000
Michael@HomeTwinCities.com



JOHN BEISE

RE/MAX ADVANTAGE PLUS

**FOCUS CITY:
LAKE MINNETONKA**

Mobile: (612) 889-0340
www.beiserealestate.com



ANTHONY BLAKE

RE/MAX RESULTS

FOCUS CITY: ST. PAUL

Mobile: (651) 734-5385
Ablakerealty@gmail.com



LUCIA BORGEN

EDINA REALTY -
BORGEN & SAVAGE TEAM

FOCUS AREA: EAST METRO

Mobile: (651) 387-6660
luciaborgen@edinarealty.com



LEZLIE BORK

EDINA REALTY

**FOCUS AREA:
THE TWIN CITIES**

Mobile: (612) 396-3887
leziiedekkobork@edinarealty.com



LISA BRAINER

KELLER WILLIAMS
PREFERRED REALTY

**FOCUS AREA:
TWIN CITIES**

Mobile: (952) 250-9829
LisaBrainer@KW.com



**KEVIN
BUMGARDNER**

COUNSELOR REALTY, INC.

**FOCUS AREA:
TWIN CITIES**

Mobile: (612) 386-8773
MainStreetMN.com



LESLIE BUSH

COLDWELL BANKER REALTY

**FOCUS CITY:
MINNEAPOLIS**

Mobile: (612) 419-1441
lcbush@cbburnet.com



**JEFFREY
CAMPBELL**

BETTER HOMES & GARDENS
REAL ESTATE -
ALL SEASONS
**FOCUS CITY:
WINSTED**

Mobile: (612) 554-7439
jeffcampbellre.com



WENDY CARSON

RE/MAX RESULTS

FOCUS CITY: EAGAN

Mobile: (651) 341-6020
wendy@wendycarson.com



**CARI ANN
CARTER**

CARI ANN CARTER GROUP

**FOCUS AREA:
13 COUNTY METRO AREA**

Mobile: (612) 926-9999
carianncarter@edinarealty.com



**MATTHEW
CHARLSEN**

KELLER WILLIAMS
INTEGRITY REALTY

**FOCUS CITY:
MINNEAPOLIS**

Mobile: (907) 947-9399
mjcharlsen@kw.com



AMY COHEN

COLDWELL BANKER REALTY

**FOCUS AREA:
SOUTHWEST SUBURBS**

Mobile: (952) 484-7577
AmyBCohen.com



**STEVE
CONLIN**

EDINA REALTY

**FOCUS CITY:
EAGAN**

Office: (651) 686-2033
www.steve-conlin.com



GARY DAGNER

OAK REALTY LLP

**FOCUS AREA:
CENTRAL MINNESOTA**

Mobile: (320) 309-1739
gary@oakrealtymn.com



SARAH DEZIEL

BRIX REAL ESTATE

FOCUS AREA:
EAST METRO

Mobile: (612) 840-0414
sarah@sarahdeziel.com



JEREMY DRIVER

EDINA REALTY

FOCUS AREA:
WESTERN METRO

Mobile: (612) 578-1631
www.jdriverhomes.com



MARK DUFFY

KELLER WILLIAMS
SELECT REALTY

FOCUS AREA:
TWIN CITIES METRO AREA

Mobile: (612) 986-2246
duffyhomesgroup.com



BRIAN DURHAM

WEGO REAL ESTATE
BROKERED BY
REALTY GROUP

FOCUS CITY: BURNSVILLE

Mobile: (952) 220-6386
WeGoRealEstate.com



CHERYL EASTBOURNE

EDINA REALTY

FOCUS AREA:
SOUTHWEST SUBURBS

Mobile: (612) 581-3002
cheryleastbourne.com



LAWRENCE EBERHARD

EBERHARD GROUP - KELLER
WILLIAMS PREMIER REALTY

FOCUS CITY:
OAKDALE

Mobile: (651) 702-4000
www.eberhardgroup.com



SANDY ESPE SORENSON

COLDWELL BANKER REALTY

FOCUS CITY:
WHITE BEAR LAKE

Mobile: (651) 653-2576
sespe@cbburnet.com



HOLLY FIREHAMMER

COLDWELL BANKER REALTY

FOCUS AREA:
SW MINNEAPOLIS

Mobile: (612) 388-7579
hfirehammer@cbbrealty.com



REBECCA FISCHER

EXP REALTY

FOCUS AREA:
TWIN CITIES

Mobile: (651) 402-8946
rebeccahomefinder.com



MEG FORNEY

COLDWELL BANKER REALTY

FOCUS CITY:
MINNEAPOLIS

Mobile: (612) 926-7707
meg@megforney.org



PENELOPE FROHARDT

COLDWELL BANKER REALTY

FOCUS AREA:
TWIN CITIES

Mobile: (612) 237-5611
penelopetherealtor@gmail.com



CASEY GORES

CASEY GORES REALTY

FOCUS CITY:
WOODBURY

Mobile: (612) 597-6162
www.caseygores-realty.com



BRIAN HALLBLADE

HALLBLADE REALTY, INC.

FOCUS CITY: EXCELSIOR

Mobile: (612) 619-2165
Brian@HallbladeRealty.com



BLAKE HALVERSON

COLDWELL BANKER REALTY

FOCUS CITY:
MINNEAPOLIS

Mobile: (612) 325-1340
bahalverson@cbburnet.com



ANGIE HAMMOND

RE/MAX RESULTS

FOCUS CITY:
ST. PAUL

Mobile: (651) 270-1718
www.angiehammond.com



JAY HANSEN

COLDWELL BANKER REALTY

FOCUS AREA:
TWIN CITIES METRO AREA

Mobile: (612) 799-8412
jhansen@cbburnet.com



CHRISTA HARTIG

EDINA REALTY

FOCUS CITY:
APPLE VALLEY

Mobile: (952) 393-4384
christahartig.com



SHIRLEE HEITZ

EDINA REALTY
HEITZ GARDNER GROUP

FOCUS CITY:
BIG LAKE

Mobile: (612) 810-2421
ShirleeHeitz@edinarealty.com



**BRIAN
HELMS**

EDINA REALTY-
DOWNTOWN MINNEAPOLIS

**FOCUS CITY:
MINNEAPOLIS**

Mobile: (612) 913-6400
brianhelms@edinarealty.com



**BRIAN
HOUTS**

JP WILLMAN REALTY
TWIN CITIES

**FOCUS AREA:
TWIN CITIES REGION**

Mobile: (612) 227-0863
brian@brianhouts.com



**KEVIN
HUNTINGTON**

METRO HOME
CONNECTION REALTY

FOCUS CITY: BURNSVILLE

Mobile: (612) 860-4082
KevinHuntington.com



**TONY
JOHANNES**

REMAX RESULTS

**FOCUS CITY:
MINNEAPOLIS**

Mobile: (612) 386-7349
tonyjohannes.com



**MATT
JOHNSON**

RE/MAX RESULTS

**FOCUS CITY:
APPLE VALLEY**

Mobile: (952) 457-7007
Matt@johnsonrealtysolutions.com



**CYNDI
JOHNSON**

COLDWELL BANKER REALTY

**FOCUS CITY:
EAGAN**

Mobile: (612) 964-5989
cyndijohnsonhomes.com



**TIMOTHY
JOHNSON**

COLDWELL BANKER REALTY

**FOCUS AREA:
TWIN CITIES METRO AREA**

Mobile: (651) 338-6014
tjohnsonrealestate.com



**GRANT
JOHNSON**

GRANT JOHNSON GROUP
BROKERED BY EXP REALTY

**FOCUS AREA:
TWIN CITIES**

Mobile: (651) 324-3787
grant@grantjohnson.com



**COLLEEN
JOHNSON**

REMAX ADVANTAGE PLUS

**FOCUS CITY:
LAKE MINNETONKA**

Mobile: (612) 275-9734
cjsold100@aol.com



RICH KELLEY

EDINA REALTY

FOCUS CITY: SAINT PAUL

Mobile: (612) 867-7540
RichKelley.EdinaRealty.com



**ANDREW
KLINKNER**

RE/MAX RESULTS

**FOCUS AREA:
WESTERN SUBURBS**

Mobile: (612) 234-5033
AndrewMyRealtor@gmail.com



**BRADY
KROLL**

EDINA REALTY

**FOCUS CITY:
MINNEAPOLIS**

Mobile: (612) 770-7230
bradykroll@edinarealty.com



**CHRISTINE
LIPS**

COLDWELL BANKER REALTY

**FOCUS AREA:
WESTERN SUBURBS**

Mobile: (952) 250-9148
www.christinelips.com



**JEFF
MACHACEK**

COLDWELL BANKER REALTY

**FOCUS CITY:
MINNEAPOLIS**

Mobile: (612) 414-4336
jmachacek@cbburnet.com



BELLA MAISEL

COLDWELL BANKER REALTY

**FOCUS CITY:
MINNEAPOLIS**

Mobile: (612) 386-4057
bvmaisel@cbburnet.com



**MARK
MASON**

RE/MAX PROFESSIONALS -
THE MASON TEAM

**FOCUS AREA:
EAST METRO**

Mobile: (651) 335-2610
mark@masonteam.com



TRACI MORELLI

EDINA REALTY

**FOCUS AREA:
SOUTHWEST TWIN CITIES**

Mobile: (612) 743-4387
TraciMorelli@EdinaRealty.com



GAYLE NELSON

COUNSELOR REALTY-
ARDEN HILLS

**FOCUS CITY:
ARDEN HILLS**

Mobile: (651) 468-6578
GayleNelson.com



CHRIS NORTH

PRANDIUM GROUP

FOCUS CITY: LAKEVILLE

Mobile: (612) 590-2504
Chrisnorth@prandiumgroup.com



TRACY O'KANE

KELLER WILLIAMS REALTY
INTEGRITY LAKES

**FOCUS AREA:
TWIN CITIES**

Mobile: (952) 965-2420
www.tracyokane.com



**JANET PIONTEK
INTERNATIONAL
PRESIDENT'S CIRCLE**

COLDWELL BANKER REALTY

**FOCUS CITY:
MINNEAPOLIS**

Mobile: (612) 386-7878
janet@janetpiontek.com



JENNA POTTER

OAK REALTY

FOCUS CITY: BECKER

Mobile: (612) 801-4967
Jenna@oakrealtymn.com



MOLLY ROBERTS

ENGEL & VÖLKERS BLAINE

FOCUS CITY: BLAINE

Mobile: (612) 272-7417
molly.roberts@evrealstate.com



RACHEL ROBERTS

ENGEL & VÖLKERS
MINNEAPOLIS BLAINE

FOCUS CITY: ROGERS

Mobile: (763) 498-1542
rachel.roberts@evrealstate.com



THERESA ROERISH

KELLER WILLIAMS
INTEGRITY LAKES

**FOCUS AREA:
GREATER TWIN CITIES**

Mobile: (612) 210-2877
www.troerish.kw.com



SARAH RUHLAND

EXP REALTY

**FOCUS AREA:
TWIN CITIES METRO AREA**

Mobile: (952) 232-8165
www.thepropertygeeks.com



BRIAN SCATES

SCATES REAL ESTATE

**FOCUS CITY:
PLYMOUTH**

Mobile: (612) 877-2100
www.scatesrealestate.com



TED SCHATZ

SCHATZ REAL ESTATE
GROUP

**FOCUS CITY:
MINNEAPOLIS**

Mobile: (612) 702-8577
ted@schatzmpls.com



KIMBERLY SHEA

SUNSET REALTY

**FOCUS AREA:
EAST METRO**

Mobile: (651) 208-8663
kim@whatistyourstyle.com



PAUL ST. ANDREW

RE/MAX RESULTS

**FOCUS AREA:
TWIN CITIES METRO**

Mobile: (612) 251-9343
paul@results.net



KAREN STANG

CARRIAGE REALTY, INC.

**FOCUS AREA:
EAST METRO**

Mobile: (651) 253-1689
Karen@CarriageSells.com



SANDY STEINER

KW INTEGRITY REALTY -
VAZ+HARWOOD TEAM

**FOCUS AREA:
MINNEAPOLIS METRO
AREA**

Mobile: (612) 889-7180
vazharwood.com/sandy



VICKI STRAHAN

KELLER WILLIAMS REALTY
INTEGRITY LAKES

**FOCUS AREA:
TWIN CITIES**

Mobile: (952) 994-3302
vickistrahnan@kw.com



TRACY STUTE

EDINA REALTY

**FOCUS CITY:
MENDOTA HEIGHTS**

Mobile: (651) 331-6439
TracyStute@EdinaRealty.com



TINA SWANSON

COLDWELL BANKER REALTY

**FOCUS AREA:
TWIN CITIES**

Mobile: (612) 388-7191
tpswanson@cbburnet.com



DESSI URBAN

COLDWELL BANKER REALTY

**FOCUS CITY:
MINNEAPOLIS**

Mobile: (612) 499-3462
durban@cbburnet.com



**AMBER
URLACHER**

THE GRANT JOHNSON
GROUP - EXP REALTY

FOCUS AREA:
TWIN CITIES METRO

Mobile: (612) 859-9082
amber@grantjohnson.com



**JIM
VANDERVELDE**

EDINA REALTY

FOCUS AREA:
MINNEAPOLIS SW METRO

Mobile: (952) 212-6542
JimVandervelde@edinarealty.com



**CHERYLLYNE
VAZ**

KW INTEGRITY REALTY -
VAZ+HARWOOD TEAM

FOCUS AREA:
TWIN CITIES METRO

Office: (612) 564-5605
Vazharwood.com



ROBIN VOREIS

THE VOREIS TEAM
@ KELLER WILLIAMS
REALTY INTEGRITY LAKES
FOCUS AREA:
TWIN CITIES

Office: (612) 759-1878
robin@theforeisteam.com



NANCY WALKER

COLDWELL BANKER REALTY

FOCUS CITY:
BLOOMINGTON

Mobile: (612) 799-2768
thenancywalkerteam.com



**PEGGY
WARFIELD**

EDINA REALTY

FOCUS AREA:
NW TWIN CITIES

Mobile: (612) 644-8852
Peggywarfield.com



GINA WILLARD

COLDWELL BANKER REALTY

FOCUS AREA:
SOUTHWEST METRO

Mobile: (612) 991-1390
Gwillard@cbburnet.com



**MELANIE AND
JOHN WILLY**

EDINA REALTY

FOCUS CITY:
EAGAN

Mobile: (612) 306-4334
Willyteam.com



JENNY WILSON

CENTURY 21 MARKETLINK

FOCUS CITY:
MINNEAPOLIS

Mobile: (612) 770-4572
wilsonrealestategroup.c21.com



THOMAS WRIGHT

KELLER WILLIAMS
PREFERRED REALTY

FOCUS AREA:
SOUTH METRO

Mobile: (952) 356-9622
Tomwright@kw.com



TOM YANG

REALTY EXECUTIVES
RESULTS

FOCUS CITY:
SAINT PAUL

Mobile: (651) 208-3580
Tomyangrealtor@gmail.com



**SANDY
YOUNGER**

EDINA REALTY

FOCUS AREA:
SOUTH METRO

Mobile: (651) 269-0874
Edinarealty.com/sandy-younger-realtor



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DONE DEALS

These local mortgage experts are the stars of the Twin Cities lending show. They rank highest for facilitating the loan process, based on client satisfaction.



> In today’s seller’s market, it’s important to find someone who has the expertise to navigate the intricate process of home financing. Enter the Super Mortgage Professionals. Like the Super Real Estate Agents, everyone on this list has received top marks from the clients they serve. The criteria are streamlined: overall satisfaction and whether a client would recommend them to a friend. **They represent the top 5 percent of mortgage pros in the Twin Cities. Satisfaction guaranteed.**

LEARN MORE ABOUT EACH **HIGHLIGHTED** SUPER MORTGAGE PROFESSIONAL ON THE PAGE NUMBER ASSOCIATED WITH THEIR NAME.

PRAYA /SHUTTERSTOCK

CONTENTS ACCURATE AS OF 9/10/21

Aaron Abed
CrossCountry Mortgage
763-284-5097

Lee Aldrich
Guaranteed Rate
612-839-0217

Brady Allen
Bell Bank Mortgage
651-783-5286

Shelby Allen
Bell Bank Mortgage
651-783-5214

Lynn Anderson
Wells Fargo Home Mortgage
612-232-5743

Tyler Anderson
Guaranteed Rate Affinity
612-839-9964

Randy Appelgren
United Family Mortgage
763-633-6974

Jeff Aschenbeck M5
Bell Bank Mortgage
612-965-6565

Wes Atkinson
Bell Bank Mortgage
651-485-9648

Brian Bahr
Guaranteed Rate Affinity
763-772-2108

Michele Baldwin
Fairway Independent
Mortgage Corporation
612-269-9728

Aaron Barr
New American Funding
612-817-9331

Pam Barton
Mortgages Unlimited
612-396-0626

Brenda Bednar
CrossCountry Mortgage
507-455-1858

Craig Beissel
Axia Home Loans
651-253-9002

Tracy Belanger
Fairway Independent
Mortgage Corporation
952-240-7044

Denny Bennett M5
U.S. Bank
612-804-0488

Matthew Benson
Gold Star Mortgage
612-940-3394

Erin Bergem
New American Funding
612-867-4636

Ben Bergen
U.S. Bank
651-592-6487

Chad Blofield M5
Tradition Mortgage
612-940-6757

Connie Bloom
Huntington Bank
612-518-7027

Eric Bloomstrand M5
Bell Bank Mortgage
612-961-2600

Joseph Boldt
U.S. Bank
651-894-4404

Ted Bougie M5
Best Advantage Mortgage
612-865-4742

Steven Brand
Hancock Mortgage Partners
612-386-5306

Rita Brooks M5
Bell Bank Mortgage
612-701-2490

Nicci Brown
U.S. Bank
612-210-6187

Richard Brown
M & M Mortgage
651-558-9827

Dan Bundt
Guaranteed Rate
763-392-3928

Justin Burns
Wells Fargo Home Mortgage
612-283-7116

Andy Burton
Waterstone Mortgage
612-562-6456

Kevin Busse
Tradition Mortgage
952-290-3922

Joe Bydzovsky M2
Lake Area Mortgage
651-303-8765

James Cahill M5
KS StateBank
612-201-3685

John Callahan
Results Mortgage
763-482-0426

Luke Carrier M5
Megastar Financial
651-503-3746

Jason Chitwood
Caliber Home Loans
612-814-9818

Bradley Christensen M5
Luminate Home Loans
612-240-9922

Ryan Colbert M1
Lake Area Mortgage
651-209-2935

Al Coleman
Mortgages Unlimited
763-416-2649

Steve Conklin M5
Satori Mortgage
952-544-1709

Brian Connors
Bell Bank Mortgage
651-983-5751

Pat Conroy M5
Bell Bank Mortgage
612-701-4959

Ben Coulter
Supreme Lending
612-384-7818

Bryan Crepeau
Supreme Lending
612-308-6099

Nick Crichton M5
Edina Realty Mortgage
651-270-4893

Matt Criego M5
Luminate Home Loans
612-396-9027

Kara Cuka
New American Funding
612-670-9367

Jackson Cussons M5
Megastar Financial
612-619-0608

Jay Dacey
Jay Dacey Mortgage Team
651-315-7681

Charles Dailey M5
iLoan Mortgage
612-234-7283

Bradley Dale M5
Cherry Creek Mortgage
612-432-6864

Steve Dearborn M5
Luminate Home Loans
651-269-4591

Jason Decker
Tradition Mortgage
612-801-6520

Dominic DeMarais
Fairway Independent
Mortgage Corporation
952-797-6032

Steve Dickie M5
Axia Home Loans
612-396-4743

David Dierfeldt
Summit Mortgage
612-987-5053

Chris Dueffert
Fairway Independent
Mortgage
612-801-4033

Steven Dyson
Fairway Independent
Mortgage
612-900-2388

Mona Edick
Bay Equity Home Loans
763-614-8732

Dawn Emerson
CrossCountry Mortgage
952-956-2077

Randy Emerson
CrossCountry Mortgage
612-801-1300

Steve Erb
Bell Bank Mortgage
651-783-5220

Mark Erickson
Royal Credit Union
952-465-0913

Tim Erickson M6
Luminate Home Loans
952-451-2273

Atrion Faiola
NorthPort Funding
612-239-2389

Nick Fairbanks
Guaranteed Rate Affinity
651-486-5640

Kathleen Feders M6
iLoan Mortgage
612-916-8333

Leslie Ferris
Propel Home Loans
612-430-7000

Rick Fitzgerald M6
Alerus Mortgage
612-386-5901

Vanessa Frisch M6
Guaranteed Rate
612-423-9486

Gary Fritz M2
Hometown Bank
952-230-3873

Amber Garofalo
CrossCountry Mortgage
651-300-9411

Sharon Gatto
Bell Bank Mortgage
612-386-3030

Michael Gearman
Tradition Mortgage
952-252-4696

Shawn Gerhardson M6
Luminate Home Loans
763-691-0202

Sam Giannakakis M6
Cambria Mortgage
612-816-1511

Mark Gobran M2
Lake Area Mortgage
651-338-3900

Allen Goldsmith M2
First Bank & Trust
763-691-7116

Norah Gondeck
Bell Bank Mortgage
952-905-5370

Ken Graczak
loanDepot
651-409-7103

Justin Green M6
Tradition Mortgage
952-252-0232

Mark Gregg
Old National Bank
763-204-7251

Jody Grieger M6
Alerus Mortgage
952-417-8483

Mark Grunewald
Guaranteed Rate Affinity
952-220-5260

Brenda Hajicek
Edge Home Finance
763-754-7774

Tim Hall
Wings Financial Credit Union
651-226-6664

Kay Halvorson M6
Mortgages Unlimited
612-720-1200

Nick Hanson M6
Tradition Mortgage
952-393-6425

Shelly Hanson
PrimeLending
651-402-4883

John Harman
U.S. Bank
952-403-7312

Kathy Harrison M2
Bell Bank Mortgage
952-905-5560

Mark Harritt
U.S. Bank
952-876-5445

Beau Heidelberg
M & M Mortgage
651-278-8062

Drew Hendrickson
Bell Bank Mortgage
952-905-5725

Josh Hennesy
Megastar Financial
612-716-1187

Joyce Hercules
Bell Bank Mortgage
952-368-9201

Conor Hesch
Bell Bank Mortgage
952-649-1256

Connie Hess
Bell Bank Mortgage
612-750-6326

Mark Hesser
CrossCountry Mortgage
763-443-9527

Elizabeth Higgins
Wells Fargo Home Mortgage
612-701-5852

Shaun Higgins
CrossCountry Mortgage
952-567-2781

Dave Hill M6
Bell Bank Mortgage
651-783-5242

Mike Hill M6
Bell Bank Mortgage
651-783-5244

Brad Hlavacek M6
KS StateBank
612-396-0501

Cheryl Hoban M6
Alerus Mortgage
612-802-7765

Justin Hoban M6
Alerus Mortgage
612-802-7734

Kim Hoeft M6
Bell Bank Mortgage
651-308-8196

Randy Hoeschen M6
Associated Bank
952-591-2897

Ryan Marie Honsey M6
Cambria Mortgage
651-503-0595

Nancy Hostetler
Bell Bank Mortgage
612-374-9911

Eric House
MLS Mortgage
612-789-5626

Lisa Howe
U.S. Bank
612-963-5008

Sarah Huss
PrimeLending
651-900-8504

Mitch Irwin M7
Bell Bank Mortgage
612-210-3640

Ramona Jenkins M2
Bell Bank Mortgage
952-905-5558

Chris Jensen
Axia Home Loans
651-592-1584

Jake Johansen
U.S. Bank
319-212-1330

Alec Johnson
CrossCountry Mortgage
952-200-0754

Sheryl Jondahl
Bell Bank Mortgage
763-286-7578

Kelvin Kaemingk
loanDepot
651-231-2500

Dan Karnowski M7
Edina Realty Mortgage
952-891-7670

Bryan Kiani
Refined Lending
763-784-8700

Kara King
Results Mortgage
612-999-3538

Elizabeth Koehler M7
Alerus Mortgage
612-436-3504

Erik Kolz M7
Guaranteed Rate Affinity
952-844-6557

Michael Kovar
Mortgages Unlimited
763-416-2654

Larry Kowalczyk
Bell Bank Mortgage
952-905-5400

Jim Krantz
Tradition Mortgage
612-716-9999

Zach Kwakenat
Guaranteed Rate Affinity
952-210-0093

Peter Larsen M7
First Equity Mortgage
651-341-9854

Marcus Laskowski M7
CrossCountry Mortgage
612-749-5097

Kathy Lawler
Axia Financial
651-276-9439

Christopher Lee
CMG Financial
651-328-1816

Brad Lidtke
Bell Bank Mortgage
763-783-7505

Peter Lindquist
Guaranteed Rate
651-796-3575

Brian Lindstrom M7
Lake Area Mortgage
612-384-1646

Randi Livon M7
Alerus Mortgage
612-440-1430

Amy Loftus M7
Edina Realty Mortgage
612-801-6925

Adam Long M7
Luminate Home Loans
612-396-1678

Tony Lopez
Edina Realty Mortgage
763-494-8178

Janet Lund M7
Luminate Home Loans
612-220-5210

Josh Lund
Gold Star Mortgage
612-802-3265

Paul Lundeen
Bell Bank Mortgage
952-221-6321

Nathan Marstan
Bell Bank Mortgage
612-374-9909

Nicholas Matko
DHI Mortgage
612-790-8562

Nick Mavetz M7
First Equity Mortgage
763-251-1979

Paul Mayers
Bell Bank Mortgage
612-209-8987

Brad Mayo
U.S. Bank
612-387-7061

Mary Kay McNee
Bell Bank Mortgage
612-590-1227

Bryce Mead M7
Alerus Mortgage
952-417-8481

Nicole Meeker M1
Wintrust Mortgage
612-723-2658

Brady Mergenthal M7
Caliber Home Loans
651-324-5431

Bob Merrill
Bell Bank Mortgage
612-986-3887

Brent Merritt M3
Mortgage Capital of MN
763-420-0282

Drew Messner
Guaranteed Rate
952-225-2332

Joe Metzler M7
Cambria Mortgage
651-552-3681

Barbara Miller
Guaranteed Rate
612-293-0442

Daniel Minor M7
Bay Equity Home Loans
763-614-7082

Mark Miron
U.S. Bank
612-859-5555

Krysia Moe
Old National Bank
612-656-3780

Steve Mohabir
Edina Realty Mortgage
952-285-3181

Kelly Molitor
Guaranteed Rate Affinity
952-237-0066

Karen Montour M7
Alerus Mortgage
651-203-8303

Enda Moore M7
Edina Realty Mortgage
651-690-8428

Steve Morris M3
Guaranteed Rate
612-889-6726

Michael Muehlhausen
U.S. Bank
612-642-8010

Deb Muelken M8
iLoan Mortgage
651-353-8531

Tyler Mulcahey M8
Cardinal Financial
507-837-9775

Heather Mule M8
Alerus Mortgage
952-212-6280

Hudson Murphy M8
Luminate Home Loans
651-276-2349

Bryan Nelson M8
Bell Bank Mortgage
651-783-5245

Stacy Newgaard M1
Bell Bank Mortgage
952-905-5512

Quynh Nguyen M8
Cambria Mortgage
612-990-9520

Brad Nolan M8
Bell Bank Mortgage
651-308-7115

Kevin O'Brien
M & M Mortgage
651-558-9810

Cheryl Olmscheid M8
Alerus Mortgage
952-417-8487

Anthony Olson
Guaranteed Rate Affinity
651-348-5512

Craig Opitz M8
Wintrust Mortgage
612-310-3222

Arik Orosz
Reduced Fee Mortgage
651-994-9494

Tim Oster M8
Alerus Mortgage
612-849-4009

Brian Parkinson M8
Alerus Mortgage
612-282-5863

Mandy Pederson M8
Luminate Home Loans
612-306-6539

Dan Peinovich
Bell Bank Mortgage
952-292-2952

Darcey Penner
loanDepot
612-232-9730

Scott Perron
Cambria Mortgage
612-554-1932

Todd Perry M8
Cambria Mortgage
612-868-6449

Brandon Peterson M3
Lake Area Mortgage
763-200-8400

Ben Philips
U.S. Bank
952-876-5196

Shawn Poppler
US Mortgage
Investments
952-239-2162

Daniel Post
Axia Home Loans
651-324-3421

April Ranallo
Guaranteed Rate
847-873-7278

Shari Rantz
Executive Mortgage Brokers
612-719-3979

Kristine Rausch
Guaranteed Rate Affinity
952-470-2541

Keenan Raverty
Bell Bank Mortgage
651-783-5222

Robin Ray
New American Funding
612-804-2150

Steve Rice M8
Cambria Mortgage
612-710-9173

DJ Riley
United Family Mortgage
763-276-3960

Pete Rinzel
Bell Bank Mortgage
952-212-1141

Dan Ripka
Wings Financial
Credit Union
952-997-8417

Cathy Robin
Supreme Lending
952-449-7144

Michelle Robinson M3
Lake Area Mortgage
651-209-2905

Mark Roe
Bell Bank Mortgage
763-222-1507

John Roehrich M3
Homes Mortgage
651-748-3706

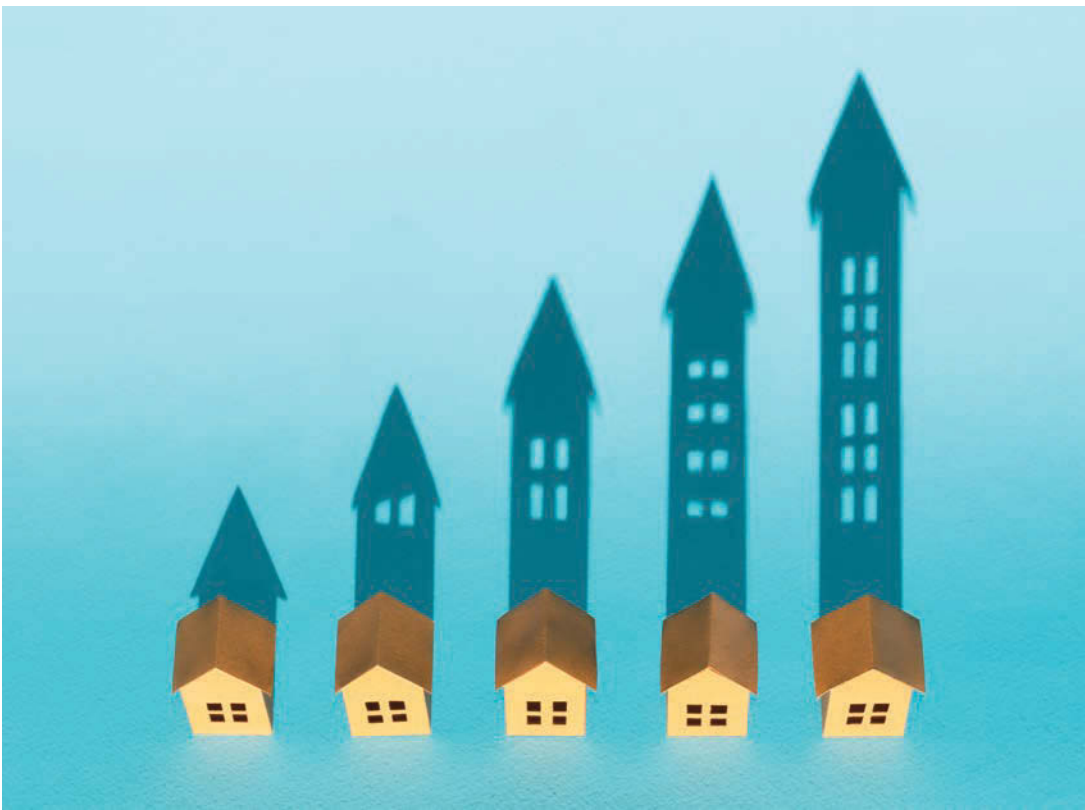
Shannon Roepke
Fairway Independent
Mortgage
763-221-0910

Terri Ronneng
Bell Bank Mortgage
612-670-7798

Reyna Rousseau M3
CrossCountry Mortgage
763-496-1638

Matt Royer M4
Homes Mortgage
651-770-0637

Peggy Ryan M8
Alerus Mortgage
651-900-4891



Chris Safe
Bell Bank Mortgage
952-905-5550

Tonya Sample
New American Funding
763-213-2195

Andrew Sandkamp
CMG Financial
612-282-4410

Stephanie Scarrella M4
Drake Bank
651-702-1200

Jim Schaefer
Gold Star Mortgage
612-501-5113

Derek Schansberg
Union Home Mortgage
612-384-4300

Karl Schlichting
U.S. Bank
651-714-7427

Marc Schubbe
Results Mortgage
612-743-7918

Jenna Sears-Demery M4
Cardinal Financial Company
612-237-9611

Aaron Severson
Wings Financial Credit Union
952-997-8000

Kevin Shackle
U.S. Bank
651-351-2583

Thomas Shannon
Bell Bank Mortgage
952-905-5780

Chris Shedd
Huntington Bank
952-484-5866

Angie Sherer M8
Luminate Home Loans
612-644-9948

Michelle Shull M8
Alerus Mortgage
612-868-8575

John Skoglund
CrossCountry Mortgage
612-599-8220

Curt Smith
Bell Bank Mortgage
612-308-4367

Tom Smith M4
Coulee Bank
612-386-7672

Thomas Smith
Coulee Bank
612-386-7672

Mark Steil
U.S. Bank
612-802-9347

Cynthia Stewart
Ideal Credit Union
651-773-2843

Jason Stone M1
Fairway Independent
Mortgage Corporation
651-888-8171

Bob Strandell M8
Bell Bank Mortgage
612-210-2200

Cheryl Stuntebeck
Bell Bank Mortgage
952-905-5370

Margaret Swanson
Bell Bank Mortgage
651-438-0055

Matt Swords M4
Bell Bank Mortgage
612-619-3001

Nikki Syring
CrossCountry Mortgage
651-368-2930

Sandra Talberg
Bell Bank Mortgage
653-783-5212

Sharmain Tesmer
CrossCountry Mortgage
763-443-1018

Kong Thao
Hiway Credit Union
651-529-8975

Cynthia Ann Theisen
U.S. Bank
952-942-2847

Faith Tholkes
Ideal Credit Union
651-773-2812

Leslie Vanderwerf M9
CrossCountry Mortgage
612-910-8875

Aaron Yang M9
Fairway Independent
Mortgage
612-702-5651

Chao Yang
New American Funding
612-296-1425

Jon Wagner
Guaranteed Rate
612-201-3728

Karin Wald
Bell Bank Mortgage
952-905-5370

Lisa Walker
CrossCountry Mortgage
952-920-0322

Jacob Walton
U.S. Bank
952-876-5409

Ryan Walton
U.S. Bank
651-329-7894

Donna Warner M9
Alerus Mortgage
612-382-4325

Brad Weappa
Fairway Independent
Mortgage
651-285-7967

Matthew Weber
U.S. Bank
612-850-6915

Dan Wessels M4
Lake Area Mortgage
651-213-0209

Robert Wilkerson
Refined Lending
763-913-1760

Kristin Wilson
Envoy Mortgage
651-485-1613

Tyler Wiltse M9
Cambria Mortgage
952-994-1213

David Windschitl
Bell Bank Mortgage
952-905-5815

Andrew Woessner M9
Tradition Mortgage
952-252-0244

Chris Wood
CrossCountry Mortgage
612-445-9638

Chris Wright M9
Edina Realty Mortgage
651-225-3965

Kevin Yamaya
Bell Bank Mortgage
612-720-4146

Jeff Zajac
Trustone
612-281-9184

Cindy Zemien M9
Bell Bank Mortgage
612-867-9071

Joe Zemien M9
Bell Bank Mortgage
651-260-5766

Molly Zimmerman M9
Bell Bank Mortgage
763-587-1466



Ryan Colbert

Creating Clients for Life

In this ever changing market, it's important to have the right lender on your side. My passion is educating homebuyers to find the correct solution for their situation. Whether you're buying your first home or next one, you will profit from my 25 years of experience. We value integrity, honesty, and communication throughout the process.



colbertmortgageteam.com
O: 651-209-2935 / C: 651-329-5835
rcolbert@lakeareamortgage.com



Nicole Meeker

Confidence through detailed planning

By focusing on education and the details my clients know what to expect at every step. Ideally, we've discussed all options so there are no surprises. Buying a home can be one of the largest investments one can make, and isn't one size fits all, but rather personalized advice and planning.



Wintrustmortgage.com/nicole-meeker
NMeeker@WintrustMortgage.com
O: 612-851-1600 C: 612-723-2658
NMLS # 657392



Stacy Newgaard

Committed to our Customers Needs

I'm dedicated to providing unparalleled service because I genuinely care about each and every client. Making you happy truly makes me happy. My team and I want to make sure you have an amazing and enjoyable experience from the first interaction through the closing and beyond. I'm honored to be your mortgage professional for life.



stacynewgaard.com
snewgaard@bell.bank
O: 952-905-5512
C: 612-865-2132



Jason Stone

Licensed in MN, WI, & FL

An experienced mortgage professional who enjoys assisting clients by simplifying their home buying process. As a retired firefighter in Mendota Heights, I am committed to my customers, team and community. That is why my ultimate goal is to help you achieve your dream of homeownership. I am also a Homes for Heroes affiliate.



jasonstone-loans.com
jason.stone@fairwaymc.com
O: 651-888-8171 / C: 651-253-2144



MULTI-YEAR WINNER

JOE BYDZOVSKY

Lake Area Mortgage
Mobile: (651) 303-8765
joeb@lakeareamortgage.com
http://www.mymortgageguyjoe.com

- 18+ years of experience with conventional, government, jumbo, portfolio and construction loans.
- Purchase & Refi for primary, second, investment properties.
- Professional, competitive, individualized financing solutions.



My goal is always to provide each client with individual solutions tailored to their specific needs. I review all the details and objectives directly with my clients to ensure that everyone is on the same page. By providing in-house origination, processing, underwriting and funding, I can ensure a smooth and timely loan process.

NMLS# 270628



GARY FRITZ

HomeTown Bank
Office: (952) 230-3873
Mobile: (612) 868-9226
gfritz@htbmn.com
http://www.htbmn.com

- 1st Mortgages
- Second Mortgages & HELOCs
- Construction Loans & Land Loans



I blend the latest industry technology with my 25 years of mortgage experience to give the customer a smooth expedient transaction. Call me when thinking about buying, building or refinancing your home.

NMLS# 1179939



MULTI-YEAR WINNER

MARK GOBRAN

Lake Area Mortgage
Office: (651) 482-9400
Mobile: (651) 338-3900
mark@markgobran.com
markgobran.com

- Construction and Construction to Perm Mortgages
- VA - Veteran home loan expert
- Refinance, Conventional, Jumbo, VA and FHA Streamline



With more than 30 years of mortgage lending experience and a commitment to excellence, I take pride in having helped countless homeowners purchase and refinance their homes. I offer a number of loan programs while also providing In-House Portfolio Programs for situations that don't quite fit within the standard mortgage lending box. I look forward to helping you accomplish your goals. Contact me today to get started!

NMLS# 695799



ALLEN GOLDSMITH

First Bank & Trust
Office: (763) 691-7116
Mobile: (763) 639-8215
allen.goldsmith@bankeasy.com
http://www.bankeasy.com/

- I pride myself on honesty and integrity.
- I like to educate clients as we first meet to explore what lending options are best for them.
- Buying a home, is a huge step. Together, we can make it feel far less stressful for the client.



Since 2008, I have prided myself on always putting the clients needs first. The mortgage industry is all about numbers, but my main focus has, and always will be, in the best interest of my clients. Because of this, I see many repeat customers, as well as, multiple referrals each year. The very best compliment I can ever receive, is the referral from a client who had a spectacular and smooth experience.

NMLS# 480159



MULTI-YEAR WINNER

KATHY HARRISON

Bell Bank Mortgage
Office: (952) 905-5560
Mobile: (612) 386-8856
kharrison@bell.bank
financinghelp.com

- FHA-VA-Conventional Purchase & Refinance
- New Construction/Investment/Second Home
- First Time/Move Up/Executive Buyer Specialist



Excellence and execution; the benchmark for Kathy Harrison and her team. With experience spanning 37 years, this premise has allowed Kathy Harrison to maintain her status as a top Twin Cities and National originator. Successful outcomes happen when clients are confident in the knowledge, expertise, and trust of their team. Put your trust in one of Minnesota's leading mortgage professionals today. Visit financinghelp.com

NMLS# 334069



MULTI-YEAR WINNER

RAMONA JENKINS

Bell Bank Mortgage
Office: (952) 905-5558
Mobile: (612) 226-8761
rjenkins@bell.bank
ramonajenkins.com

- Over 25 years of lending experience
- Primary/Vacation/Investment Home Financing
- Physician Loan 5% Down, no PMI up to \$1,000,000



Being a top-producing Loan Officer at Bell Bank Mortgage since 1994, has given me the experience and knowledge to provide my clients with the best possible service, product and results -- every time. I am passionate about going the extra mile to ensure your mortgage experience is a smooth and successful one. I hope to be of service to you!

NMLS# 264221





MULTI-YEAR WINNER

BRENT MERRITT

Mortgage Capital of MN, Inc
Office: (763) 420-0282
Mobile: (612) 812-0320
bmerritt@mortgagecapitalmn.com
mortgagecapitalmn.com/brent-merritt

- Construction Lending
- VA Lending
- Home Purchase Lending



Brent Merritt is a Partner and Senior Mortgage Consultant at Mortgage Capital of MN, specializing in home purchase loans & construction lending whether it be new home construction or that long awaited home remodel. Brent is an expert in the construction lending process and can walk you through every step of the process.

NMLS# 340490



MULTI-YEAR WINNER

STEVE MORRIS

Guaranteed Rate
Office: (651) 889-6726
Mobile: (612) 889-6726
SMorris@Rate.com
Rate.com/SteveMorris

- New Construction Custom Homes
- Working with business owners with complex tax situations
- Extremely competitive rates for jumbo and super jumbo buyers



3020 Woodbury Dr, Suites LL1 & LL2, Woodbury, MN 55129 NMLS ID: 275563; MN - MN-MLO-275563 - MN-MO-20526478 | NMLS ID #2611 (Nationwide Mortgage Licensing System www.nmlsconsumeraccess.org) MN - Lic #MN-MO-20526478

NMLS# 275563



MULTI-YEAR WINNER

BRANDON PETERSON

Lake Area Mortgage
Office: (763) 200-8400
Mobile: (612) 964-1371
bpeterson@lakeareamortgage.com
http://www.mortgagesbybrandon.com

- Providing mortgage programs that fit with clients' needs & goals.
- Extensive experience with Down Payment Assistance Programs.
- Offering Single-Close Construction & Renovation Loans.



Clear communication and keeping the client informed is always a top priority throughout the mortgage process. First-time home buyers rely on me for accurate and reliable financing options, while move-up buyers count on me for consistent service with competitive terms. Every financing situation is unique and my customers deal directly with me to guarantee an efficient mortgage process.

NMLS# 302002



MULTI-YEAR WINNER

MICHELLE ROBINSON

Lake Area Mortgage
Office: (651) 209-2905
Mobile: (612) 414-5420
mrobinson@lakeareamtg.com
https://michellerobinson.floify.com/

- First Time Home Buyers.
- Down Payment Assistance Programs.
- Conventional, FHA, VA and RD.



Having been in the mortgage for over 29 years, you can be assured that Michelle knows the mortgage process and what it takes to get your loan closed. Educating her clients upfront to make sure they understand the process is the key to her success.

NMLS# 695815



MULTI-YEAR WINNER

JOHN ROEHRICH

Homes Mortgage LLC
Office: (651) 748-3706
Mobile: (612) 396-2578
jroehrich@homesmortgage.net
MNmortgageplanner.com

- Top ten loan officer in MN on Zillow with perfect rating.
- A+ rating with the better business bureau.
- Homes for Heroes affiliate.



Whether you are a first time home buyer or upgrading to your dream home, I can help make your dreams a reality. As a smaller mortgage lender, we are able to pass along those savings to our clients while maintaining a service level that is second to none. With over 20 years experience in all residential loans and an A+ rating with the better business bureau, there is no better place to come to for your financing needs.

NMLS# 300490



REYNA ROUSSEAU

CrossCountry Mortgage, LLC
Office: (763) 496-1638
Mobile: (651) 226-4863
Reyna@myccmortgage.com
crosscountrymortgage.com/Reyna-Rousseau

- New Construction
- First Time Homebuyers
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JEFF ASCHENBECK
NMLS 452541
BELL BANK MORTGAGE



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DENNY BENNETT
NMLS 543275
U.S. BANK



Mobile: (612) 804-0488
denny.bennett@usbank.com



CHAD BLOFIELD
NMLS 368058
TRADITION MORTGAGE



Mobile: (612) 940-6757
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ERIC BLOOMSTRAND
NMLS 274211
BELL BANK MORTGAGE



Mobile: (612) 961-2600
ericbloomstrand.com



TED BOUGIE
NMLS 678329
BEST ADVANTAGE MORTGAGE
NMLS 1990426



Mobile: (612) 865-4742
BestAdvantageMortgage.com



RITA BROOKS
NMLS 452521
BELL BANK MORTGAGE



Mobile: (612) 701-2490
thebrooksteam.us



JAMES CAHILL
NMLS 272459
KS STATEBANK



Office: (612) 201-3685
jcahill@ksstate.bank



LUKE CARRIER
NMLS 275649
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Mobile: (651) 503-3746
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JUSTIN GREEN
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nick.hanson@traditionllc.com



MIKE HILL
NMLS 452469
BELL BANK MORTGAGE



Office: (651) 783-5244
mhill@bell.bank



DAVE HILL
NMLS 452465
BELL BANK MORTGAGE



Office: (651) 783-5242
davehillteam.com



BRAD HLAVACEK
NMLS 402044
KS STATE BANK



Mobile: (612) 396-0501
bhlavacek@ksstate.bank



CHERYL HOBAN
NMLS 460402
ALERUS MORTGAGE



Mobile: (612) 802-7765
cheryl.hoban@aleraus.com



JUSTIN HOBAN
NMLS 460403
ALERUS MORTGAGE



Mobile: (612) 802-7734
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KIM HOEFT
NMLS 524528
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RANDY HOESCHEN
NMLS 524058
ASSOCIATED BANK



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karen.montour@alerus.com



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CHERYL OLMSCHIED
NMLS 460424
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Mobile: (651) 900-4891
peggy.ryan@alerus.com



ANGIE SHERER
NMLS 373912
LUMINATE HOME LOANS



Mobile: (612) 644-9948
www.AngieSherer.com



MICHELLE SHULL
NMLS 501971
ALERUS MORTGAGE



Mobile: (612) 868-8575
Michelle.Shull@alerus.com



BOB STRANDELL
NMLS 274802
BELL BANK MORTGAGE



Mobile: (612) 210-2200
bob@bobstrandell.com





LESLIE VANDERWERF
NMLS 335509
CrossCountryMortgage LLC



Mobile: (612) 910-8875
leslie@leslievanderwerf.com



AARON VANG
NMLS 330876
FAIRWAY INDEPENDENT
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Mobile: (612) 702-5651
www.aaronvang.com



DONNA WARNER
NMLS 460441
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Mobile: (612) 382-4325
donna.warner@alerus.com



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NMLS 333200
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Mobile: (952) 994-1213
CambriaMortgage.com/TylerWiltse



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Mobile: (612) 867-9071
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A New Inconvenient Truth

To: Vice President Albert Gore
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Vance Opperman

Dear Vice President Gore:

Your Oscar-winning documentary, *An Inconvenient Truth*, was released in 2006. The documentary received an Academy Award, and you and the Intergovernmental Panel on Climate Change (IPCC) were awarded a Nobel Peace Prize for alerting the planet to the dangers of human-caused climate change. And while the years have been accumulating, so has the scientific evidence for climate change caused by human activity.

In fact, the IPCC, which currently includes 195 countries, has just issued its Sixth Assessment Report, which concluded (unanimously!) that humans are “unequivocally” to blame for global warming. As summarized by a Reuters report, unless large-scale action is taken to reduce greenhouse gas emissions, the average global temperature is likely to increase 2.7 degrees Fahrenheit within 20 years. The United Nations Secretary-General, Antonio Guterres, after referring to the report as a “code red for humanity,” stated “this report must sound a

death knell for coal and fossil fuels, before they destroy our planet.”

It does not take a scientific assessment to underscore our changing climate. Those of us who live in Minnesota realize that our climate has changed dramatically; winter temperatures have risen more than in any other state over the past 40 years. July was the hottest month in recorded history. Athens has become so hot some experts predict that it will become Europe’s first uninhabitable city, and it has now appointed Europe’s first chief heat officer.

Fires have ravaged our Western states. No fire in history had burned from one side of the Sierra Nevada mountain range to the other; this summer, it happened twice. The *Los Angeles Times* in an editorial called for radical action to phase out fossil fuels and slash carbon emissions to prevent even greater devastation from megafires in the future.

Climate change driven by human activities affects the pattern of precipitation, which causes widespread drought but also unusual rainfall. We bless the rains down in Africa, but in total, we should take note when it rains at the summit of Greenland. That’s what just happened. And two months ago, 3.15 inches of rain fell in one hour in Central Park in New York City; at least 13 people died in the ensuing flash floods.

The inconvenient truth revealed by the documentary was that human activity resulting in increased greenhouse gas emissions was irrevocably damaging our planet through climate change. But there is another inconvenient truth that must be faced.

Just as climate change is all around us, so too is the Covid virus. People see their neighbors and relatives being hospitalized, or worse,

because of infection. Yet only 64 percent of Americans are vaccinated. States that have a low vaccination rate have a correspondingly high infection and hospitalization rate. Hospitals in Texas, Florida, and Utah are once again experiencing fatal overcrowding. And still, a sizable minority of our political establishment and citizenry refuses to take the necessary steps to bring this virus to heel. If one cannot persuade our “leaders” or a large number of



People refuse to believe what is right in front of them, if inconvenient.

their “followers” to confront that which is clearly visible—lack of vaccination—what hope is there that these same people will take the necessary steps to drastically reduce greenhouse gas emissions? That is the new inconvenient truth; the answer is, they will not.

But there still may be a path forward.

What we know about government is that it likes to spend money. The Costs of War Project at Brown University estimates that the cost of our post-9/11 wars have exceeded \$8 trillion. Total Covid relief spending, to date, according to Government Accountability Office figures, amounts to \$5.9 trillion (\$1.3 trillion remains unspent). The most recent legislative initiatives for additional funding proposals total \$4.7 trillion. Clearly, our polity will follow the advice of John Keynes: “If you can actually do it, you can afford it.”

As a society we like grand governmental programs with catchy titles: the Manhattan Project or Operation Warp Speed. Both of these governmental programs were huge successes, achieving their goals and in record time.

What we need, what will capture the people’s attention and involve a great deal of favorable government expenditure, is a crash program to develop nuclear fusion (call it “free power”). Nuclear fusion produces no greenhouse gas emissions, nor does it produce large quantities of hard-to-store nuclear waste.

At the same time the IPCC’s Sixth Assessment Report was being issued, the Lawrence Livermore National Laboratory announced a major breakthrough in nuclear fusion. Nuclear scientists view their report as a “Wright Brothers” moment. There will be more developments in the near future as fusion experiments ramp up. But the point is that people seriously concerned about solving the problem of global warming and resultant climate change should push for a massive research project with unlimited funding to accomplish the goal of successful fusion electrical power generation. The adoption of that technology would free the planet from its reliance on fossil fuels.

So that’s the inconvenient truth: People refuse to believe what is right in front of them, if inconvenient. But if heavily funded and given a catchy name, these efforts can be successful. Let’s leave finding a second-home planet to Messrs. Bezos and Musk while we perfect power generation on this planet.

Sincerely yours,
Vance K. Opperman
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