

RENTAL VALUE ANALYSIS

**UNIVERSITY OF MINNESOTA
ROSEMOUNT PROPERTY
ROSEMOUNT, MINNESOTA**

**PREPARED FOR:
PHYSICAL PLANNING DEPARTMENT
UNIVERSITY OF MINNESOTA**

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INTRODUCTION

The University of Minnesota owns a large parcel of property in central Dakota County. The property contains approximately 8,000 acres in over 12 square miles, representing one of the largest contiguous land holdings in the metropolitan area. Located on the property are a number of building improvements including residential, light industrial and warehouse type properties. At the present time, some of these properties are rented to private companies for various uses including light industrial and warehouse storage. The residential units are also being rented to families as living quarters.

The University has asked Economic Research Corporation (ERC) to examine the subject properties and the current rental levels. The purpose of the study is to determine the fair market rents for the University so that its current rental policies can be evaluated in light of comparable and competitive rental offerings.

The report and analysis has been divided into two major sections. Section I reports the findings as to the single-family residential properties and Section II deals with the industrial/warehouse buildings. The conclusions regarding each property type are reported in each section following the data and analysis.

Section I

Single-Family Housing

The housing units at the Rosemount Research Center consist of 25 units at the northern end of the property near County Road 42, and five other units scattered throughout the Center. The units are a mixture of two and three bedroom homes of two basic configurations. The basic unit types are shown on Figures 1 and 2.

The one-story house contains approximately 896 square feet plus a porch and garage. The two-story unit has 672 square feet on each floor and a porch and garage. Seven of the one-story units have a finished expansion space. The unit types and current monthly rental rates are reported on Table 1. The tenants pay for their own utilities in addition to the monthly rental.

The key objective of this portion of the study is to arrive at a basis for comparison between the rentals charged by the University and the current general market rental levels. Therefore, Economic Research Corporation (ERC) surveyed the current offerings for single-family housing units both in Dakota County and throughout the metropolitan area. Rental offerings in six suburban newspapers were collected and the owners were contacted to determine the rental rate, type of units offered, number of bedrooms and geographic location. The survey period covered approximately three months of late 1974 and early 1975. The results of this survey are reported on Tables 2 through 5, respectively.

Tables 2 and 3 report the Dakota County results for two and three bedroom offerings. As shown there, the monthly rentals for two-bedroom units ranged from \$75 to \$250. The median monthly rent was \$175 and the average monthly rent was \$170. The three-bedroom units ranged from a low of \$130 to a high of \$300 with the median monthly rent being \$275 and the average \$261.

Tables 4 and 5 report survey results for the metropolitan area except for Dakota County. It is interesting to note that the average monthly rents are substantially higher than those in Dakota County. The average rental for two-bedroom units is \$216 which is \$46 per month higher than the Dakota County average. The metropolitan area three-bedroom average rental is also higher than Dakota County averages by \$20.00 per month.

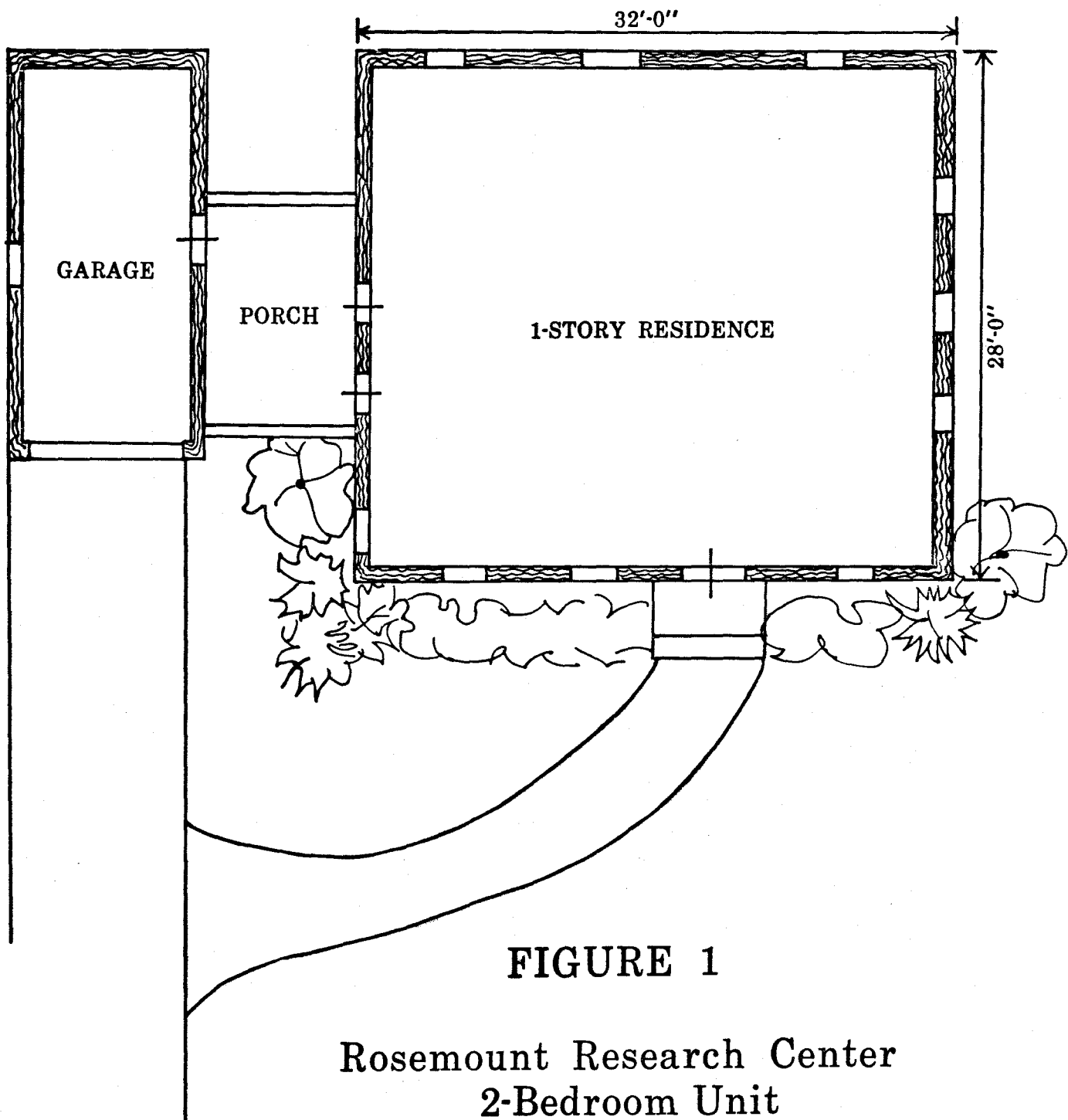


FIGURE 1

**Rosemount Research Center
2-Bedroom Unit**

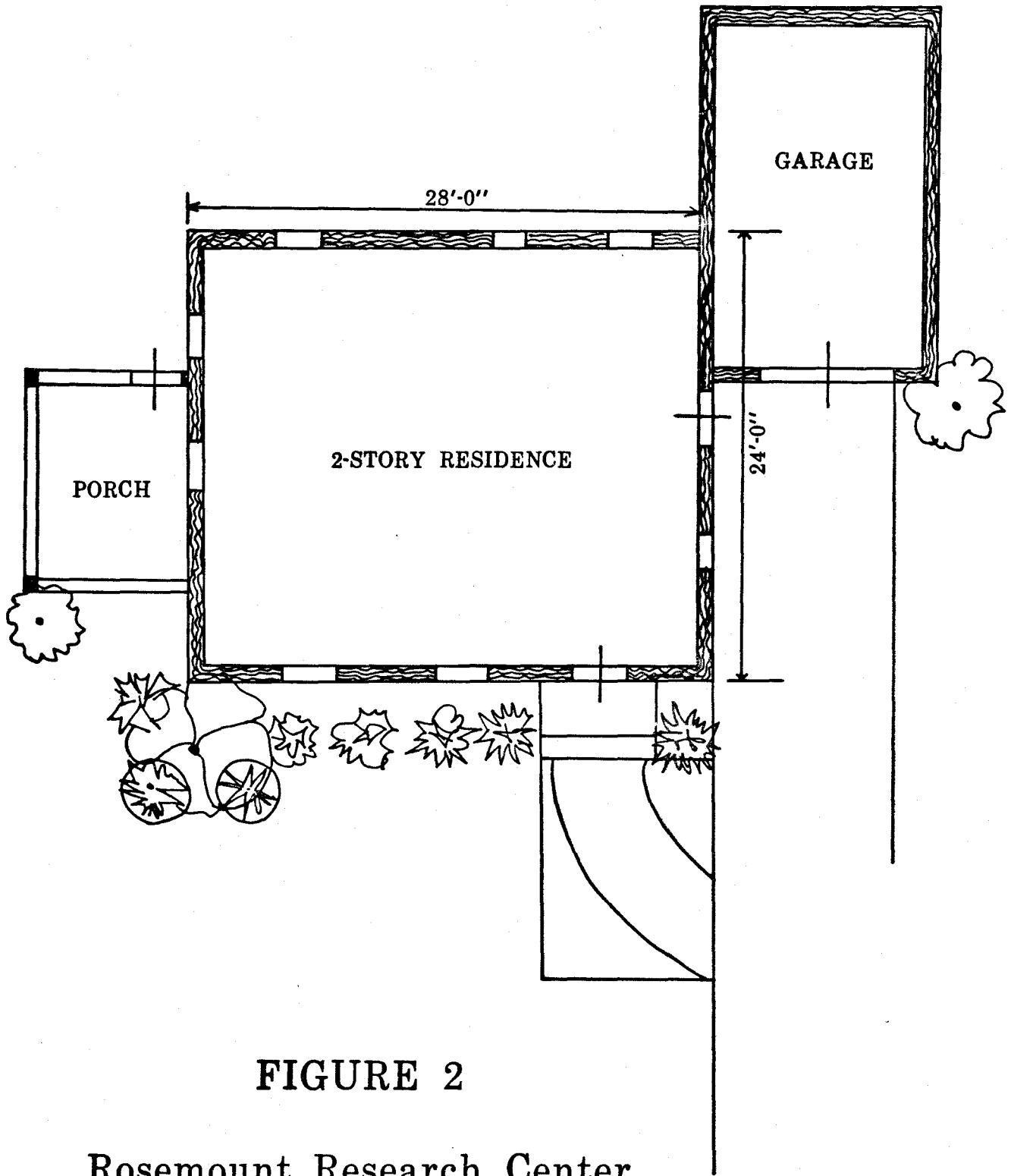


FIGURE 2

Rosemount Research Center
3-Bedroom Unit

Table 1

Rosemount Research Center
Single Family - Housing
1974-75

<u>S.H. Number</u>	<u>Type</u>	<u>Monthly Rental</u>	<u>Annual Rental</u>
1	3 - Br.	\$ 138.00	\$ 1,656
2	3 - Br.	138.00	1,656
3	3 - Br.	138.00	1,656
4	3 - Br.	138.00	1,656
5	3 - Br.	138.00	1,656
6	3 - Br.	138.00	1,656
7	3 - Br.	138.00	1,656
8	3 - Br.	138.00	1,656
9	3 - Br.	138.00	1,656
10	3 - Br.	138.00	1,656
11	2 - Br.	120.00	1,440
12	2 - Br.	120.00	1,440
13	2 - Br.	120.00	1,440
14	2 - Br.	120.00	1,440
15	2 - Br. - W/Exp.	125.00	1,500
16	2 - Br. - W/Exp.	125.00	1,500
17	2 - Br. - W/Exp.	125.00	1,500
18	2 - Br.	120.00	1,440
19	2 - Br.	120.00	1,440
20	2 - Br. - W/Exp.	125.00	1,500
21	2 - Br. - W/Exp.	125.00	1,500
22	2 - Br. - W/Exp.	125.00	1,500
23	2 - Br. - W/Exp.	120.00	1,440
24	2 - Br.	120.00	1,440
25	2 - Br.	120.00	1,440

Sources: University of Minnesota, Physical Plant Maintenance and Operations; Economic Research Corporation.

Table 2

Rental Survey Single-Family Housing
Dakota County Area
2-Bedroom Units

<u>Community</u>	<u>Number of Units Available</u>	<u>Monthly Rentals</u>	<u>Adjusted Monthly Rentals</u>
Burnsville	1	\$ 100*	\$ 75
Eagan	0		
Farmington	2	135 195	135 195
Hastings	1	150	150
Inver Grove	1	185*	160
Lakeville	1	125	125
Rosemount	2	210 220	210 220
St. Paul Park	1	175	175
South St. Paul	6	160 160 165* 195 200* 250	160 160 140 195 175 250
West St. Paul	2	175 220*	175 195
Totals	17	\$ 3,020	\$ 2,895
Average Monthly Rentals		\$ 178	\$ 170

* Some units are rented with utilities included in the base rent. The rent for these units was reduced by \$25.00 per month so that they would be comparable to units rented without utilities paid.

Source: Economic Research Corporation.

Table 3

Rental Survey Single-Family Units
Dakota County Area
3-Bedroom Units

<u>Community</u>	<u>Number of Units Available</u>	<u>Monthly Rental</u>	<u>Adjusted Monthly Rentals</u>
Burnsville	2	\$ 280 300	\$ 280 300
Eagan	2	295 375	295 375
Farmington	3	130 280 300*	130 280 275
Hastings	1	300*	275
Inver Grove	2	275 300	275 300
Lakeville	1	190	190
Rosemount	1	165	165
St. Paul Park	0		
South St. Paul	1	280	280
West St. Paul	2	250 250	250 250
Totals	15	\$ 3,970	\$ 3,920
Average Rental		\$ 265	\$ 261

* Some units are rented with utilities included in the base rent. The rent for these units was reduced by \$25.00 per month so that they would be comparable to units rented without utilities paid.

Source: Economic Research Corporation.

Table 4

Rental Survey Single-Family Housing
Metropolitan Area Other Than Dakota County
2-Bedroom Units

<u>Community</u>	<u>Number of Units Available</u>	<u>Monthly Rental</u>	<u>Adjusted Monthly Rentals</u>
Hopkins	5	\$ 175 190 210* 220 225	\$ 175 190 185 220 225
St. Paul	2	185 250	185 250
Excelsior	3	195* 195* 225*	170 170 200
Minneapolis	2	190 200	190 200
Savage	2	175* 290	150 290
Wayzata	2	275 350	275 350
Mound	0		
Richfield	1	275	275
Cottage Grove	1	240	240
St Louis Park	1	200	200
St. Paul Park	1	175	175
Fridley	<u>1</u>	<u>230</u>	<u>230</u>
Totals	21	\$ 4,670	\$ 4,545
Average Monthly Rent		\$ 222	\$ 216

* Some units are rented with utilities included in the base rent. The rent for these units was reduced by \$25.00 per month so that they would be comparable to units rented without utilities paid.

Source: Economic Research Corporation.

Table 5

Rental Survey Single-Family Housing
Metropolitan Area Other Than Dakota County
3-Bedroom Units

<u>Community</u>	<u>Number of Units Available</u>	<u>Monthly Rental</u>	<u>Adjusted Monthly Rentals</u>
Hopkins	1	\$ 310	\$ 310
St. Paul	0		
Excelsior	2	225 250	225 250
Minneapolis	2	350 390*	350 365
Savage	0		
Wayzata	0		
Mound	1	265*	240
Richfield	1	230	230
Cottage Grove	0		
St. Louis Park	0		
St. Paul Park	0		
Fridley	0		
	—	—	—
Totals	7	\$ 2,020	\$ 1,970
Average Monthly Rent		\$ 289	\$ 281

* Some units are rented with utilities included in the base rent. The rent for these units was reduced by \$25.00 per month so that they would be comparable to units rented without utilities paid.

Source: Economic Research Corporation.

Since the subject houses are located in Dakota County, it is probable that their fair rental value would more approximate the Dakota County sample than those reported on Tables 4 and 5. More specifically, the University Rosemount housing is located in the central portion of Dakota County at some distance from the downtowns of Minneapolis and St. Paul. See Figure 3. The market for the Research Center residential units may be more closely related to availability and rental rates in the immediately adjoining communities than in the more highly developed cities of the northern portion of the county. Table 6 reports survey results for the rural communities immediately adjacent to the Rosemount property. As shown there, the two-bedroom rental averages are almost identical to those for the balance of the county. However, there is a substantial variation in the average rental for a three-bedroom unit with the county average being \$42 higher than the offerings in the more rural areas.

There are other factors which determine the fair rental value of a housing unit. Some of these factors include:

1. The size of the housing unit.
2. The age of the dwelling.
3. The amount and kind of furnishings and equipment included.
4. The neighborhood.
5. The availability of services, schools and shopping facilities.

Although it was not possible to evaluate all of these factors for all the units surveyed, specific information was obtained when possible. This information was considered in analyzing the rental offerings and comparing them with the University-owned housing units at the Rosemount Research Center.

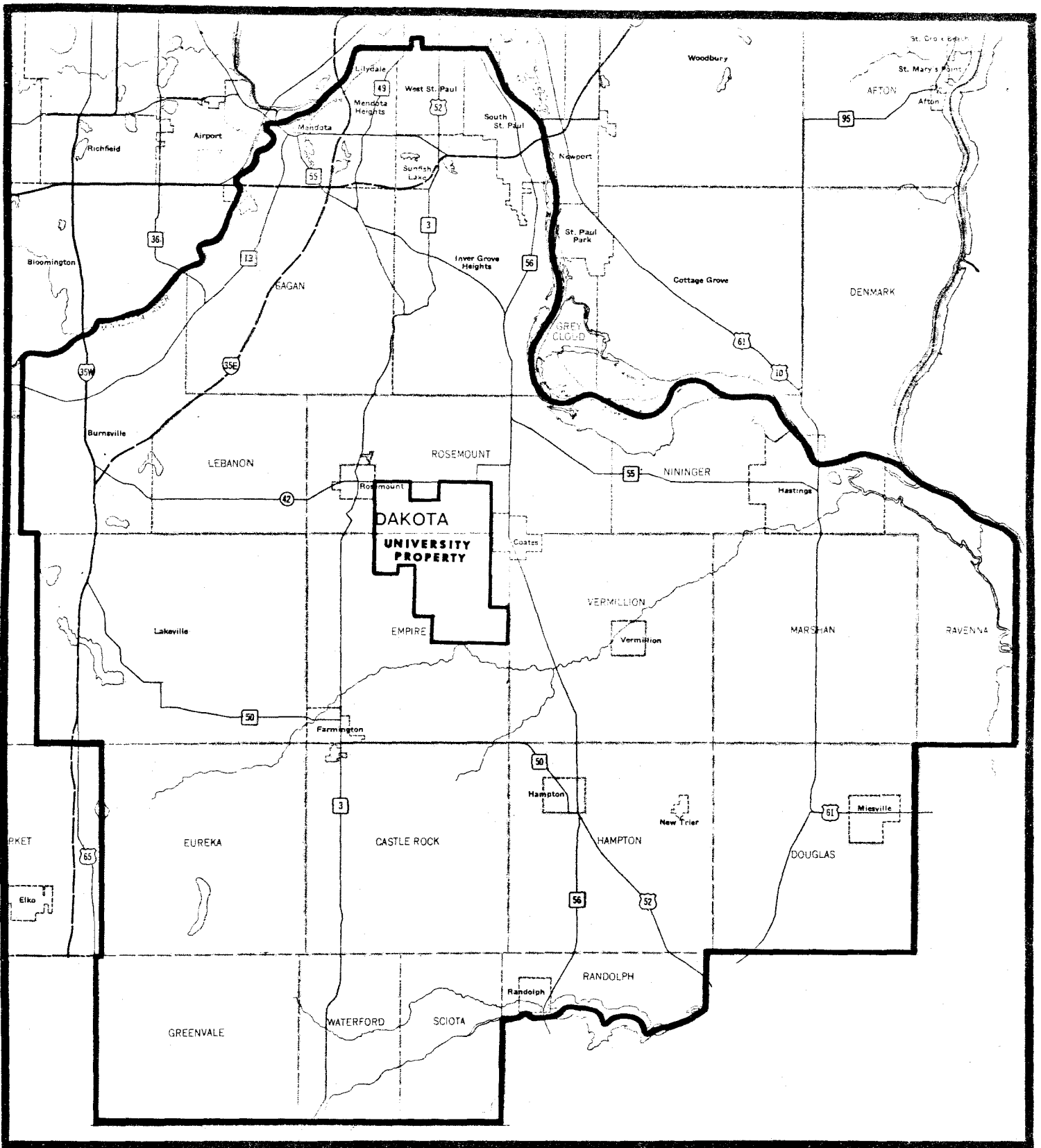


FIGURE 3

Dakota County Municipal Subdivisions

SOURCE: Metropolitan Council

Table 6

Rental Survey Single-Family Housing
Rural Dakota County

<u>Community</u>	<u>Two Bedroom Units</u>	<u>Adjusted Monthly Rent</u>	<u>Three Bedroom Units</u>	<u>Adjusted Monthly Rent</u>
Farmington	2	\$ 135 195	3	\$ 130 280 275
Hastings	1	150	1	275
Inver Grove	1	160		
Lakeville	1	125	1	190
Rosemount	2	210 220	1	165
	—	—	—	—
Totals	7	\$ 1,195	6	\$ 1,315
Average Monthly Rental		\$ 171		\$ 219

Source: Economic Research Corporation.

Based on the analysis of the University housing units, their location, size, age and facilities, it is the opinion of ERC that their fair rental value would be somewhat lower than the average rentals found in the survey, but slightly higher than present University charges. This is particularly true, due to the unit location at some distance from employment centers. An additional factor is concentration of similar rental units at one site.

It is the opinion of ERC that the fair rental values for the housing units at Rosemount are as follows:

	<u>Range</u>
2 Bedroom	145 - 160
2 Bedroom w/furnished expansion	150 - 165
3 Bedroom	185 - 200

Consideration could be given to a gradual rental increase from present levels at such time as the leases expire or individual unit occupancy changes.

Section II

Light Industrial and Warehouse Property

The light industrial and warehouse buildings at the University Rosemount site consist of a variety of building types and styles. Most of the structures are older, having been constructed in the 1940's. In general, the buildings are typical of those one might expect to see on any governmental or military installation of World War II vintage. Throughout this section are pictures depicting a representative sample of the buildings.

Most of the improvements are one-story of wooden frame or concrete block construction. They have low to medium ceiling heights and, in general, were constructed for specific uses such as living quarters (barracks), maintenance shops, storage sheds and vehicle storage. The buildings are presently being leased for a variety of uses including:

1. Operation of a vocational school
2. Storage of business records and equipment
3. Storage of medical equipment and furnishings
4. Experimental laboratory work
5. Light manufacturing
6. Storage of manufacturing supplies and equipment
7. Storage of University records

Table 7 identifies the buildings by number and reports the lessor, number of square feet leased and the annual rental. As indicated at the top of the table, the rental rates are \$1.10 per square foot for heated space and \$.40 for unheated buildings. Table 8 identifies the buildings leased to University departments, square footage and annual rentals.

The objective of this portion of the study is to arrive at an estimate of the fair rental value of the properties owned by the University. There is no group of buildings located elsewhere in the metropolitan area that are comparable to the Rosemount properties. However, other rental offerings were surveyed in order to establish a base for adjustment and comparison. These offerings will be reported as the analysis continues in this section.

Table 7

Light Industrial and Warehouse Properties
Rosemount Research Center
1974-1975

\$1.10/Sq. Ft. - Heated - \$.35 and \$.40 Unheated

<u>Building Number</u>		<u>Square Feet</u>	<u>Annual Rental</u>
706A	Ackron Builders & Supply	2,487	996.00
703A	Alta Eng. Company	384	153.60
223A 1 & 2	Burmeister Electric	32,246	13,704.00
714A	Canniff, John	8,000	3,200.00
730A	Coast to Coast (Per Year)	253	100.00
101C 104C	122C Concast, Inc.		3,672.00
713A	Dakota Co. Vo-Tech	6,160	565.00
713A	Dakota Co. Vo-Tech		17,746.63
705A	Dakota Co. Vo-Tech	21,269	23,400.00
223A	Dakota Co. Vo-Tech	32,240	13,704.00
730A	Dakota Co. Vo-Tech	744	260.40
Slab	Dakota Co. Vo-Tech	Slab	816.00
746A	Dakota Riders		450.00
704W	Dale Explosives	Office	1,056.00
A3	Dupont		400.00
703A	Harold Eide	2,330	816.00
217A & 302A	Fluidyne Boiler Check Fluidyne 9 Mos.		15,000.00 450.00
716A	Stan Folie	3,200	1,284.00
703A	William Foster	160	56.00
716A	George Moe	6,400 260 Off.	2,664.00

Table 7 (Cont.)

Light Industrial & Warehouse Properties

<u>Building Number</u>		<u>Square Feet</u>	<u>Annual Rental</u>
704F	Hazelden	189	75.60
703A	P.M. Johnson, Elec.	2,976	1,083.60
730A	Judkens, A.	253	101.40
707J	Kormed, Inc.	2,820	2,843.50
101C	Leisure Dynamics	6,600	2,664.00
707LL	Long Eng.	2,820	3,102.00
223B	Luger, Inc.	4,320	1,740.00
746C	Magnus Enterprises		390.00
	Martin Electric		27.00
101B	Metro Mosquito Control	7,680	3,072.00
709A JJ	Mpls. Med. Research		5,784.00
251A	Mpls. Police		120.00
223B	Mn. Eng.	248	99.20
717A	Mn. Highway Department		480.00
	United States Navy		3,084.00
101A	North Star Chemical	1,920	
101B		480	960.00
716A	Plas, Cliff	2,000	804.00
223B	Reese Metal Weatherstrip		22,320.00
101A	Reynolds Surplus	3,840	1,536.00
708A	Robert Woods	10,904	4,362.00
101B	Root Equipment	5,400	2,160.00
703A	Surplus City	4,098	1,440.00
A251	Technical Ordnance		600.00

Table 7 (Cont.)

Light Industrial & Warehouse Properties

<u>Building Number</u>		<u>Square Feet</u>	<u>Annual Rental</u>
Slab 101A	U.S. Transformer	2,240 10,080	4,495.92
TC66	Glen Wilson		120.00
706A	James Wollner	1,792	720.00
223B	Krause, Gary	1,997	799.20
717-716B 101C	Kruchowski, John		8,172.00
			<hr/>
			\$ 173,649.05

Table 8

Light Industrial and Warehouse Properties
Campus Storage
1974-1975

<u>Building</u>	<u>Department Name</u>	<u>Square Feet</u>	<u>Unheated at 20¢ Annual</u>	<u>Square Feet</u>	<u>Unheated at 20¢ Annual</u>
101B	Animal Surgery	1,920	\$ 384.00		
703A	Bio-Chemistry	(Min)	15.00		
101A	Bio-Physics	240	48.00		
704F	Business Office	1,260	252.00		
730A	Campus Carnival	744	148.80		
706B	College of Lib. Arts	128	25.60		
703A	Dentistry, School of	240	48.00		
703A	Dermatology	100	20.00		
706B	Dermatology	(Min)	20.00		
914A	Environmental (\$25 per Month)		300.00		
703A	Experimental City	(Min)	20.00		
703A	Geography	(Min)	20.00		
703A	Health Computer Sciences	(Min)	20.00		
704F	Industrial Relations Ctr.	(Min)	20.00		
101B	Med. Adm. & Med. School	480	96.00		
706B	Med. Adm. & Med. School (Partial)	626	82.54		
101B	Medicine	720	144.00		
706B	Medicine	240	48.00		
101B	Microbiology	240	48.00		
703A	Microbiology (Partial)	384	57.60		
706B	Microbiology	576	115.20		
101A	Mineral Resources Ctr.	480	96.00		

Table 8 (Cont.).

Light Industrial and Warehouse Properties - Campus Storage

<u>Building</u>	<u>Department Name</u>	<u>Square Feet</u>	<u>Unheated at 20¢ Annual</u>	<u>Square Feet</u>	<u>Unheated at 20¢ Annual</u>
101B	Neurology	240	48.00		
706B	Neurosurgery	160	32.00		
703A	Neurosurgery	(Min)	20.00		
101B	Obstetrics	(Min)	20.00		
706B	Ophthalmology	(Min)	20.00		
101B	Ophthalmology	(Min)	20.00		
703A	Pathology	(Min)	20.00		
703A	Pathology	(Min)	20.00		
717A	Pathology			400	260.00
703A	Pediatrics	384	76.80		
706B	Pediatrics	515	103.00		
101B	Phy. Med. & Rehab.	120	24.00		
706B	Phy. Med. & Rehab.	368	73.60		
101B	Pharmacology	240	48.00		
101B	Physiology	240	48.00		
703A	Physiology	200	40.00		
303B	Plant Services	1,440	288.00		
501C1	Plant Services	190	38.00		
101B	Psychiatry (Partial)	240	20.00		
101A	Psychology	240	48.00		
101A	Radiation Therapy	720	144.00		
703A	School of Nursing	(Min)	20.00		
706B	School of Public Health	736	147.20		
101C	University Relations	480	96.00		
713B	University Hospitals	11,200	2,240.00		

Table 8 (Cont.)

Light Industrial and Warehouse Properties - Campus Storage

<u>Building</u>	<u>Department Name</u>	<u>Square Feet</u>	<u>Unheated at 20¢ Annual</u>	<u>Square Feet</u>	<u>Unheated at 20¢ Annual</u>
719A	University Hospitals			2,800 at 75¢	1,050.00
723A	University Hospitals (Partial)			2,660	332.50
720A	University Hospitals			13,038 at 50¢	6,519.00
703A	Vet. Anatomy	192	38.40		
				<u>5,721.74</u>	<u>\$8,161.50</u>
					\$13,883.24

There are many factors which are considered by a tenant prior to selection of a particular building to house its manufacturing or warehouse function. These factors include:

1. Location - Generally, the better locations are convenient to employment centers and residential concentrations. A location with convenient access to the major interchanges of the freeway system is clearly advantageous.
2. Rental Rate - The rate is generally quoted per square foot of usable space. The rate can be quoted on a "gross" basis; however, it usually is offered on some "net" terms with the tenant paying for some or all of expense items such as real estate taxes, utilities, insurance and maintenance. Often in warehouse and industrial property the building is leased "as is" with the tenant responsible for any additional improvements.
3. Building Size - The building might be just large enough for the specific tenant or might have a number of different tenants with space for later expansions.
4. Doors and Docks - Requirements can differ for each tenant depending upon its use of rail and truck transportation as well as the size of the storage items to be moved in and out. Some buildings have dock levelers so that the platform can adapt to any height truck bed.
5. Ceiling Heights - It might be "clear" (floor to bottom of ceiling joists) anywhere from 10' to 30'. Ceiling height makes a difference in material stacking capability and utilization of various types of material handling equipment. Usually warehouse users require higher ceiling heights than industrial tenants.
6. Level and capacity of services such as heat, electricity, water, sewer and air conditioning. These will vary greatly among users with the more intense requirements resulting in higher costs and thus higher rental charges.
7. Availability of Rail Service - Some industrial and warehouse buildings have a rail spur line, whereas others rely solely on truck service.

8. The ratio of warehouse or industrial space to required office areas - Office space is more expensive to construct and therefore, the higher the required ratio the greater the necessary rental rate for the total building area.
9. Other amenities or requirements such as outside storage, a sprinkler system, security needs, parking spaces and special zoning needs.

All of these factors, services or amenities are necessary considerations in determining the eventual rental rate. As was seen earlier, the University Rosemount properties were not originally designed to rent in the competitive warehouse/industrial market place. Therefore, most of the building features and amenities described above are not available and in most cases, cannot be made available. Clearly, the properties cannot compete with the newer warehouse/industrial properties located in a well designed and planned industrial park. Following this page are photographs of the newer, modern industrial/warehouse facilities.

Rental ranges for these newer properties will vary depending upon the degree of services, level of interior finish, type of use contemplated and location. However, in general, the rates will range from \$1.50-\$2.25 per square foot. These properties are clearly not competitive with the University Rosemount buildings but were included so that the latter offerings can be viewed in perspective.

The warehouse/industrial offerings which are most closely comparable to the University Rosemount buildings are older facilities within the cities of Minneapolis and St. Paul. Often these buildings are multi-story with limited dock and loading services. The user generally is not able to obtain maximum efficiency in the building because of inadequate design, low ceiling heights, and small bays. The lower rental rates reflect these shortcomings.

Table 9 presents a sample of the older industrial/warehouse buildings being offered currently. As can be seen, most of these buildings can be leased for a rate equal to or less than the current rates at Rosemount. Furthermore, these offerings have a locational advantage over the University properties.

Considering location, available amenities, building types and services, it is the opinion of ERC that the present rental rates at Rosemount for the warehouse/industrial properties are fair and probably as high as the market will allow at the present time.

Table 9

Older Industrial Warehouse Buildings
Minneapolis-St. Paul Metropolitan Area, 1975

<u>Location</u>	<u>Building Type</u>	<u>Square Feet of Space Available</u>	<u>Rental Per Square Ft.¹</u>
North Minneapolis	Warehouse (30 Ft. Clearance)	22,500	\$.90
North Minneapolis	Warehouse	50,000	1.00
North Minneapolis	Warehouse	7,000	.07 ²
North Minneapolis	Manufacturing	14,000	1.40
North Minneapolis	Warehouse	22,000	.60
North Minneapolis	Manufacturing	10,000	.36
North Minneapolis	Manufacturing	10,000	1.25
South Minneapolis	Warehouse	21,000	1.10
N.E. Minneapolis	Industrial	12,500	1.10

-
1. Unless otherwise indicated, the landlord pays the real estate taxes, provides building insurance and exterior maintenance. In all cases the buildings are heated although the tenant pays for such costs.
 2. Upper floor of an old building that is unheated.

Scientific
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Corporation

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Economic Research Corporation is a Minneapolis-based economic and market research firm. The purpose of ERC is to merge creative research with a background of practical development experience.

The emphasis on the practical is reflected in ERC staff qualifications. These qualifications are anchored on practical law backgrounds; expanded by highly specialized knowledge of marketing, statistics, and operations research; and refined by years of experience in applied economics.

Staff qualifications, clients, and representative projects are shown in this brochure.

BACKGROUND OF SENIOR STAFF

RALPH CHIODO

Prior Experience

The Knutson Companies, Inc.
Vice President
Real Estate Development

Ford Motor Company
Real Estate Negotiator

Ralph R. Chiodo, Attorney
Private practice of law

Education

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LLOYD GRAVEN

Prior Experience

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Director
Special Projects

Neville, Johnson & Thompson
Private practice of law

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Special Assistant Attorney
General

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BA - St. Olaf College
JD - University of Minnesota

SHERYL MCCREADY

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Knutson Companies, Inc.
Modern Medicine Publications

Education

BA - University of Minnesota

LIST OF CLIENTS

- . Alexandria Federal Savings & Loan Association, Alexandria, Minnesota
- . Arrowhead Regional Development Commission
- . Bor-Son Construction Company
- . College of Saint Benedict
- . Control Land Corporation
- . East Grand Forks Federal Savings & Loan Association, East Grand Forks, Minnesota
- . Ellerbe Architects
- . Fairview Hospital
- . First Federal Savings & Loan Association of Brainerd, Minnesota
- . First Federal Savings & Loan Association of Minneapolis, Minnesota
- . First Federal Savings & Loan Association of Rapid City, South Dakota
- . First Federal Savings & Loan Association of St. Paul, Minnesota
- . First Federal Savings & Loan Association of Watertown, South Dakota
- . Ford Motor Company
- . Gingold & Pink Architects
- . Greater Minneapolis Metropolitan Housing Corporation
- . Headwaters Regional Development Commission
- . Hennepin Federal Savings & Loan Association of Minneapolis, Minnesota
- . Home Federal Savings & Loan Association of Algona, Iowa
- . Home Federal Savings & Loan Association of Des Moines, Iowa
- . Home Federal Savings & Loan Association of Minneapolis, Minnesota
- . Home Savings & Loan Association of Appleton, Wisconsin
- . IDS Properties
- . John G. Kinnard & Company
- . Knutson Construction Company
- . Lakeland Federal Savings & Loan Association, Detroit Lakes, Minnesota
- . Landmark Development Corporation
- . Medtronic, Inc.
- . Metropolitan Council of the Twin Cities
- . Minot Federal Savings & Loan Association, Minot, North Dakota
- . MJM Construction Company
- . Minneapolis Housing and Redevelopment Authority
- . N. P. Dodge Company
- . North American Life & Casualty
- . Northern Franchises
- . Northern Surety Company
- . Palomino Corporation
- . Pentom, Inc.
- . St. Louis Park Development Corporation
- . St. Mary's Hospital
- . St. Paul Housing and Redevelopment Authority
- . Shelter Homes Corporation
- . South St. Paul Housing and Redevelopment Authority
- . State of Minnesota, Department of Economic Development
- . State of Minnesota, State Planning Agency
- . The Greater Saint Paul United Fund & Council, Inc.
- . The Knutson Companies, Inc.
- . Upper Great Lakes Regional Commission
- . Wall Corporation
- . Washington Federal Savings & Loan Association, Stillwater, Minnesota
- . West Publishing Company

LIST OF REPRESENTATIVE PROJECTS

FINANCIAL INSTITUTIONS

- . Application for Branch Facility in Sauk Centre, Minnesota for Alexandria Federal Savings & Loan Association, Alexandria, Minnesota
- . Applications for Branch Facilities for First Federal Savings & Loan Association of Minneapolis in:
 - . Coon Rapids, Minnesota
 - . Midland Shopping Center, Golden Valley, Minnesota
- . Applications for Branch Facilities for First Federal Savings & Loan Association of Watertown, South Dakota in:
 - . Sisseton, South Dakota
 - . Milbank, South Dakota
- . Application for Branch Facility in Park Rapids, Minnesota for Lakeland Federal Savings & Loan Association of Detroit Lakes, Minnesota
- . Applications for Branch Facilities for First Federal Savings & Loan Association of St. Paul on:
 - . Arcade Street, St. Paul, Minnesota
 - . Grand Avenue, St. Paul, Minnesota
- . Applications for Branch Facilities for Hennepin Federal Savings & Loan Association of Minneapolis in:
 - . 7-Hi Shopping Center, Minnetonka
 - . Edina, Minnesota
- . Application for Branch Facility in Aitkin, Minnesota for First Federal Savings & Loan Association of Brainerd, Minnesota
- . Application for Limited Branch Facility in Ankeny, Iowa for Home Federal Savings & Loan Association of Des Moines, Iowa
- . Applications for Branch Facilities for Minot Federal Savings & Loan Association, Minot, North Dakota in:
 - . Harvey, North Dakota (Limited Branch)
 - . Bottineau, North Dakota
- . Applications for Branch Facilities for Washington Federal Savings & Loan Association of Stillwater, Minn. in:
 - . Lindstrom, Minnesota
 - . Oak Park Heights, Minnesota (Limited Branch)
- . Applications for Branch Facilities for Home Federal Savings & Loan Association of Minneapolis in:
 - . West St. Paul, Minnesota
 - . North St. Paul, Minnesota
 - . Northeast Minneapolis
 - . University Avenue, St. Paul
 - . Hi-Lake Shopping Center, Mpls.
 - . Southwest Minneapolis (Limited Branch)
- . Application for Branch Facility in Crookston, Minnesota for East Grand Forks Federal Savings & Loan Association, East Grand Forks, Minn.
- . Application for Branch Facility in Rapid City, South Dakota for First Federal Savings & Loan Association, Rapid City, South Dakota
- . Application for Branch Facility in Garner, Iowa for Home Federal Savings & Loan Association, Algona, Iowa
- . Application for Branch Facility in Waupaca, Wisconsin for Home Savings & Loan Association, Appleton, Wisconsin (State Charter)
- . Optimum Sites for Savings and Loan Association Expansion for:
 - . Hennepin Federal Savings, Mpls.
 - . Home Federal Savings, Mpls.
 - . First Federal Savings, Brainerd, Mn.
 - . First Federal Savings, Mpls.
 - . First Federal Savings, Watertown, S.D.
- . Economic Analysis in Support of Bank Applications for:
 - . First National Bank of Minnetonka
 - . Inver Grove Heights State Bank
 - . Rum River State Bank, Princeton, Mn.
 - . Zumbro Valley State Bank, Rochester, Minnesota

LAND DEVELOPMENT

- . Development Potential of Landmark Property in Bloomington, Minnesota for Landmark Development Corporation
- . Development Potential of the Chute Mid-City Industrial Property
- . Marketability and Use Estimate of Property in Stamford, Connecticut for Ford Motor Company
- . Optimum Use of Baihly In-Town Property, Rochester, Minnesota

HOUSING

- . Automated Total Housing Systems in the United States, 1970, as Applied to the State of Minnesota for the Department of Economic Development, State of Minnesota
- . College Housing Innovations: On-Campus Apartment Living for Students for Pentom, Inc.
- . Development Potential: College Highlands, Inver Grove Heights, Minnesota for Control Land Development, Inc.
- . Development Potentials: The Cobblestones, Apple Valley, Minnesota for Control Land Development, Inc.
- . Economic Analysis of Brandondale-Chaska Mobile Home Park for Brandondale-Chaska Corporation
- . Feasibility of Private Rehabilitation and Management of Rental Residential Properties in Minneapolis for Greater Minneapolis Metropolitan Housing Corporation
- . Housing Problems and Programs in Northeast Minnesota, Arrowhead Region, for the Arrowhead Regional Development Commission
- . Housing Needs and Programs in Headwaters Region, Minnesota for the Headwaters Regional Development Commission
- . Housing Study of the Minneapolis-St. Paul Metropolitan Area for Metropolitan Council
- . Impact of a Planned Woodbury, Minnesota Residential Community for Bor-Son Construction, Inc. and Gingold & Pink Architects
- . Investment Program, Battle Creek Heights Condominium Project for The Knutson Companies, Inc.
- . Lake Minnetonka Project for IDS Properties
- . Market Survey of Proposed Gleason Lake Townhouses for Northern Franchises
- . Operation BREAKTHROUGH Proposal: Factory-Built, Modular Housing System for Pentom, Inc. and 3M Company
- . Optimum Residential Development of Proposed Townhouse Project in Apple Valley, Minnesota for Palomino Corp.
- . Optimum Residential Development of Proposed Townhouse Project in Woodbury, Minnesota for Palomino Corporation
- . Potential of Multi-Family Housing Development, Cottage Grove, Minnesota for John G. Kinnard & Company
- . Program for Housing Students, College of Saint Benedict, St. Joseph, Minnesota
- . Residential Development in Grow and Ham Lake Townships, Minnesota for North American Life & Casualty
- . Residential and Office Park Development Potential in Bloomington, Minnesota for Wall Corporation
- . Residential and Office Park Development Potential in St. Louis Park, Minnesota for the St. Louis Park Development Corporation

MEDICAL FACILITIES

- . Economic Feasibility of a Medical Office Complex at St. Mary's Hospital, Minneapolis, Minnesota
- . Economic Feasibility of a Medical Office Complex for Iowa Methodist Hospital, Des Moines, Iowa
- . Economic Feasibility Study of a Medical Office Building Adjacent to St. Luke's Hospital, Cedar Rapids, Iowa for Landmark Development Corporation
- . Medical Office Building Feasibility Analysis, Phase II, Fairview and St. Mary's Hospitals, Minneapolis, Minnesota
- . Proposed Medical Office Center, Wilkes Barre General Hospital, Wilkes Barre, Pennsylvania
- . Site Selection and Construction Cost Analysis of St. Joseph's Hospital Medical Office Building, St. Paul, Minnesota for Ellerbe Architects

URBAN RENEWAL

- . Arranging Shopping Center Participation of Major Department Stores for Green Bay, Wisconsin Urban Renewal Project
- . Commercial Development on University Avenue, St. Paul, Minnesota for the St. Paul Housing and Redevelopment Authority
- . Developer Consultation and Contract Assistance, South St. Paul, Concord I Renewal Project
- . Development Potentials, Skyline Urban Renewal Project, Denver, Colorado
- . Filing Neighborhood Development Program (NDP) Application for Green Bay Urban Renewal Project in Green Bay, Wisconsin
- . Housing Potential of Christ Church Development, St. Paul, Minnesota for St. Paul Housing and Redevelopment Authority
- . Industrial Market Potential, West Midway Renewal Project for St. Paul Housing and Redevelopment Authority
- . Marketing of Urban Renewal Parcels for South St. Paul Housing and Redevelopment Authority
- . Market Analysis of Residential Development in Concord Terrace Renewal Area, St. Paul, Minn. for St. Paul Housing and Redevelopment Authority
- . Residential and Commercial Development, Summit-University Area, St. Paul, Minn. for St. Paul Housing and Redevelopment Authority
- . Residential Market Analysis, Irvine Park Area, St. Paul, Minnesota, for the St. Paul Housing and Redevelopment Authority
- . University Avenue, Planning and Development Study, Phase I: Market Analysis for the St. Paul Housing and Redevelopment Authority
- . Willard-Homewood Neighborhood Development Program; Economic Market Analysis Study (EMAS) for the Minneapolis Housing and Redevelopment Authority

OFFICE BUILDINGS

- . Headquarter Facility Decision for Medtronic, Inc.
- . Headquarter Facility Requirements of H. B. Fuller Company for Ellerbe Architects
- . Proposed Community Service Center for The Greater Saint Paul United Fund and Council, Inc.

OTHER

- . Capabilities and Experience Related to Preparing "Functional Evaluation of Select Hill-Burton Facilities" for submission by Ellerbe Architects
- . Civic, Convention, and Recreation Center, Anchorage, Alaska in cooperation with Ellerbe Architects
- . Highway 11 Corridor, Northern Minnesota, Recreation Potentials for State of Minnesota State Planning Agency
- . Omaha Recreation Center Study, Omaha, Nebraska for Ellerbe Architects
- . Production, Processing and Marketing of Agricultural Products in the State of Minnesota for the State of Minnesota Department of Economic Development
- . Qualifications as Construction Manager for Mercy Hospital, Pittsburgh, Pa. for submission by Knutson Construction Company
- . Qualifications as Construction Manager for the National Air and Space Museum, Washington, D. C. for submission by Knutson Construction Company
- . Recreation Potentials at the Standing Butte Ranch, Pierre, South Dakota
- . Voyageurs National Park Area - Private Investment Potential, for the Upper Great Lakes Regional Commission, Arrowhead Regional Development Commission and the Minnesota State Planning Agency