

DMCC / EDA
Visioning Session
November 13, 2014



NOVEMBER 13, 2014

12:30 PM **DMCC / EDA WORKING SESSION**
Location: Mayo Civic Center, Riverview Room, Suite C
Time: 11:00 – 3:00 pm

MEETING AGENDA

- Introduction / Call to Order (Simmons) – 5 Min
 - Development Plan Objectives / Meeting Purpose and Overview (Clarke) – 10 Min
 - Report on Best Practice Trips / Case Studies / Discussion of Lessons Learned (Clarke/AECOM) – 30 Min
 - Overview of the Vision / Key Districts – 30 Min (EEK)
 - Vision and Concept Update
 - Discussion RE: Key Strategies
 - Transportation Strategy Discussion – 45 Min (Nelson-Nygaard)
 - Overview of Strategies and Key Planning Elements
 - Discussion RE: Key Strategies
 - Finance Plan Discussion – 60 Min (Hammes, Kimley Horn)
 - Overview of Finance Plan Structure
 - Discussion RE: Key Strategies
 - Economic-Fiscal Analysis – 20 Min (AECOM)
 - Overview of Key Findings
 - Discussion RE: Key Strategies
 - Process for Submission and Approval (Hammes) – 30 Min
 - Process for Submittal and Review
 - Overview of Criteria and Findings for Approval, Confirm Content
 - Close (Clarke) – 5 Min
-

Best Practice Trip Summary

Background

A delegation of Destination Medical Center Corporation (DMCC) and Economic Development Authority (EDA) Board members and staff traveled recently with DMC planning consultants to five model cities to learn from the experiences of professional counterparts who have planned and implemented downtown redevelopment and reinvestment. Cities were selected based on a variety of input, including places that experienced rapid growth, iconic addresses, variety of transportation options, as well as recommendations from DMC planning consultants and board members. The goal was to collect a series of best practices that would deepen DMC and Rochester’s knowledge base and ultimately foster more successful and responsible reinvestment in our city.

Portland, Oregon ► Seattle, Washington ► Bellevue, Washington
September 23 – 26, 2014

Cleveland, Ohio ► Indianapolis, Indiana
October 1 – 3, 2014

KEY TAKEAWAYS

► Invest in Transportation Early

Interconnectedness and access throughout the city represent core components of a thriving downtown. Residents and visitors must be able to come and go with little or no hassle. We heard this repeatedly from planners, developers, city officials, and civilian representatives—invest in transportation early. Urban transit systems, such as streetcars and bus rapid transit (BRT) systems are proven catalysts for attracting private investment. Bellevue, Wash., for instance, noted that bus and other transit systems are all operated by a common agency and that “place-making” should be part of the initial planning investment strategy. The type of talent and workforce DMC and Rochester aim to recruit seek an urban environment in which they can live and work downtown. This means creating a livable, walkable downtown with a mix of uses and amenities as well convenient access to parking and public transportation.



► Collaborate

Everyone we met with emphasized collaboration and mutual benefit as critical to the success of any development project. From Rochester’s perspective, this includes collaboration among the City, County, DMCC, EDA, businesses, and developers. All parties must identify common interests and pursue those together within the context of a mutually agreed upon master plan. Cleveland representatives stressed corporate-developer relationships and the alignment of common goals with the City and related stakeholders. In this vein, many colleagues stressed that big thinking from all parties and development of a master plan to inform decision making.

Synergy builds a sense of place that makes life better.
— Seattle representative

► Think Big, Be Patient.

Encourage big thinking, and allow ideas adequate time to coalesce. Representatives from both Portland and Seattle told us, “Grow on your own.” Creating an environment where it’s “safe to be visionary” is critical to investment and long-term success. Businesses and developers seek out cities and teams that encourage visionary thinking and risk-taking.

Delegation

DMCC Board

Mayor Ardeell Brede
James Campbell
Ed Hruska
Susan Park Rani
RT Rybak

EDA Board

Jerry Bell
Lisa Clarke
Patricia Simmons, MD
Gary Smith

Hammes Co.

Wendy Rogers
Keith Rowan
Amy Supple

Perkins Eastman

Hillary Bertsch
Peter Cavaluzzi

AECOM

Bill Anderson
Kimberly Gester

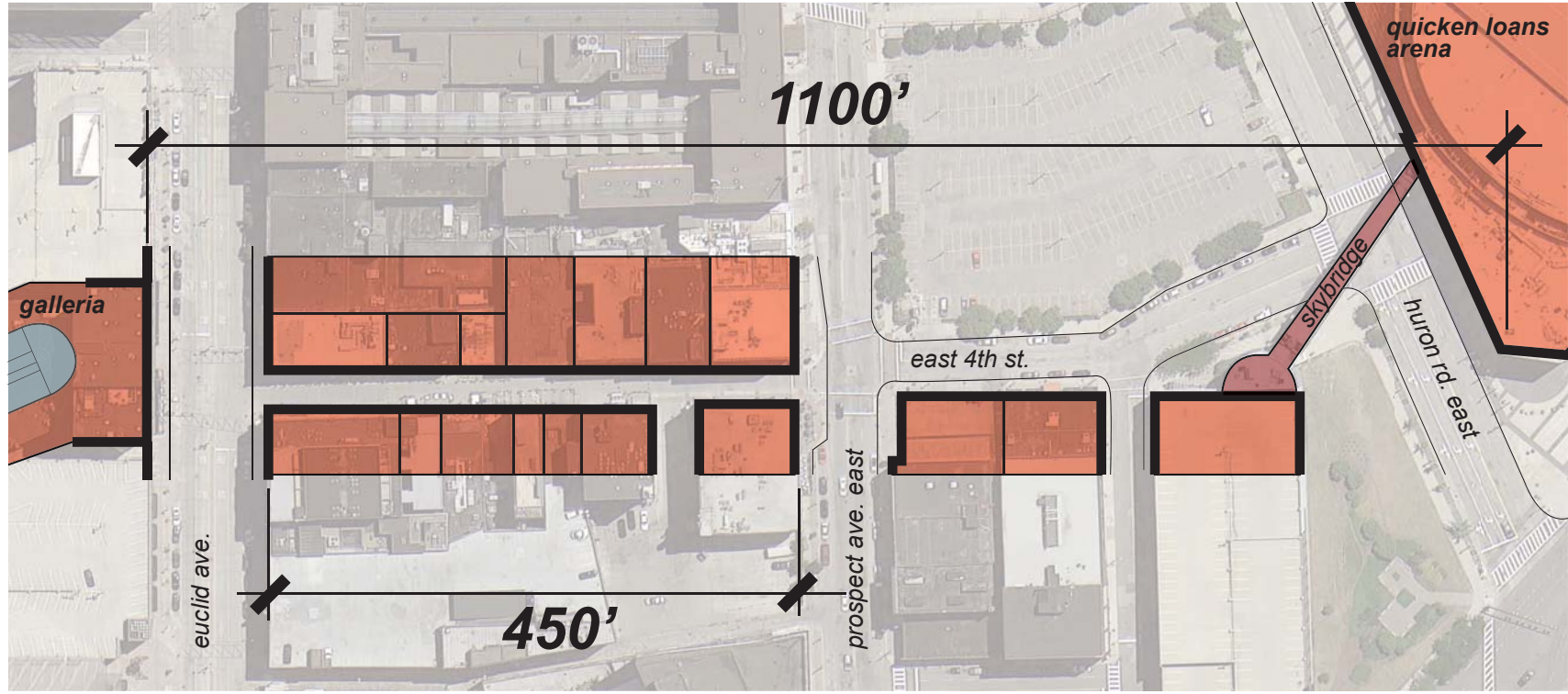
Nelson/Nygaard

Tom Brennan
Evan Corey

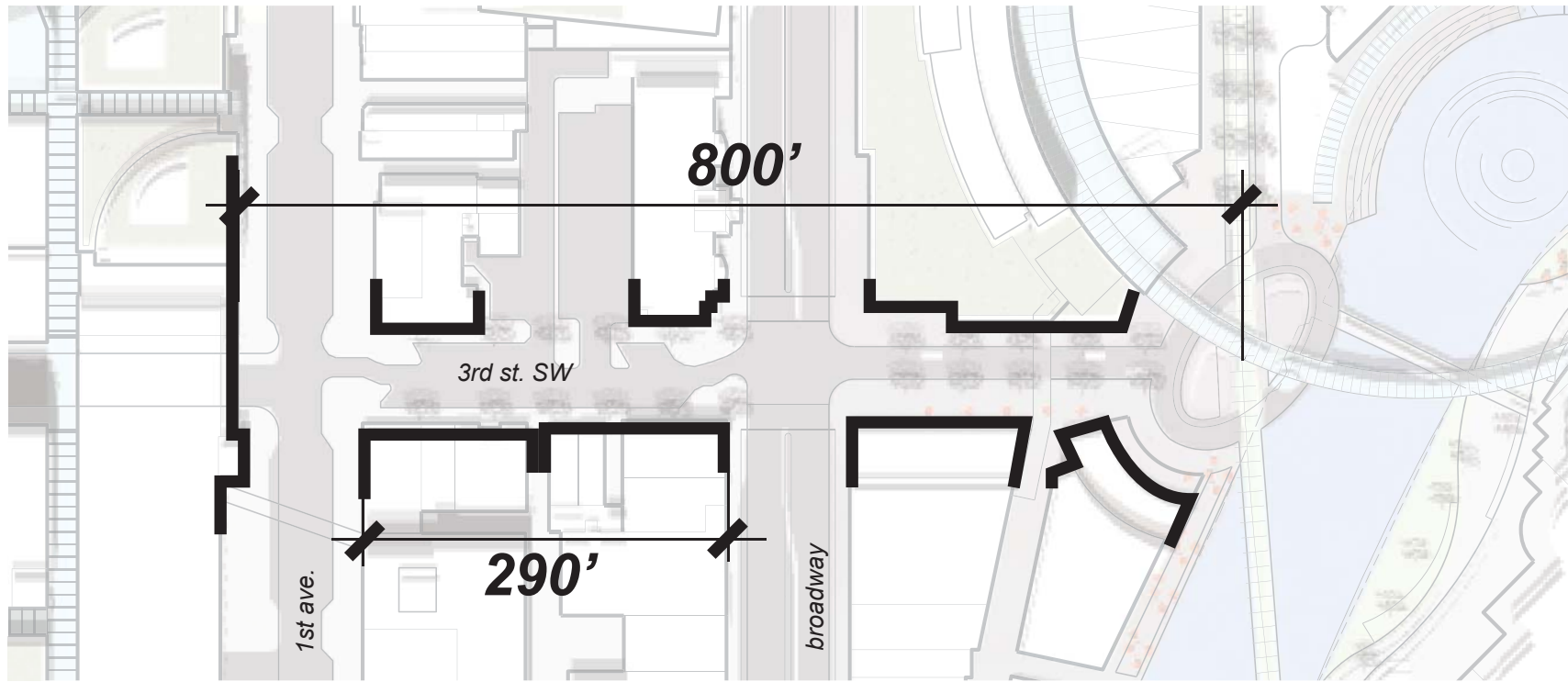
Staff

Beth Backus
Heidi Mestad
Jamie Rothe

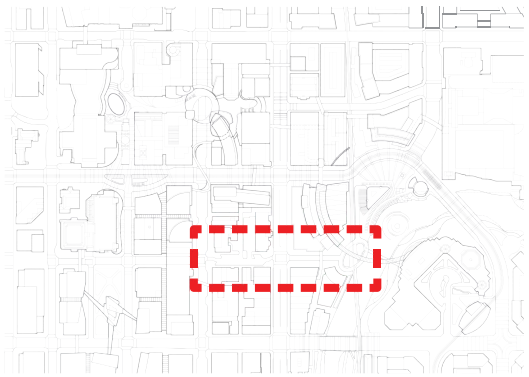
City	Areas of Focus	Tools	Lessons Learned	Financing Development	Regulatory	Catalytic Investments	Organizational Support
Portland	Downtown Developments Pearl District OHSU South Waterfront	<p>"Be Intentional with what you want to achieve"</p> <p>"Grow Your Own"</p> <ul style="list-style-type: none"> Leadership support to push industries that have livable and sustainable wages Mayor's Innovation Fund Created mentor programs w/ Schools and Universities Start up Companies PDX Challenge Focus on building minority and under represented entrepreneurs Early Adopter Program - Connects starts ups to City procurement & Beta Test Opportunities Developer Agreements 	<ul style="list-style-type: none"> Place Matters Think Global - Create a Brand Share Prosperity Parking/Transit - You can't change behavior you have to make it easy for behavior to change Leadership focused on social equality Developers and City - Common support of - A Livable City Concept Recruit Talent by building on "Grow your own" Place is important = Strong quality of Life + Amenities Not One large public investment can turn attitudes Hold Developers accountable for your vision Incentives are key to sparking development and increasing diversity Street car strategy has a catalytic effect on private development 	<ul style="list-style-type: none"> Area TIF (Tax Increment Financing) Neighborhood Designations Publically backed seed fund "Portland Seed Fund" Development Agreements 13PDX - Incentives like free rent/ business coaching/ Funded start up competitions City helped subsidize first projects to establish comps to attract financing Charge for Parking to help pay for parking needs Economic Development Efforts paid for by the General Funds Non Profit created to assist in Equity investments for start ups Leverage of Large Grants (NEA, art Place) for cultural components If developer did not meet tax increment targets - Gap Financing was put in place. <ul style="list-style-type: none"> Would not do again 	<ul style="list-style-type: none"> Incorporating Urban Growth Boundary Policies will help bring in industries - IE Green Policy incorporated into storm water - brought Clean Tech industry Cluster Strategy Development Agreements - \$ for parks, \$ for Affordable Housing \$ vs exchange for entitlements Affordable Housing - Still needed to fit the design guidelines created Bonus Zoning for public benefits Reduced parking ratio Code Requirement - Must have retail at street level 	<ul style="list-style-type: none"> Cancer Research Institute (Fred hutch Cancer Center) Uof W Cluster Strategy Transit Investment Intel Accelerators of Trade Industry " Sustainability" Software Athletic & Outdoor Clean Tech Yahoo OHSU 	<ul style="list-style-type: none"> Strong Voice of Leadership PDC - City's Development Agency
Seattle	Downtown Developments South Lake Union University District, Medical School Convention Center Light Pavilion over street	<p>"Grow Your Own"</p> <p>"Synergy builds a sense of place that makes life better"</p> <ul style="list-style-type: none"> 7 different modes of transportation Entrepreneurial Climate - Grow your own / An environment "Safe to fail" Innovation partnership zones - Gov established a sector lead to develop each industry cluster Do not provide subsidy tools Workforce Development program Talent desires an urban, arts & cultural, diverse experience in places self contained Partnerships with UW - Center for Commercialization Developer Agreements 	<ul style="list-style-type: none"> Importance of Quality of Life Build the transportation and have private sector take care of amenities Parks/Space are catalysts for revitalization Livable City - Downtown neighborhood framework should function 24/7 Focus on connectivity/Transportation for neighborhood planning Build Infrastructure to catalyze investment 20 yrs. ago - Conscious decision to diversify Build your infrastructure to be conducive to entrepreneurship Services folks can only live where bus transit is available, which is the program that gets cut - Will be huge issue. Work with Developer for Programming Master Plan Street car strategy has a catalytic effect on private development 	<ul style="list-style-type: none"> Federal Dollars No state Income Tax No state tax and low corporate tax rates Corporate Tax of 1.5% Arts Fund - A United Way for Arts - 1% of capital Investment to Arts Fund Main Source of Funds: Real estate Tax, Sales Tax, and B&O (Small Business Tax) Tourism Tax - \$ 2/odging 	<ul style="list-style-type: none"> Bonus Zoning program Rezone/Codes to allow creative development Developers have to cater to :Urban Design Framework" Workforce Development Incentives Zoning didn't have parking requirements - Creates low carbon and more transportation options Regulator Real Estate Tax can only rise 1%/year 	<ul style="list-style-type: none"> Transit Investment Biotech drivers were Proximity, Variety, Policies, Infrastructure Software Amazon Microsoft - And companies trying to poach talent from Microsoft Supply chain to the big innovation companies Arts and Culture catalyze a sense of place" Paul Allen donated \$20 M if voters would approve park 	<ul style="list-style-type: none"> Paul Allen/ Vulcan Real-estate A lot of Microsoft Millionaires contribute to Arts and Cultural programs Bill and Melinda Gates Foundation
Bellevue	Downtown Bellevue City Planning Hospital Corridor Downtown Development	<p>Neighborhood Planning Goals:</p> <ul style="list-style-type: none"> Economic Engine Urban focus Transit Pedestrian friendly Sustainability <p>Transit Demand Management</p> <p>MUPS - Master Use Permit</p>	<ul style="list-style-type: none"> Bus and Transit system run by different agencies causes funding issues and is problematic Strategic public investments create value and supportive zoning for urban regeneration Market place dictates what will happen - Eliminate Code issues when needed Started with the job base and then designed residential Shared Parking - Key concept, planned at .8 space/unit for residential Hotels planned with No parking Bike/ped systems integrate better with neighborhoods and place making elements. Place making should be part of initial planning/investment 	<ul style="list-style-type: none"> Developer Fee goes to affordable housing trust fund Levies 60%, Special purpose levies Assessment on Property Tax Business and Occupation Tax against gross Revenue Tax increment is limited to local agency - Not effective/Not used \$600 M in public infrastructure 98% of property owners for special districts to cover 1/2 of capital Costs "Tiger Grant" for gap financing LID - Local Improvement District - Special Tax district for funding Voters - Add \$5M/year for transit toward Capital Improvements and service partnerships. Operating Cost Financing City shard funded by sponsorships and grants 	<ul style="list-style-type: none"> Growth Management Act Incentive Zoning program Pay into funds for additional density and height Code change to allow high ceilings (Benefited Bio Tec) Underzoning - No parking required Put TDM in code to get reduced parking 	<ul style="list-style-type: none"> Microsoft Street car connection to downtown Street car Loop - 2.6 Mile Biotech (Cause of UofW) Biomed Global Institute for Brain Science 	<ul style="list-style-type: none"> Strong partnership with Local Developers
Cleveland	Downtown Developments Waterfront Development Greater University Circle Initiative Playhouse Square Medical Mart Cleveland Clinic Cultural Developments	<p>"Buy, Hire, Live Local"</p> <ul style="list-style-type: none"> Workforce Strategy Initiative Pattern: <ul style="list-style-type: none"> Institutional Partnerships Physical Development Inclusive Programing Community Engagements Car program - Help under privileges learn to grow Share a planter - Business work together to cut costs BID - Closer partnerships: <ul style="list-style-type: none"> Focus on Safe and Clean, Programming, Marketing/Promoting Success is a collaborative effort 	<ul style="list-style-type: none"> Private Companies and Developers work together Focus on Common interests - Strategy can be Regional Biosciences - University connection is critical to success Focus on areas that would create and impact <ul style="list-style-type: none"> Culture - Commers - Viability" Anchor lead the community reinvestment strategies Programming effectively helps drive development BRT (Health Line) drove private investment downtown and University Circle 	<ul style="list-style-type: none"> Foundation - provided significant funding for economic development Leverage of National Grants Cigarette Tax, State Dollars - went to Arts funding Grant - To enhance street level experience: Signage, Way finding, fire pit, Chandellier (PHS -) Naming Rights National Historic Tax Credits used for redevelopment New Market Tax Credits Tiger Grants for transit Redevelopment TIF Grants 	<ul style="list-style-type: none"> Set community standards 	<ul style="list-style-type: none"> Cleveland Clinic Cleveland Foundation Case Western Reserve University Hospital Power of local philanthropy to serve as catalyst Convention Center - Focus on healthcare Industry/devices BRT Rapid Transit 	<ul style="list-style-type: none"> Private Companies/Foundation Lead Vision Government was supportive GUCI - Greater Cleveland Initiative Power of collaborative leadership Local Developer partnership Jumpstart program Cleveland Foundation
Indianapolis	Downtown Developments Circle Center Mall/Arts Garden Canal Walk Biosciences City Market	<p>"Clean, Simple Modern"</p> <p>"Be Intentional"</p> <ul style="list-style-type: none"> Arts Garden's O & M paid by developer Stipend and programmed by Arts Council GICP - Central Indiana Corp Partnership GICP - Greater Indy Partnership Community Welcome packets for Immigrants Arts Council LISC - Focus on empowering neighborhoods Economic Development tool box PPL - Community involvement organizations that empower the people Connecting Neighborhoods to transit 	<ul style="list-style-type: none"> Don't think small - A City was not built overnight" Build something special to bring the community together or don't do anything" "Go Big or Go home" "Skyways are not connectors, they are places" Revitalization means: Incorporate quality of life, Income, Health, Education, Housing Commitment from the city on public infrastructure helped catalyst for private development Cultural Trail - "You can not overdue a trail" - Its connecting places and paid for itself Create gathering spots Cluster your industry/ Create supply chain strategies Talent wants Livable Cities and Walkable downtowns 	<ul style="list-style-type: none"> LISC (Local Initiative Support Corporation) - Help raise/find funds for neighborhoods Seed Funding - 50% city, state/Federal, 50% Corp, Private Facade Improvement Historic preservation dollars TIF (Tax Increment Financing) used for Infrastructure Tiger Grant - Cultural trail sparked 100M of development IU Loan Fund - used for parcel purchase New Market Tax Credits Organizations donating to development (I.e. low income housing) Venture Capital Philanthropy Dollars Civic Center Development Partnerships State Created Bank Bonds 	<ul style="list-style-type: none"> Unigov merger - City/County merge and expanded the tax base Affordable Housing Initiatives State can not issue debt Income tax in Indy - Lower in the suburbs 	<ul style="list-style-type: none"> Deliberate Strategy of Branding the city as the " Amateur sports Capital of the world" 	<ul style="list-style-type: none"> Eli Lilly Foundation Simon Headquarters Central Indiana Corporate Partnership (CICP) group of corporate leaders that drove the cluster strategy



FOURTH STREET

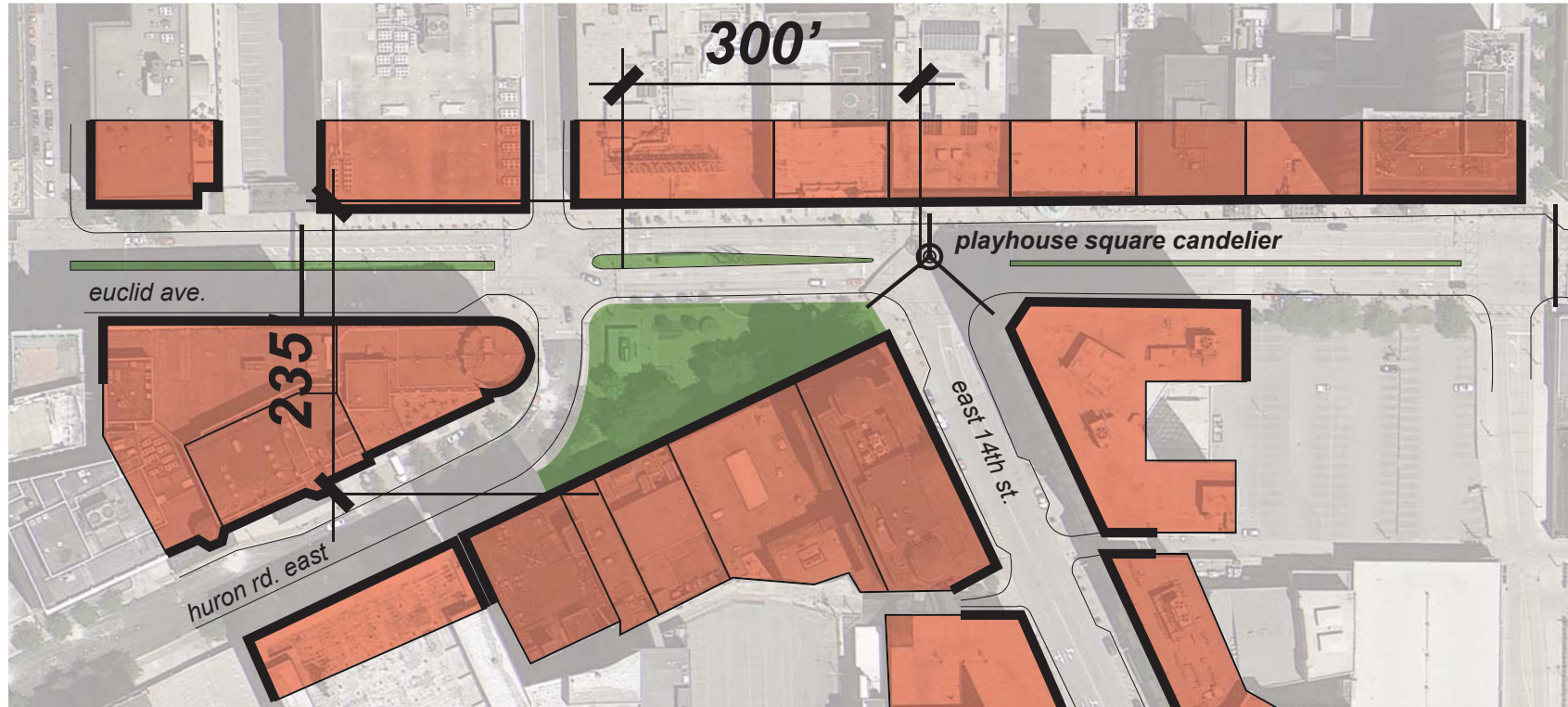


THIRD STREET HISTORIC DISTRICT

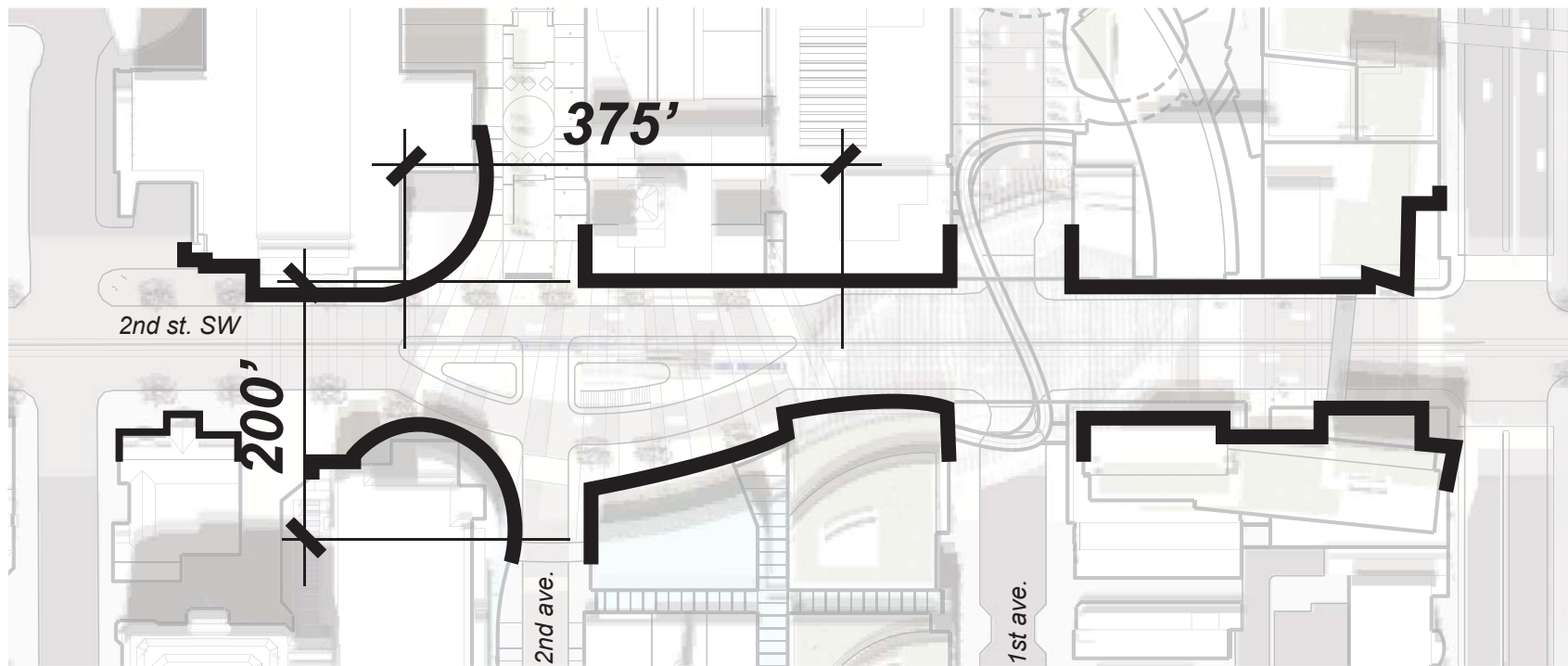


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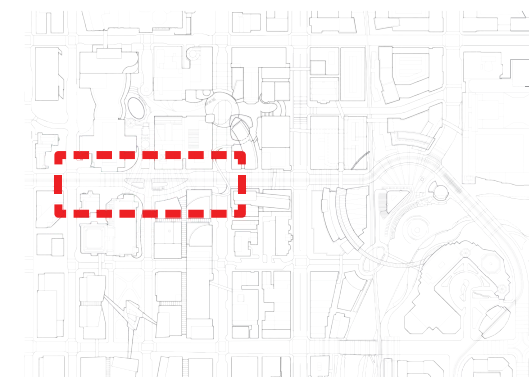




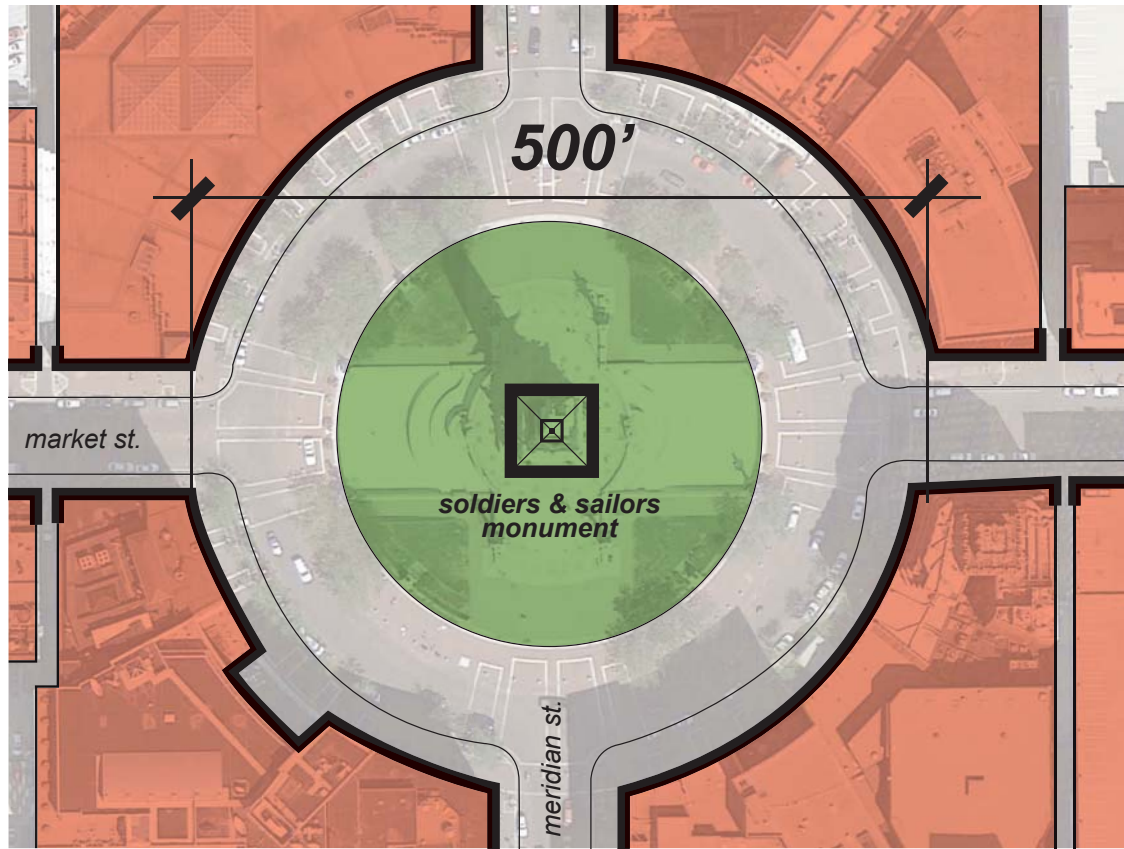
PLAYHOUSE SQUARE



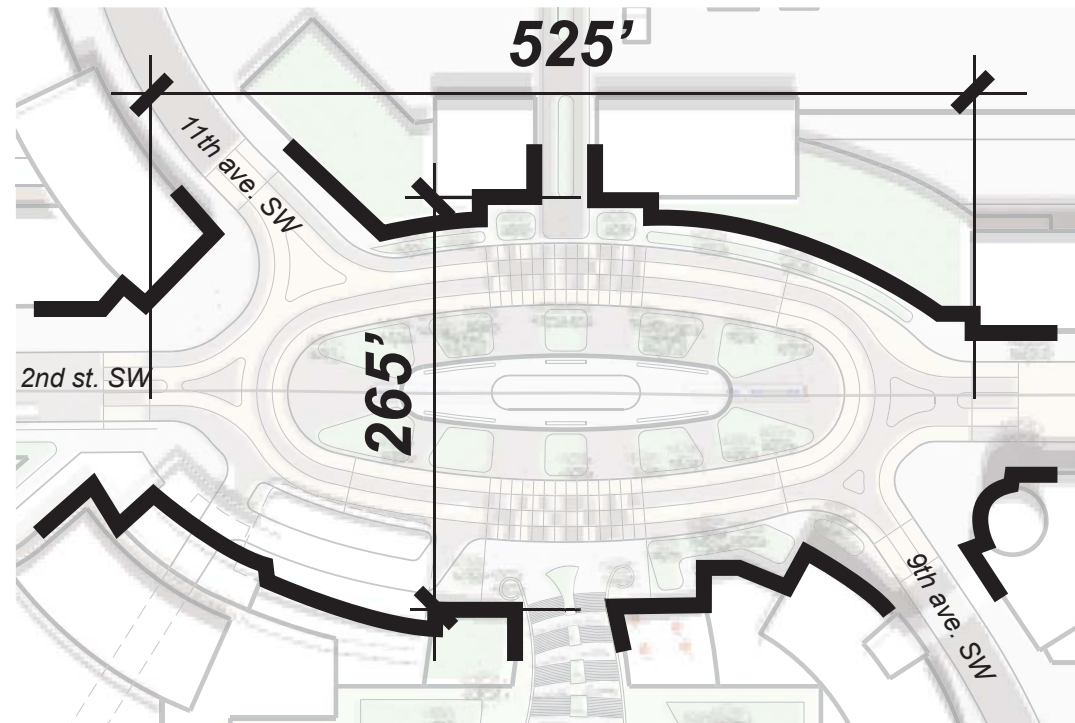
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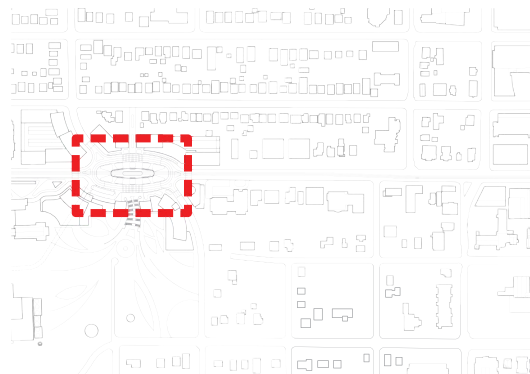
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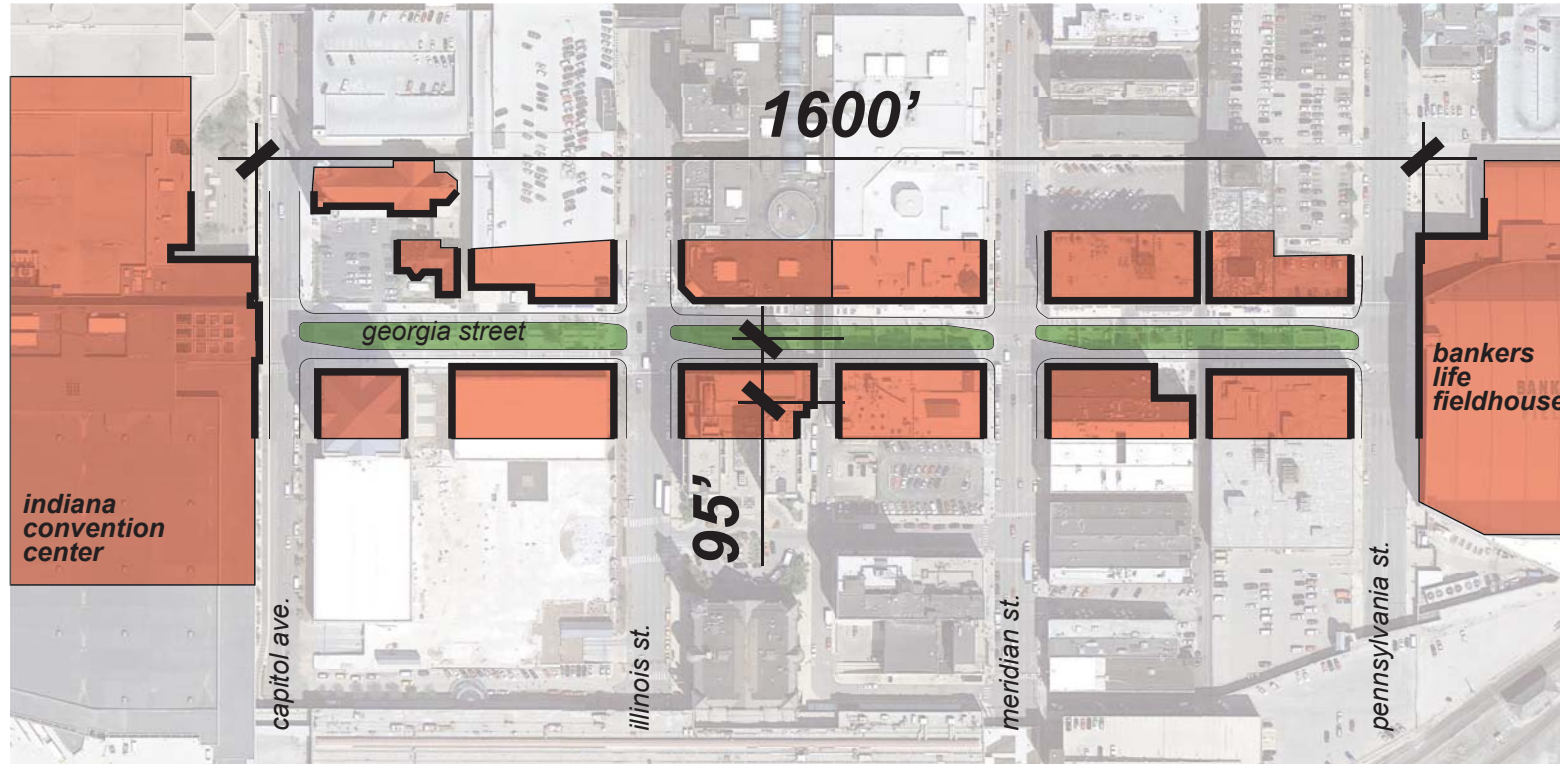
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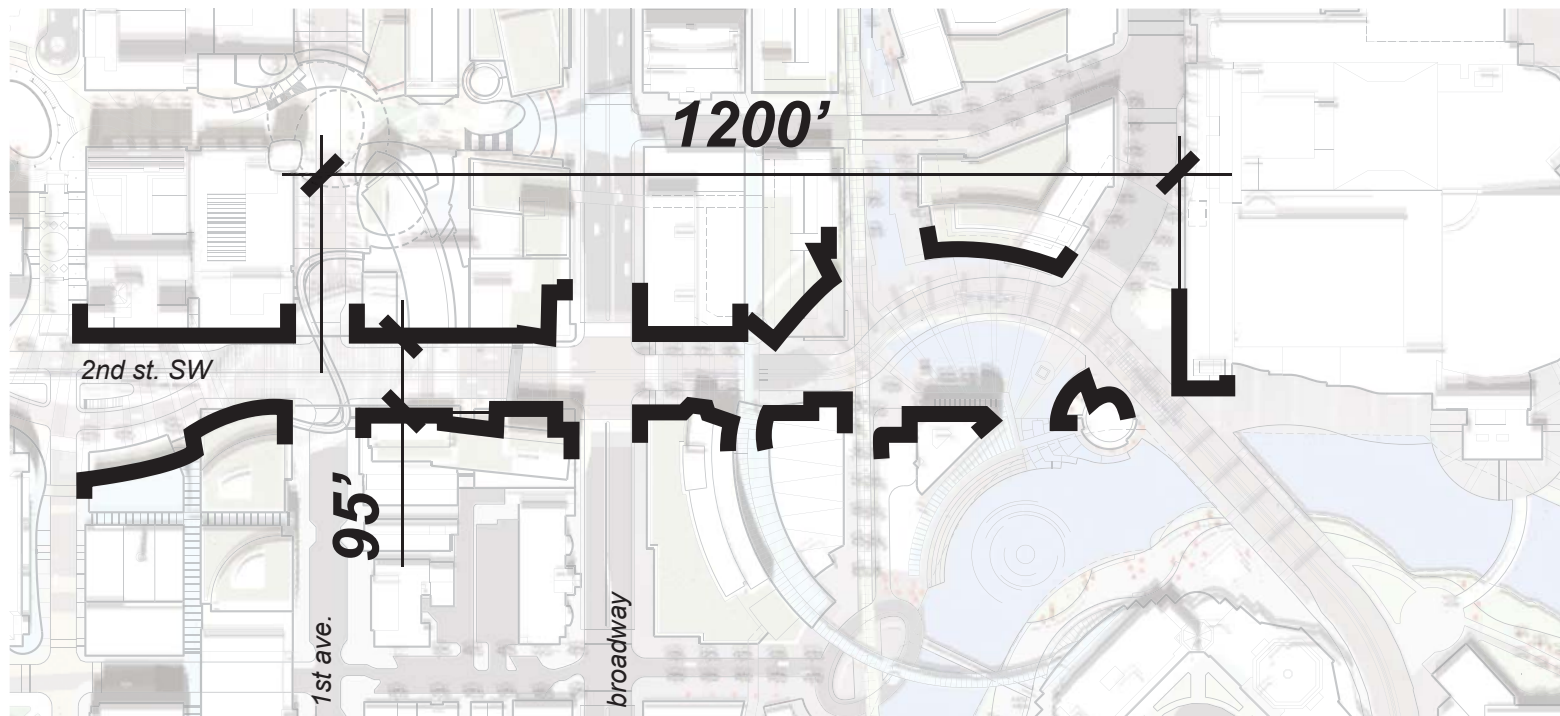
ST MARYS PLACE



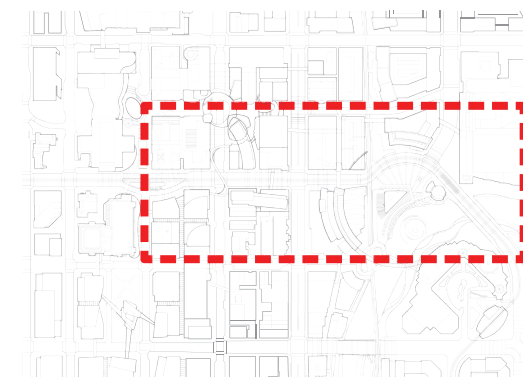
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GEORGIA STREET

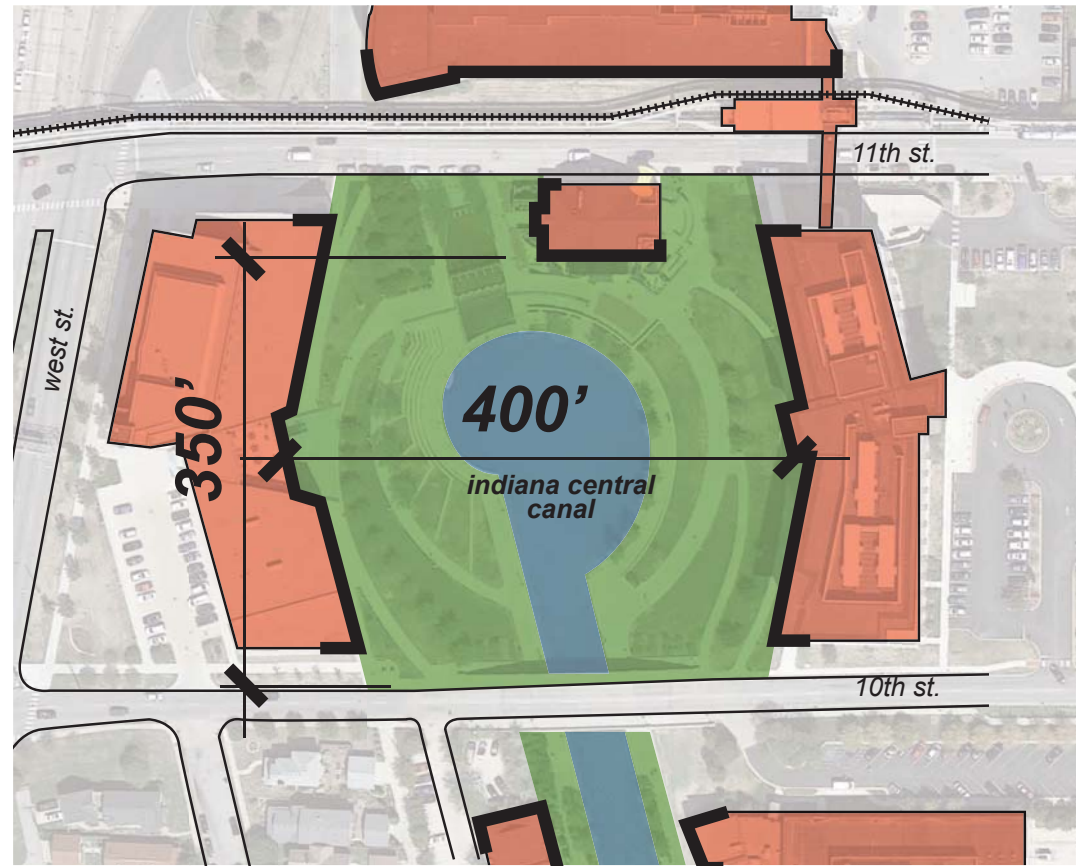


SECOND STREET & WATERFRONT SQUARE

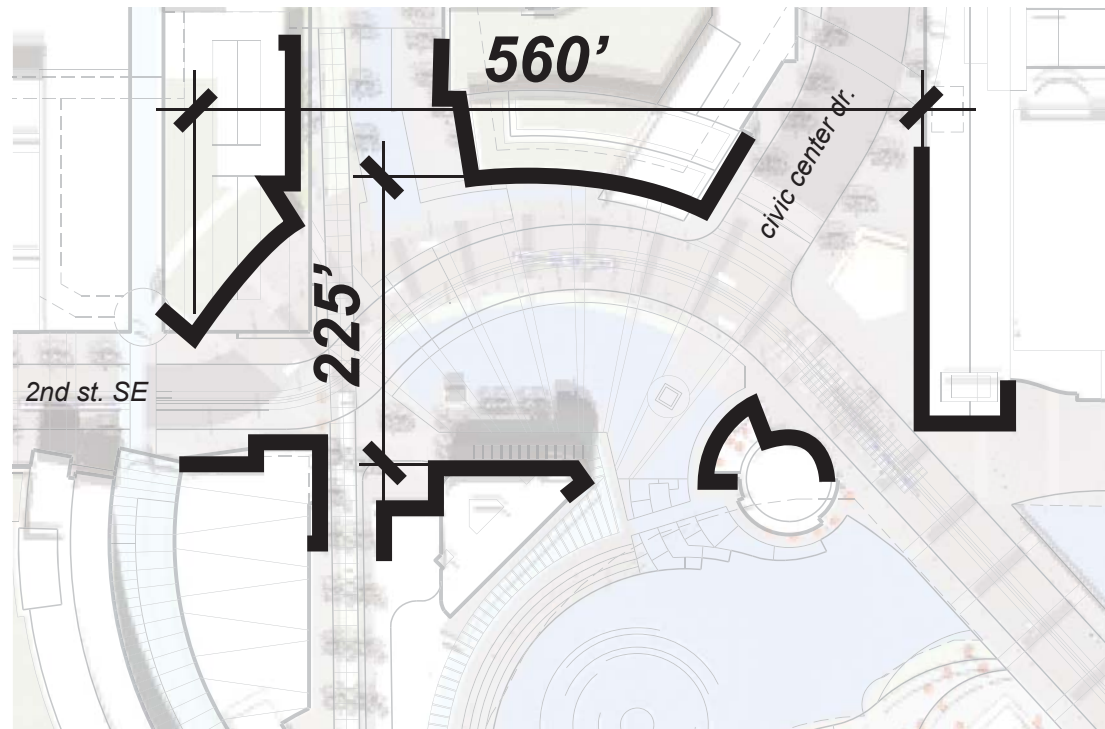


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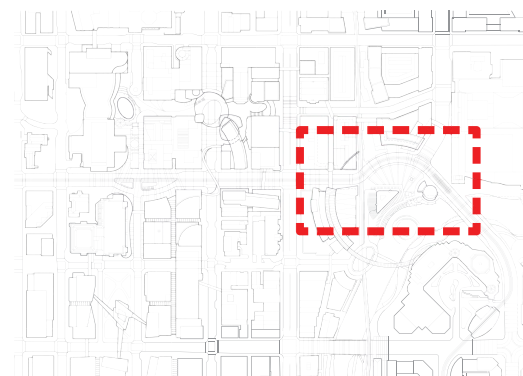




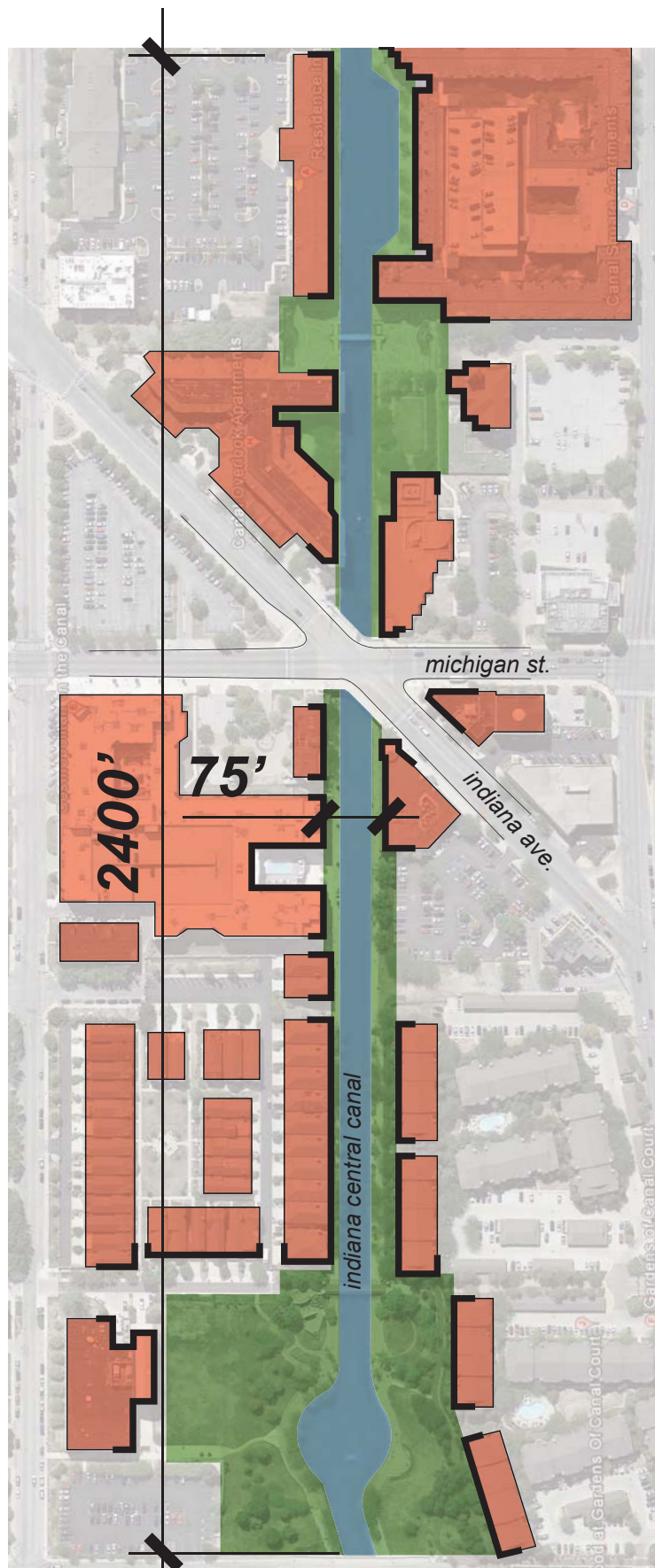
CENTRAL CANAL



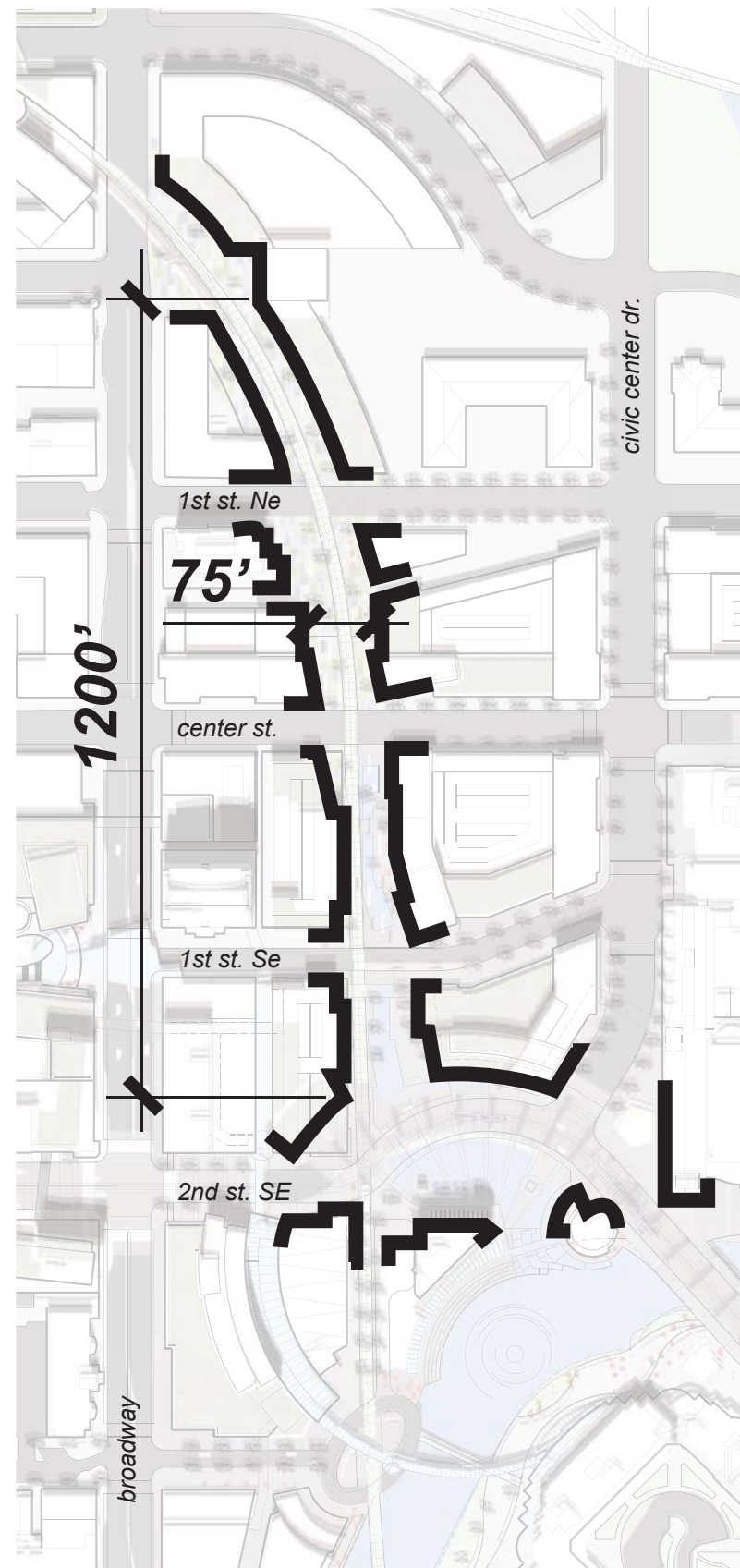
WATERFRONT SQUARE



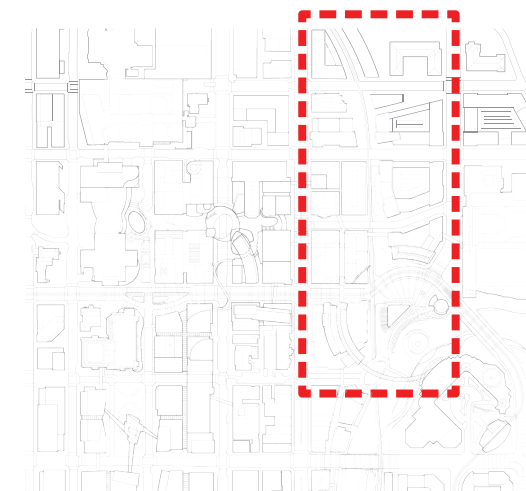
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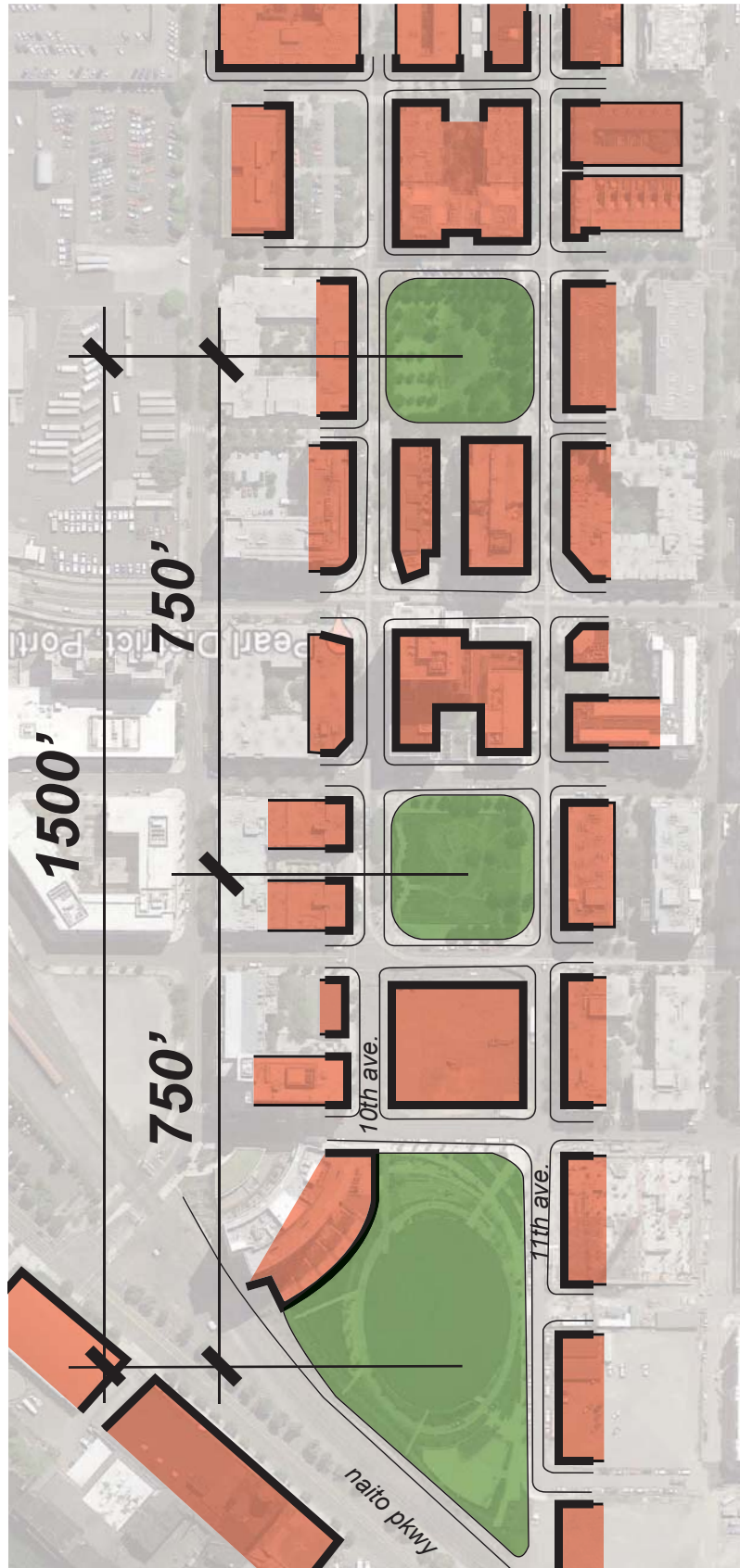
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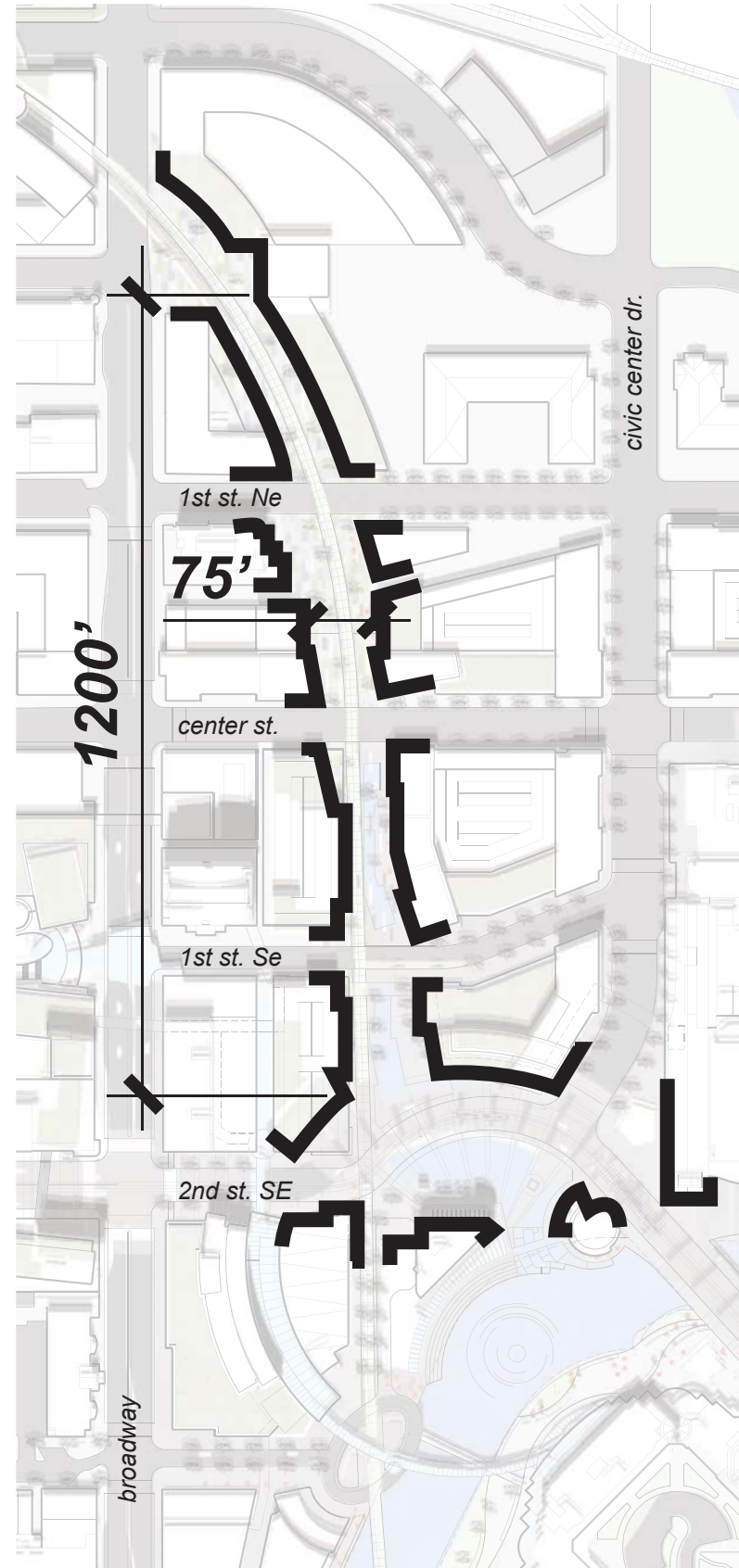
THE CRESCENT



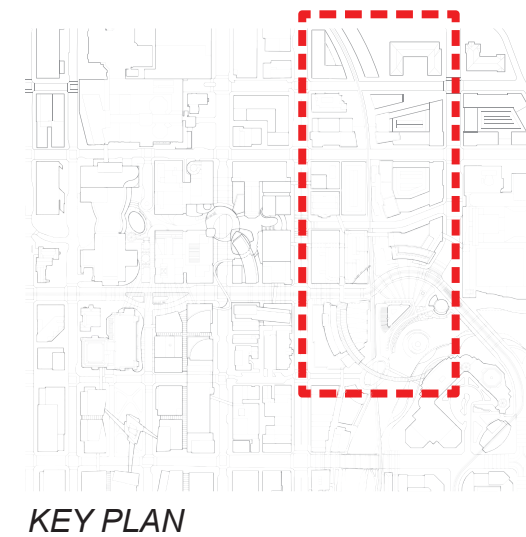
KEY PLAN



PEARL DISTRICT

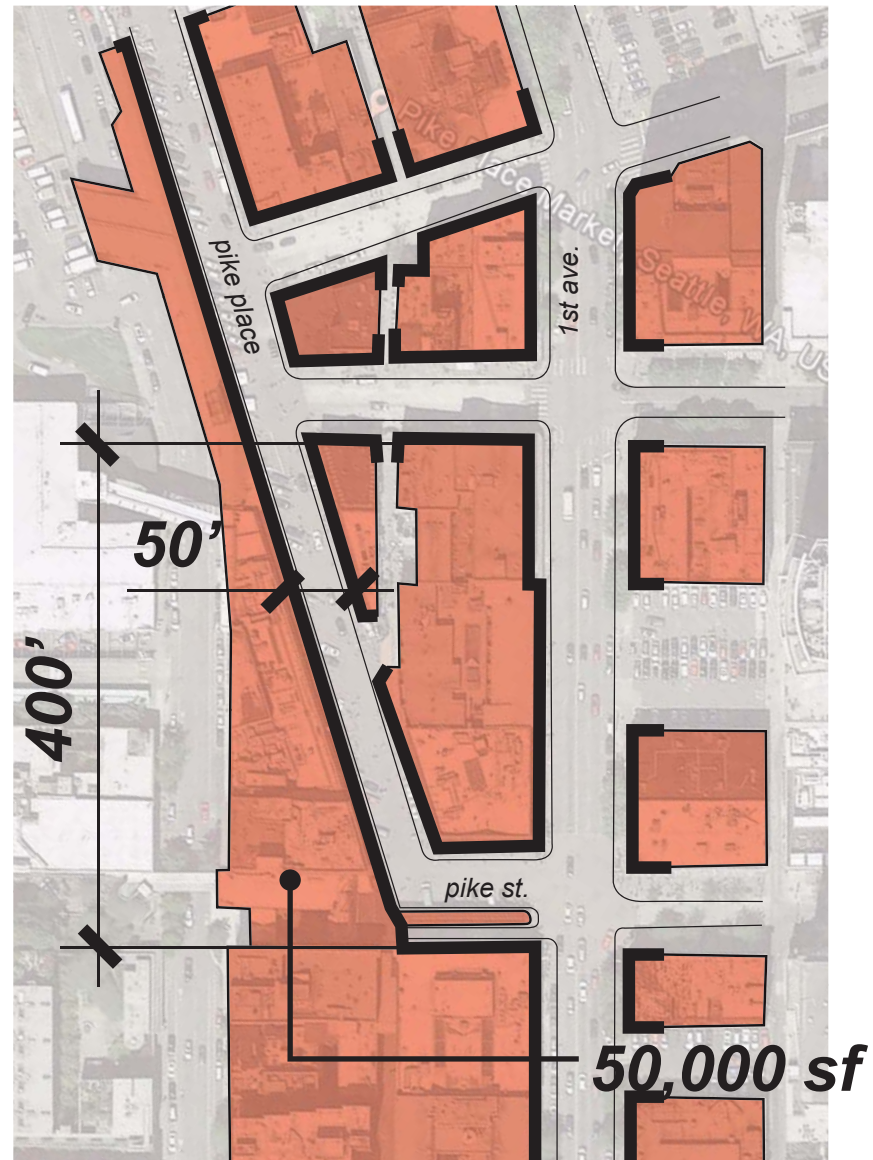


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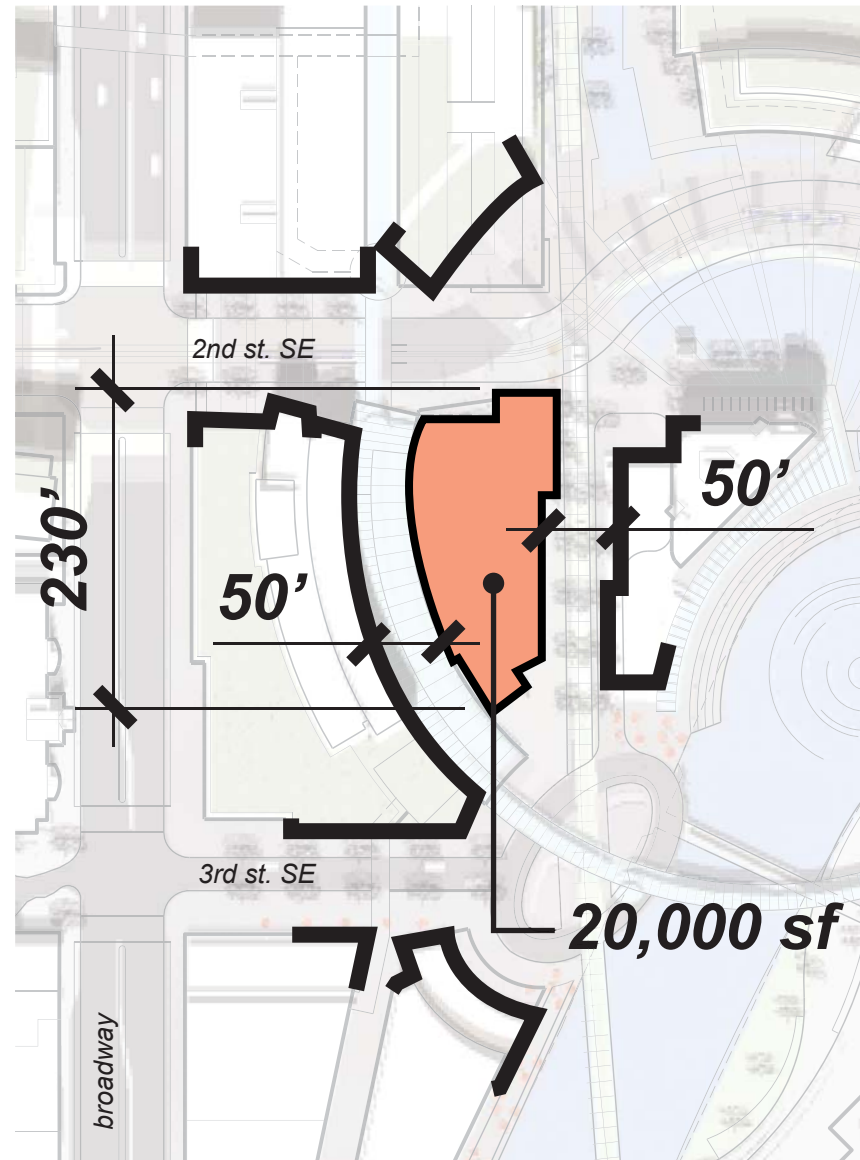


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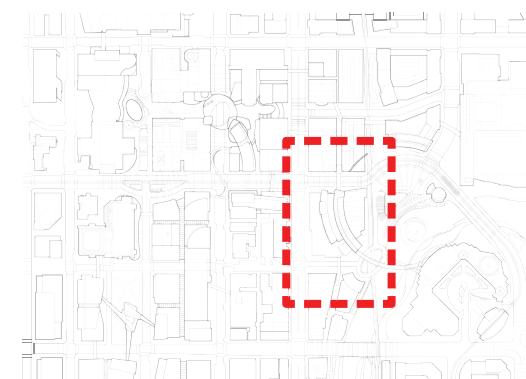
PEARL DISTRICT - PORTLAND, OR



PIKES PLACE MARKET



ZUMBRO MARKET



KEY PLAN



Overview of Final
Proposed DMC
Development District

DMC DEVELOPMENT DISTRICT AREA

Last Updated: November 4, 2014

Introduction

The purpose of this outline is to provide the DMCC and EDA Boards with an update on the recommended area for the DMC Development District (as defined below), and to request any final feedback from the boards to guide the establishment of the Development District for approval in the Development Plan.

On September 11, 2014 the EDA reviewed the methodology and area of the proposed Development District with the boards at the DMCC/EDA working session. The same was shared with the City / County staff and leadership. The documents were also shared, and feedback was requested from, the public at the September 11th public forum, on the DMCC and DMC.MN websites, the DMC blog and in the joint DMC/City Comprehensive Plan Tool Kit. All feedback was compiled in October and then reviewed with City / County staff prior to forming this final recommendation.

Figure 1-1 illustrates the original Development District Area and highlights the changes that are proposed as a result of the process described above. Included below is an explanation of the methodology for selecting the area of the Development District and a description of future considerations that may need to be considered as the Development Plan is implemented.

DMC Development District Purpose

The DMC Law requires that a "Destination Medical Center Development District" (Development District) be established in the Development Plan to define the geographic area in the City that identifies where Public Infrastructure Projects (as defined by the legislation) are implemented. The area of the Development District influences the implementation of the plan in two primary ways:

1. ***Certification of Private Investment.*** The amount of General State Infrastructure Aid, which is capped at \$455 million (inclusive of the City contribution), is estimated based on a formula that calculates the total amount of Mayo Clinic investment in the City of Rochester and the amount of private investment that occurs within the Development District. Once established, the certification of private investment in the Development District may be counted retroactively to June 30, 2013.
2. ***Area for Public Infrastructure Projects.*** The Development District defines the area where DMC Funds may be expended for Public Infrastructure Projects in accordance with the DMC Law.

Methodology to Establish the DMC Development District

The Development District has been established through a series of discussions with the DMCC Board, EDA Board, City/County staff and leadership and the public. The fundamental premise of the strategy has been to identify an area that has the highest potential to maximize the impact of the public investment by concentrating funding in a targeted area that:

- § Includes the area identified by the City of Rochester in the Rochester Downtown Master Plan (RDMP)
- § Represents the area identified by both City and Mayo Clinic as the area likely to experience the highest growth and investment in the next 20 years
- § Represents the area with the highest employment and demand for increased/improved services
- § Represents the primary area for visitation and tourism, and the area surrounding the expanded Mayo Civic Center
- § It includes the area identified by University of Minnesota-Rochester for their campus master plan
- § It includes the area identified by the City of Rochester as a tax abatement district
- § It includes the major roadways/entry points into the City center

§ And, includes recommended areas identified by the public and local jurisdictions that both the EDA and City staff agreed are consistent with the strategies outlined for the vision of the DMC Plan.

Amendments to the Development District:

Once established, the Development District may be amended at any time to accommodate specific areas of development and/or project requests. Amendments may be made to expand or contract the current Development District and/or to create a new district(s). A new district(s) does not have to be contiguous to the existing Development District(s).

During the review of the Development District area, several areas were identified as being potential candidates for future expansion and/or a new district area. The list is provided for informational purposes only and is not meant to be limiting to other areas and/or projects that may be considered over time.

- Areas for connection to utility and/or sewer main lines to accommodate capacity upgrades/expansions
- Parking or transit improvements outside of the existing boundary, connecting to the downtown
- Cascade Lake
- Silver Lake Plant Site and Lake
- Soliders Field (other areas not already included in plan)

It is recommended that if an expansion is required for a specific project(s), that such expansion be considered at the time the project is proposed and that the consideration of the amendment includes an evaluation of the project related to the vision and strategies adopted into the DMC Plan, expansion area, potential economic impact and potential costs associated with such expansion on a case-by-case basis.

DMC Law

Interest parties should consult the DMC law to understand the detailed requirements and law related to the Development District.



Update to DMC Vision and Districts

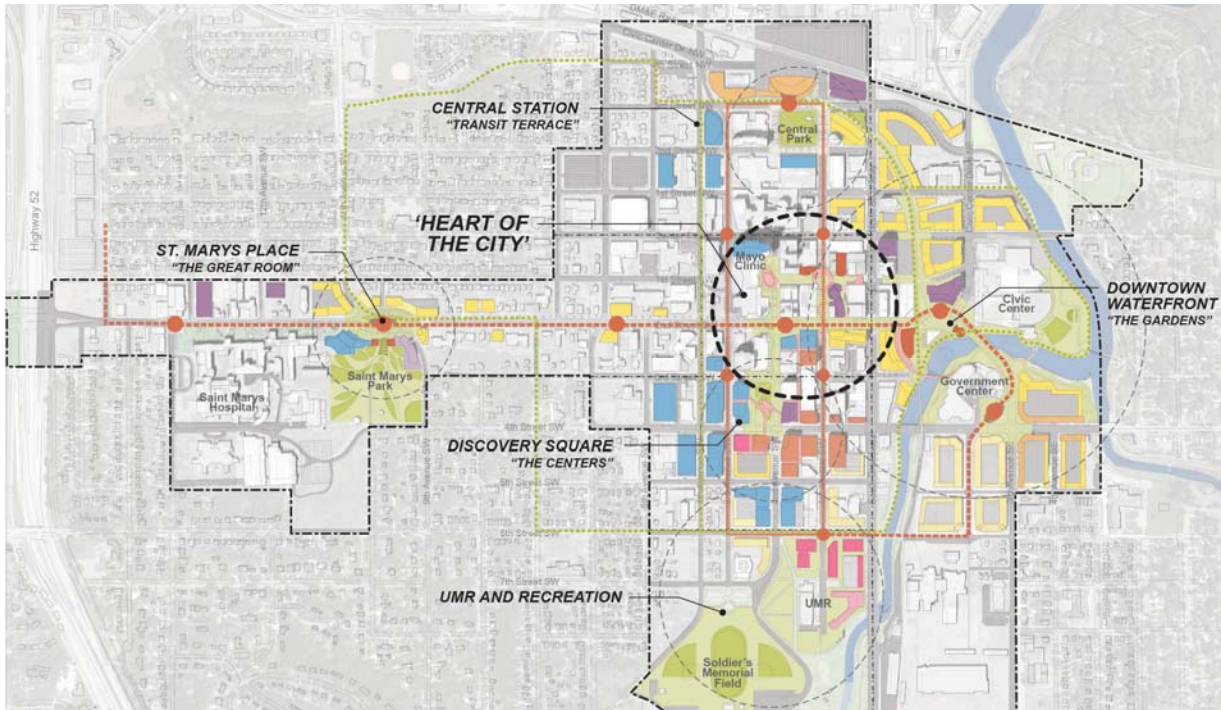
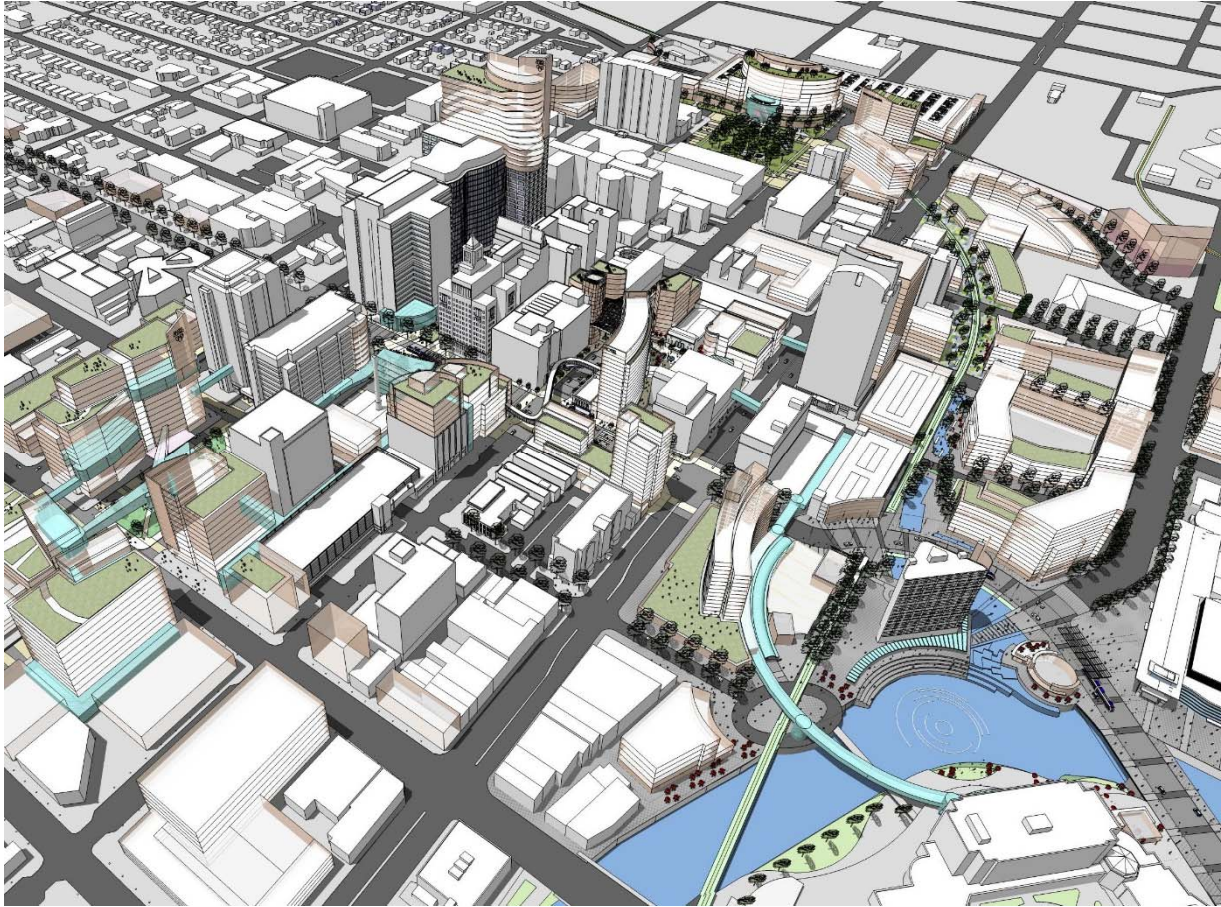
DESTINATION MEDICAL CENTER



DRAFT Design Vision
November 2014

Perkins Eastman

Destination Medical Center Design Narrative



FIVE DESTINATION EXPERIENCES AND ADDRESSES

The Vision:

- A bold and aspirational concept for the future.
- A framework for growth.
- Market driven plan.
- Financed through a mix of public and private sources.
- DMC recommended projects prioritized and phased through a separate process.

Problems to solve:

- Attract new residents and visitors to Rochester and get them to stay.
- Position Rochester as a global destination medical center.
- Create dynamic sustainable economic growth based on the unique talent and facilities.
- Recognizes unique needs/demands of the patients and companions that visit Rochester.
- A vision that is a creative evolution of the existing City and culture, not an import.
- Designing a well-crafted, achievable, first phase that can be accomplished quickly using conventional means.

Designed to offer:

- A positive and inspired sense of arrival.
- A convenient and integrated ADA accessible City full of year-round activities.
- Sustainable economic development which perpetually exists at the cutting edge.
- A renowned and iconic address that becomes a global model.
- A public realm that is inviting, convenient, and barrier free providing easy access to all meeting and exceeding all ADA requirements

An area that includes:

- A series of memorable experiences that appeal to a wide audience.
- Iconic places and attractions where people want to be.
- Programmatic offerings and venues that cannot be acquired anywhere else in the area.
- A compact, walkable, series of streets and public spaces that are ADA accessible and connected in the heart of downtown.

Destination Medical Center

Design Narrative

1. THE HEART OF THE CITY

“First and First”

Catalyst for the future of Rochester

The heart of downtown Rochester is the true heart of the Destination Medical Center plan. It is a place of connected spaces and urban experiences that build off of the convenient and walkable attributes of the City. Enhanced public areas and new development will strengthen Peace Plaza as the symbolic heart of the city with new attractions and feature at key places along its length.

At the west end near the Gonda tower the lower level subway passages “day lighted” with the “Ice pavilion” a grand new sunken plaza visually connected to the Landow atrium with ice skating, dining, and picture windows that look out from the subway passages. “First and First” located in the middle of Peace Plaza is the main crossroads within the downtown. This area will be enhanced on all four corners with new development and amenities including a dramatic arched “Light Pavilion” canopy high above the intersection. The light pavilion defines the key intersection and will be must see attraction with special lighting effects and features that create a lively theatrical atmosphere.

“First and First” will provide a beautiful grand dining terrace that spans First Avenue connected to the Chateau Theater making the theater a key part of the overall design and cultural experiences offered in the space. At the east end of Peace Plaza will be a new “Waterfront Passage” that connects through to the downtown waterfront and “gardens neighborhood”. The waterfront passage opens up the dead end to Peace Plaza and makes the plaza more integrated to new development and the rest of the downtown.

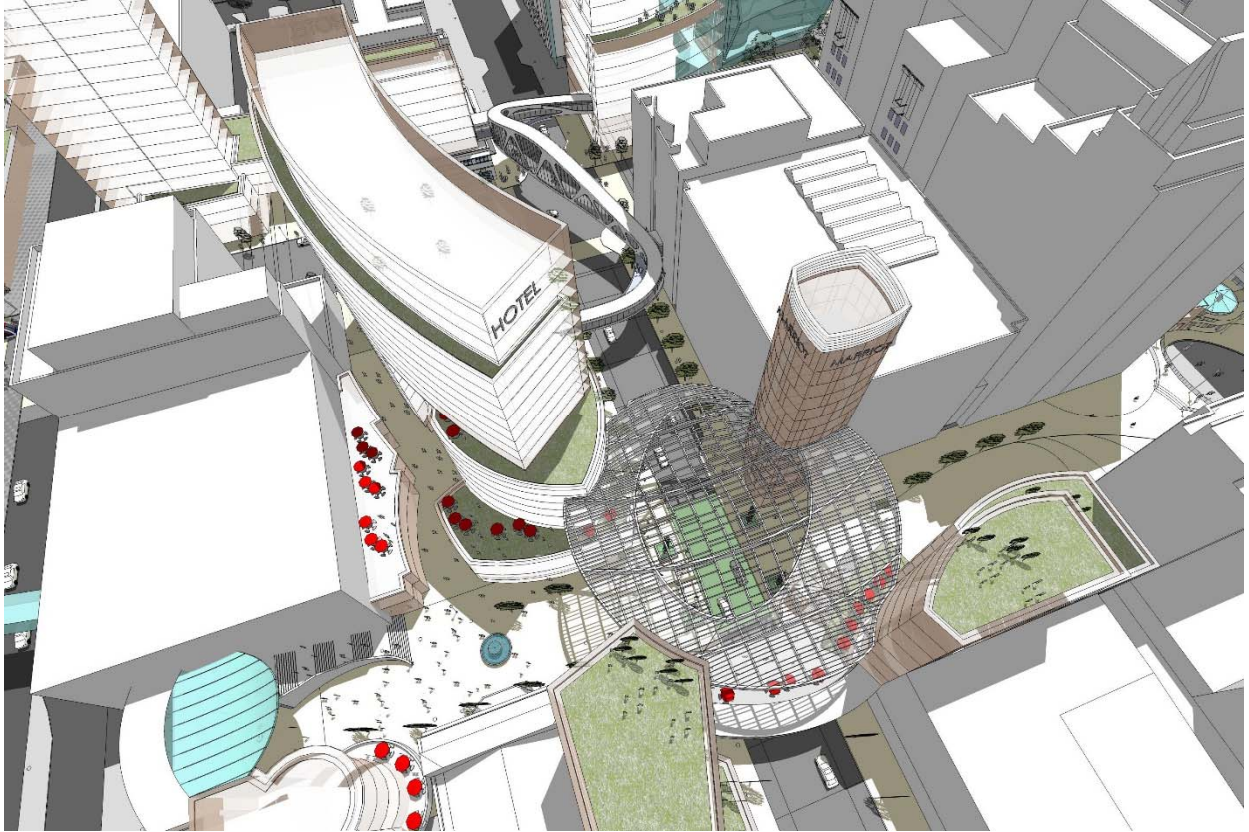
At Second Street at the base of the Plummer tower is a new urban public arrival space called “The Portal”. The 22nd century public square flatters the Plummer building with the landmark tower as the focal point of a gently curving space that will serve as the front door to science and biotech development of “Discovery Square”. Mixed-use buildings include bio-tech, healthcare, education, hospitality and restaurant/retail will surround “The Portal” along with a convenient streetcar station making the portal the symbolic and economic connection to science and technology in the heart of the city. “The Heart of the City” embraces the aspirational skyline introduced with the “Plummer Building” while creating new modern day symbols of Mayo Clinic’s global preeminence and Rochester’s future as a global destination.

Destination Medical Center

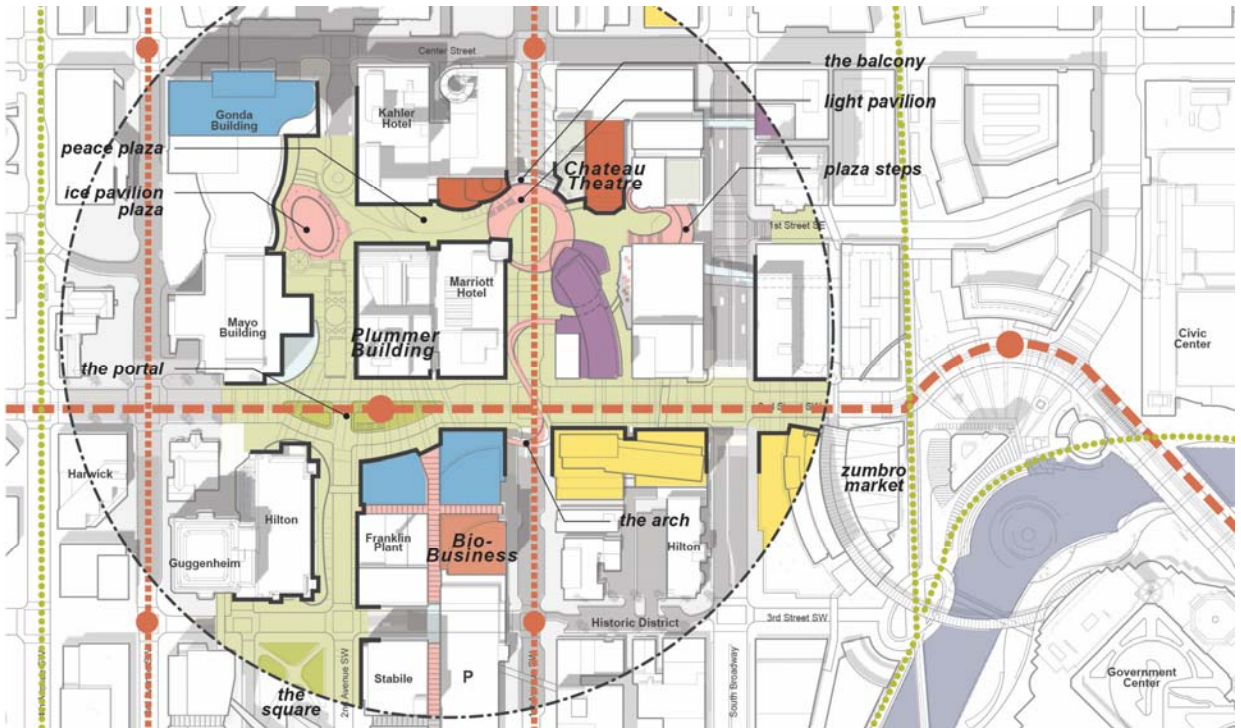
Design Narrative

- **The Light Pavilion** – A soaring crystalline arrival roof structure at the intersection of “First and First” with a dramatic multi-level connections to adjacent mixed-use development.
- **The Portal** – a new public space, transit station, and development address, including the Plummer Building and Bio-Business Center at the heart of downtown.
- **Waterfront Passage** – Extending Peace Plaza across Broadway into the “Garden District”, with at grade and 2nd level connections to the downtown waterfront and Convention center.
- **The Plaza Steps** – Located at the east end of the Peace Plaza, the “Plaza Steps” are a stage like setting that take pedestrians up to the skyway connections to the downtown waterfront. The steps are ADA accessible and are flanked with restaurants and cafes to give visitors a welcoming passage to the downtown waterfront.
- **Ice Pavilion** – Exposing the multi-level network around Gonda, an enhancement of the ground floor spaces and an expanded offering of visitor amenities including a central skating area in the tradition of Rockefeller Center.
- **Gonda Expansion (Peace Tower)** – A mixed-use tower that incorporates health care facility expansion as well as visitor arrival amenities and services. It is a global symbol of the city and the Mayo Clinic.
- **The Balcony/Chateau Theater** – The balcony will build on the theatrical imagery and memories of the Chateau Theater and integrate the restored theater into the overall “First and First” experience. The balcony will span First Avenue with an outdoor dining space and indoor weather protected connections to the eastern end of Peace Plaza. The balcony will be the place to view all of the activities and excitement at “First and First” and the light pavilion especially evenings and during event and festivals that are staged in the plaza.
- **“The Grand Arch”**- The Grand Arch marks the intersection of Second Street and First Avenue with a skyway bridge and arch element that serves as a preview to the lively spaces on Peace Plaza and “First and First. The marks the passage to the waterfront and connects the heart of the City with a visible and celebratory feature in the streetscape.

Destination Medical Center Design Narrative



THE HEART OF THE CITY



Destination Medical Center

Design Narrative

2. DISCOVERY SQUARE

“The Institutes”

Technology and Science in the City fostering Private Development

Discovery Square is the new home and address for the expansion of the science, technology and entrepreneurialism in Rochester. Discovery Square is the focal point for the expansion of the Science and Technology Institutes for the Mayo Clinic and an ideal location to expand private research, technology and related business in the downtown area. Located steps away from the Gonda Building and the Mayo Medical School, Discovery Square is positioned to take advantage of the proximities that are essential for the continued growth of the research and tech community. A contemporary departure from the boxy building character that has dominated the Rochester skyline, Discovery Square would accommodate advanced "Lab Lofts" that are both iconic and architecturally inspiring. The buildings are designed with the idea of establishing a more aspirational identity for the Rochester skyline. The science buildings are grouped around a beautiful lively urban square that appeals to the widest constituencies of city dwellers. The Square provides interconnected indoor and outdoor meeting places that function as centralized gathering spots for visitors, scientists, and researchers to co-mingle and collaborate. The Square is designed to be playful and artful, similar to the Google Commons in order to, quite simply, attract the best and the brightest, the most creative minds in the world.

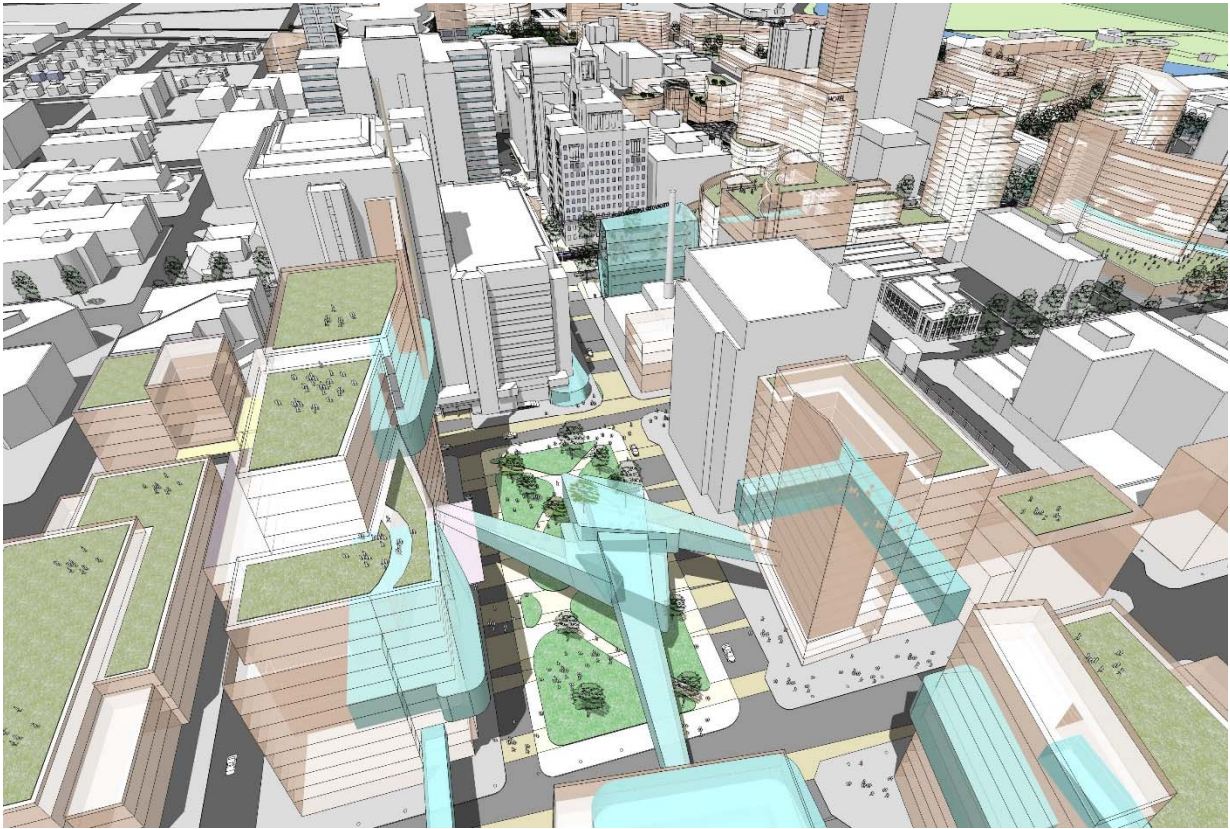
- **Integrated Care Pavilion** – Located at the portal, the Integrated Care Pavilion will be the dramatic front door and first impression to Discovery Square. Doctors, researchers, and scientists will comingle in this light and airy atrium space to share ideas and to introduce procedures and methodologies that can be directly applied to patient care.
- **Translational Cloud** – A glowing glass pavilion hovering in the air above the Square connecting all of the buildings serving as a meeting place for conferences and events.
- **Partnership Alley** – Building off the alleyway system, a network of inter connecting passageways for an integration of buildings and communities.
- **The Square** – A Wi-Fi connected urban park suited to the 22nd-century, providing a unique setting for the best and the brightest to engage in creative interactions within a beautiful urban public square.
- **Institutes** – A series of flexible and interdisciplinary lab lofts that provide state-of-the-art facilities in an open, connected, and collaborative vertical campus.
- **Windows on the Institutes** – Contemporary open storefronts and bay windows that overlook the Square, inviting the outside world inside for a glimpse of the life and creative activity going on inside.

Destination Medical Center

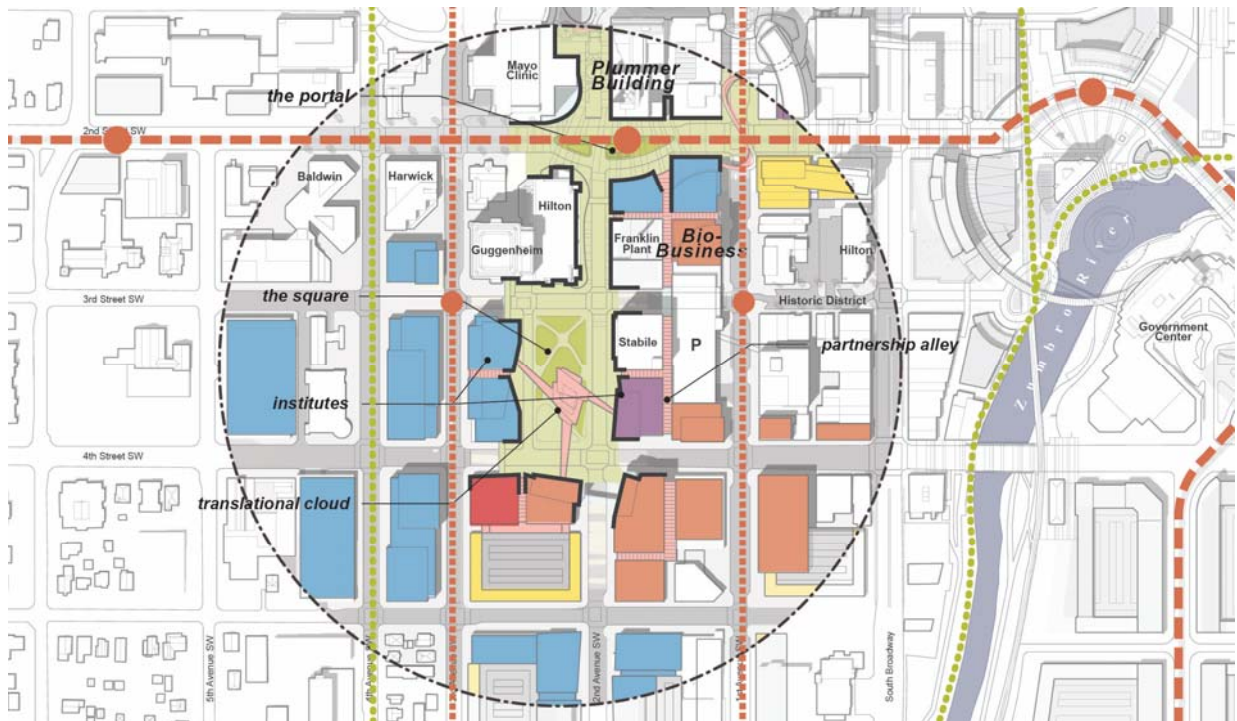
Design Narrative

- **Hi-tech Domain** – State-of-the-art technology would be embedded into and around the buildings and public spaces of Discovery Square allowing workers, visitors, and patients to receive all information in real time.
- **University Connection** – Programmed spaces and a campus linkage system that strengthen the relationship between Mayo Clinic, Mayo Medical School the University of Rochester and other institutional partners.

Destination Medical Center Design Narrative



DISCOVERY SQUARE



3. DOWNTOWN WATERFRONT

“The Gardens”

Healthy Living / Nature in the City

“The Gardens” waterfront is totally integrated with the Zumbro Riverfront in order to create a neighborhood where the natural landscape and the City are interconnected to form a unique urban character. “The Gardens” becomes the heart of culture and history providing a unique and healthy living and working environment. The gardens is the new Downtown Waterfront neighborhood that will serve as a place to explore and stroll for visitors and tourists using the convention center. Much as the Zumbro River gently meanders into Rochester, “The Gardens” similarly combines the nurturing and sustainable qualities of the city and its natural surroundings. The Crescent is the main public space connecting the district and extending down to Waterfront Square. It is planned as a lushly planted rain garden and landscaped public space that extends the impression of the river while creating an attractive setting for residents and businesses alike. The Crescent also brings art, recreational, and cultural attractions to the area. The Gardens is an authentic mixed-use district evolved from the unique history and culture of Rochester providing a one-of-a-kind neighborhood for residents, health oriented businesses, and visitors to the convention center. The Downtown Waterfront is a model of modern urban living where the landscape and the buildings are intertwined for sustainable healthy living.

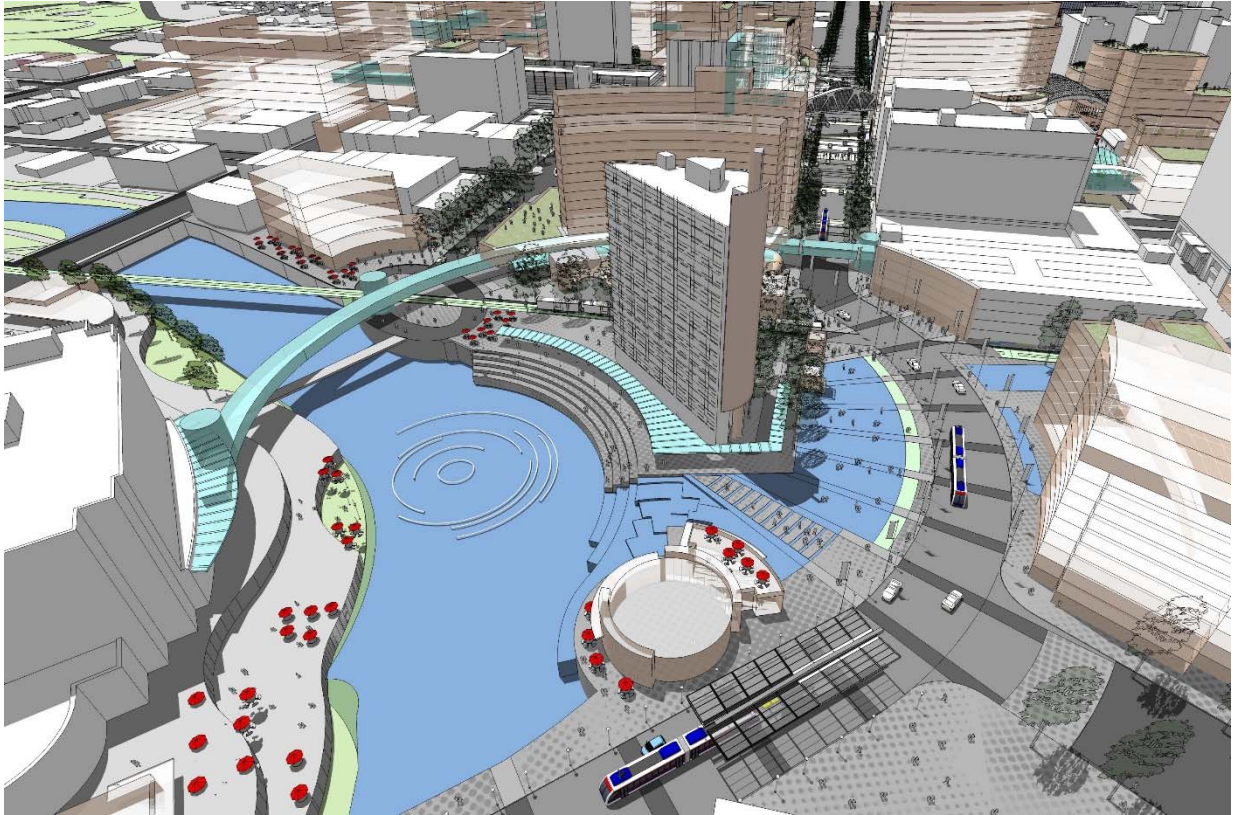
- **Waterfront Square** – A year-round event space extending the impression of the river and establishing the address at the intersection of 2nd Street, the River, the Crescent and the expanded Civic Center.
- **The Crescent** – A modern state of the art sustainable landscape promenade that includes rainwater collection, trails, cultural and health amenities as a place to relax and stroll through the City. The crescent is the cultural and address for the downtown waterfront amenities.
- **Zumbro Market** – A central market and food hall relocated to Waterfront Square featuring healthy fresh foods, dining, and products that come straight from the farm. Zumbro market will also house cafes and local brew house to add to the lively urban atmosphere.
- **Historic District** – An intimate district comprised of small shops and restaurants that provides a complement to the contemporary buildings in the Downtown Waterfront. The historic third street district is connected to the waterfront with the Thirds street overlook.
- **The Park Blocks** – A series of mixed-use neighborhood blocks that make up the urban fabric of the Downtown Waterfront. The blocks will feature active ground floor uses and create the lively street scene that makes up this new waterfront neighborhood.

Destination Medical Center

Design Narrative

- **The Main Stage** – An iconic and sculptural outdoor performance venue that is a focal point from within Mayo Park.
- **“Barcelona Corner”** – The gateway, transit station, and address for an expanded new market development on the east side of the Zumbro and south to future development areas.
- **“The Light Loop”** – An artful and visually exciting river light show that uses the Zumbro River as the canvas for lighting and special effects making the river itself into a town square for art and festivities.
- **“The Civic Center Bridge”** – A beautiful curving pedestrian bridge that connect Mayo Park to the south side of the river and government center. The Civic Center Bridge add access and visibility to the Art museum and enhances pedestrian activity along the water’s edge.
- **“Civic Center Promenade”** – The promenade is an extension of the public spaces around the existing art museum giving greater access and visibility to the museum and to Mayo Park. The promenade will host outdoor activities and art shows to add to the cultural offerings of the downtown waterfront.
- **“Third Street Overlook”** – The intersection of Historic Third Street and the Zumbro River promenade is an extension of the historic district connect the district back to the river. The curving plaza will provide panoramic views up and down the river and connect to the Zumbro market.
- **“The Government Center Promenade”** – The government center promenade will better integrate the government center with the river and provide a setting for strolling and views back to the city skyline. The promenade completes the pedestrian ring of circulation that surrounds the Zumbro River and the downtown waterfront.
- **“The Promenade Extension”** – The promenade extension connects to development parcels on the south side of the Zumbro River across from Mayo Park. The promenade extends the value of the river frontage and help to activate the waterfront t with new mixed use development.

Destination Medical Center Design Narrative



DOWNTOWN WATERFRONT



4. CENTRAL STATION

“Transit Terrace”

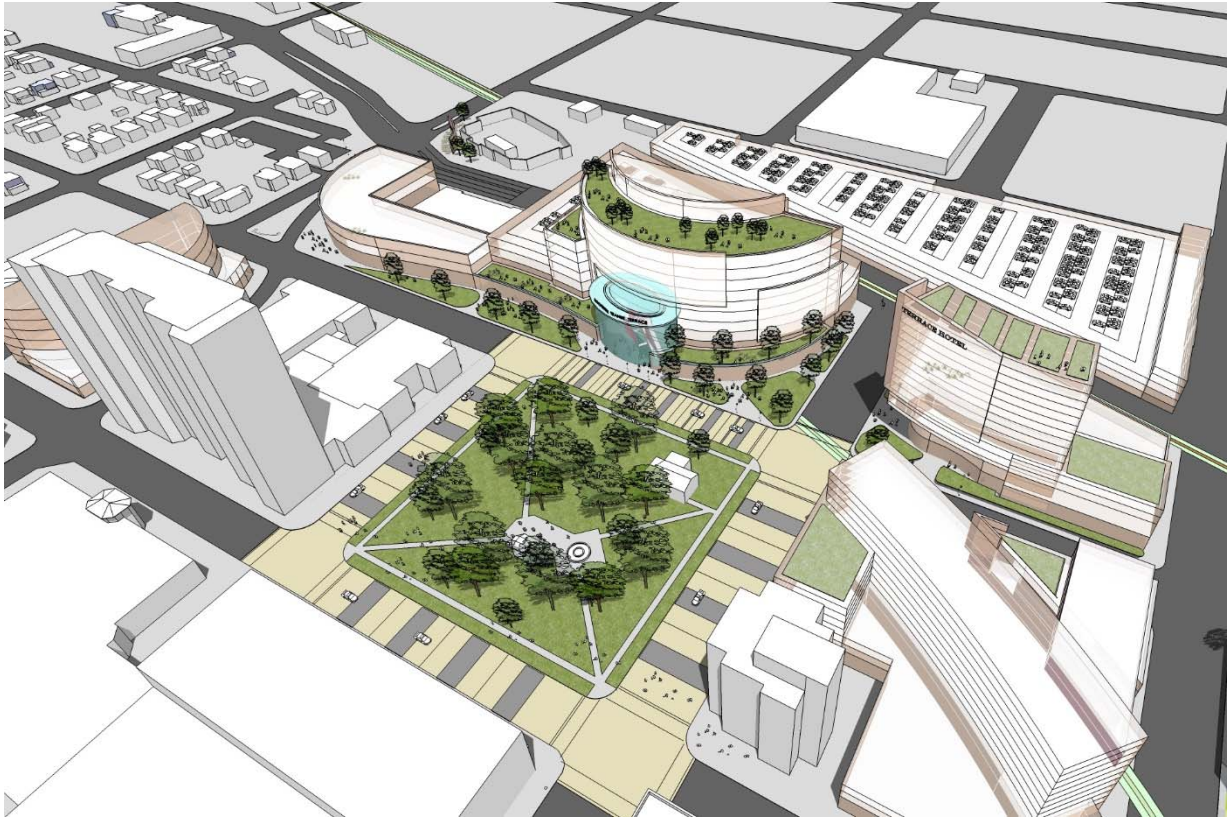
A place that is appealing for all, even those who may not be using transit

Central Station is the new nexus of transportation and arrival in the downtown area. Conveniently located on the northern edge of downtown, the area is recast to incorporate mixed-use development, parking amenities, and a grand new intermodal transit station to serve the downtown. Central Station embodies the principles of Open Transit, with access to all modes of transit including pedestrian and bike connecting into the existing subway-skyway network providing a north-south link down to Gonda and Discovery Square. It also accommodates a potential future regional rail connection. Central Station includes a mix of transit-oriented development so that the area functions as an authentic mixed-use neighborhood. It also leverages transit architecture to create iconic spaces where people want to gather, whether or not they are using transit. The station fronts the historic Central Park and provide a green oasis in the heart of the vibrant arrival district.

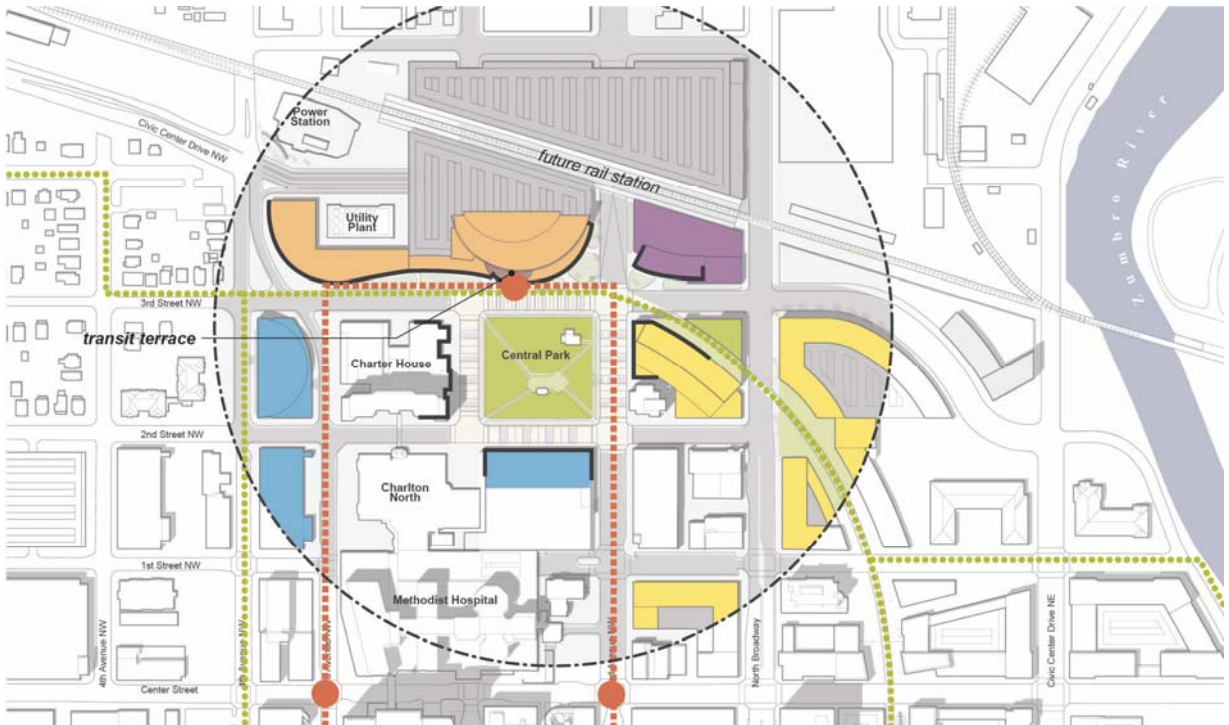
- **Central Park** – A refurbishment of the historic Central Park space, including an expansion of the historic programming and structure, reminding people of Rochester’s beginnings.
- **Transit Terrace** – A full service intermodal station that includes all modes of transit, including future commuter and high speed rail.
- **The Great Lawn** – A generous open lawn space within the heart of Central Park that provides for flexible events and gatherings throughout the year.
- **The Grand Hall** – An interior grand arrival hall looking out on Central Park and the skyline beyond, including a light-filled room with restaurants, art gallery, and performance space.

Destination Medical Center

Design Narrative



CENTRAL STATION



5. ST. MARYS PLACE

“The Great Room”

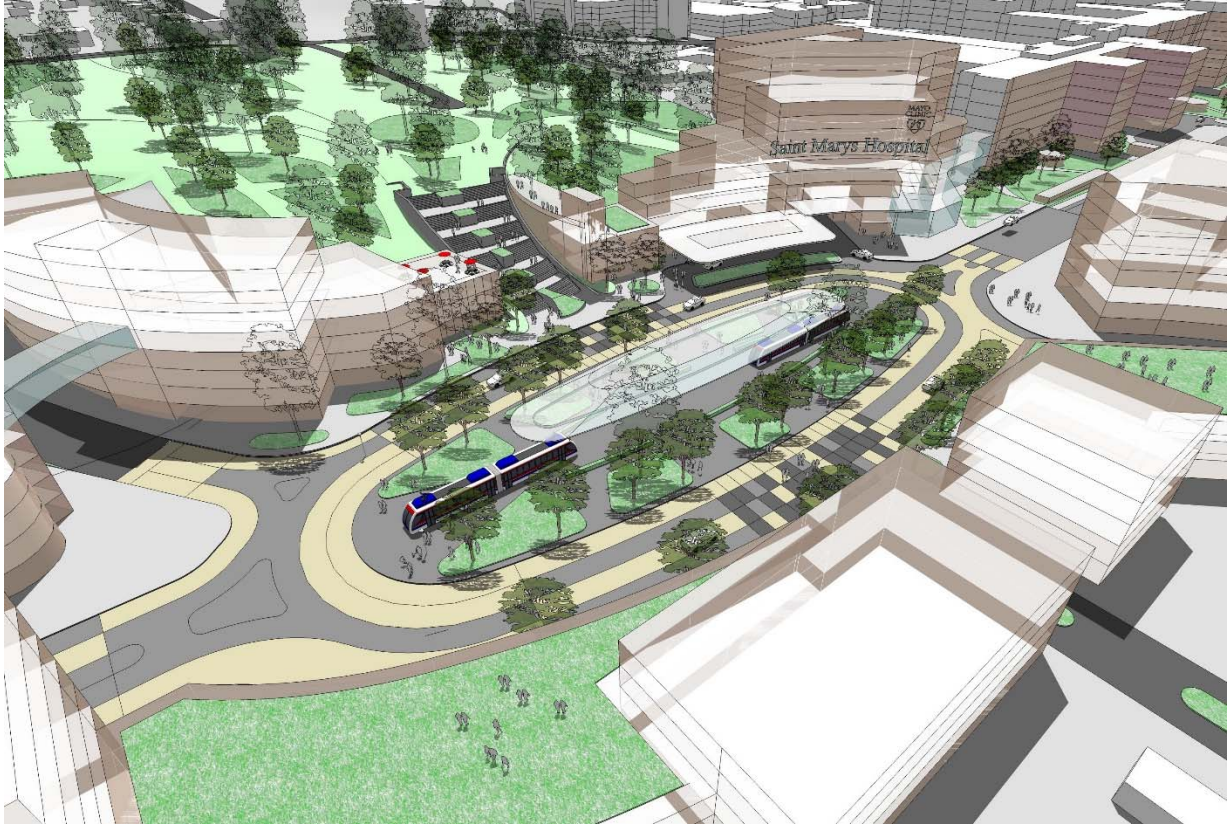
A Welcoming “Urban Foyer” for the City of Rochester

St. Marys Place is a new public space and development address at the threshold of downtown. The space not only serves as a warm welcome to visitors and residents arriving on Second Street, but also creates an eastern entrance for the hospital bringing the existing campus closer to downtown. Saint Marys Place recalls the history and culture of the City while at the same time creating modern and welcoming arrival address for development along 2nd Street. St Marys Place is lined with a variety of hospitality uses, including smaller boutique hotels, B&B’s, a Culinary Institute, and outpatient offices and general “Main Street” shops that bring convenience and life to the Square. In the heart of the Square is a new transit station that links to the downtown. Parking is integrated to provide convenient access to both the hospital and transit station. St. Marys Park is connected to St. Marys place with a fully ADA accessible grad stair and elevator providing access to the currently underutilized park for all.

- **St. Marys Steps** – A picturesque neighborhood grand staircase to the top of Saint Marys Park, providing panoramic views of the city and to the historic “Pill Hill” neighborhood above.
- **Transit Pavilion** – A glass enclosed “greenhouse” that serves as a comfortable, warm, and convenient boarding place for the new transit line on 2nd Street.
- **The Tower** – A modern interpretation and complement of the St. Francis Bell Tower Campanile, providing an address and symbolic entrance for the hospital on St. Marys Square. The tower provides ADA access up to St. Marys park
- **Culinary Academy** – A cooking school and restaurant row, with cafes that serve local favorites and offer culinary traditions of Rochester, the Mayo Clinic, and the Franciscan Sisters.
- **Hospitality Street** – A re-imagined 2nd Street that can accommodate pedestrians, autos, and mass transit in a neighborhood scaled for new development.

Destination Medical Center

Design Narrative



ST. MARYS PLACE



Process for City 60 Day Review and Approval of Plan

Date: October 29, 2014

TO: Gary Neumann, Assistant City Administrator

FROM: Mitzi A. Baker, AICP Director Rochester-Olmsted Planning

RE: City Public Hearing Options & Schedule for DMC Development Plan

DMC staff recently informed us that they intend to submit the DMC Development Plan to the City on December 18, 2014. According to the DMC Legislation, the City has no more than 60-days to act on the Plan. The purpose of this memo is to outline schedule options for the public hearings and City Council action that fit within the 60-day limitation.

Schedule options "A", "B", and "C" are based on the DMC Development Plan being formally submitted to the City on **December 18, 2014**. Schedule option "D" reflect a later submittal date.

The City Attorney, Terry Adkins, was consulted to verify whether a joint City Planning Commission/City Council public hearing is an option. This option is viable, so long as the bodies take action separately. If this option is of interest, it may be helpful to have the City Attorney address the procedural logistics, if there are any questions.

As soon as a schedule is finalized, the venue(s) will need to be secured and DMC EDA and DMCC, along with elected officials of the City of Rochester, and the Rochester Planning Commission will need to be informed.

Option “A”

DATE			
1-7-15	All review, comments, reports & recommendations must be COMPLETE		Provides no more than 10 working days for all Departments to review and analyze, and to develop & finalize staff recommendations. ** Two holidays follow submittal.
1-8-15	Reports must be distributed		
1-14-15	Planning Commission Hearing	Regular Meeting – would not schedule any other “regular” items	
2-4-15	City Council Public Hearing	Special Meeting	Complete public hearing, discussion, direct preparation of findings/fact, conclusions.
2-9-15	Alternate City Council Public Hearing	Special Meeting	Complete public hearing, discussion, direct preparation of findings/fact, conclusions.
2-16-15	Formal/Final Action by Council		Finalized within 60-days.

Option “B”

1-28-15	All review, comments, reports & recommendations must be COMPLETE		Provides no more than 24 working days for all Departments to review and analyze, and to develop & finalize staff recommendations.
1-29-15	Reports must be distributed		
2-4-15	Planning Commission Hearing	Special Meeting	Provides City/staff additional time for assessing proposal and developing recommendations.
2-9-15	City Council Hearing	Special Meeting	<i>*Would not be time to prepare minutes from the Planning Commission Meeting.</i> Direct preparation of Findings/Fact, Conclusions.
2-16-15	City Council – Final Action		Finalized within 60-days.

Option “C”

1-28-15	All review, comments, reports & recommendations must be COMPLETE		Provides no more than 24 working days for all Departments to review and analyze, and to develop & finalize staff recommendations.
1-29-15	Reports must be distributed		
2-3, 2-4, or 2-5-15	JOINT Planning Commission & City Council Public Hearing	Special Meeting	Provides no more than 24 working days for all Departments to review and analyze, and to develop & finalize staff recommendations.
	Planning Commission discusses & makes recommendation to City Council Council recesses their meeting or continues item		Both bodies hear all same information in entirety; written minutes of Planning Commission not so important; Each body to take action separately, with the Planning Commission taking action first, to make recommendation to the City Council. The City Council would then recess or continue item to another date – regular meeting on 2/16.
2-16-15	City Council Action		Finalized within 60-days

Option “D”* : Hypothetical January 12, 2015 submittal

If the DMCC were to approve sharing the Plan with the City on 12-18-14 for a preview prior to formal submittal, the City would have *13 additional working days* to digest the Plan documents.

2-4-15	All review, comments, reports & recommendations must be COMPLETE		Provides no more than 11 working days for all Departments to review and analyze, and to develop & finalize staff recommendations.
1-29-15	Reports must be distributed		
2-11-15	Planning Commission Hearing	Regular Meeting; *no other agenda items would be scheduled	Provides City/staff additional time for assessing proposal and developing recommendations.
2-23-15	City Council Hearing	Special Meeting Direct preparation of Findings/Fact, Conclusions	*Minutes would be in “draft” form, not approved by the Planning Commission.
3-2-15 (or 3-9-15)	City Council – Final Action		Finalized within 60-days

*This schedule could be modified to account for a joint planning commission/council public hearing, in which case additional time would be provided for City review & analysis.