



# DESTINATION MEDICAL CENTER CORPORATION (DMCC)

## BOARD MEETING

9:30 A.M. THURSDAY, AUGUST 25, 2016

MAYO CIVIC CENTER - ROCHESTER



DESTINATION MEDICAL CENTER CORPORATION (DMCC)

BOARD MEETING

Thursday, August 25, 2016

9:30 A.M.

AGENDA

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**DESTINATION MEDICAL CENTER CORPORATION  
BOARD OF DIRECTORS**

MINUTES  
June 23, 2016

- I. Call to Order. Chair Tina Smith called the meeting to order at 10:30 a.m. at the Mayo Civic Center, Exhibit Hall, located at 30 Civic Center Drive SE, Rochester, MN 55904.
- II. Roll Call. In attendance were Chair Tina Smith, Council Member Mark Hickey, Jim Campbell, R.T. Rybak, Commissioner Jim Bier, Mayor Ardell Brede and Michael Dougherty.
- III. Approval of Agenda. Chair Smith requested a motion to approve the Agenda. Commissioner Bier moved approval. Mr. Rybak seconded.  
  
Ayes (7), Nays (0), Motion carried.
- IV. Approval of Minutes. Chair Smith requested approval of the Minutes from the meeting held on May 26, 2016. Mr. Campbell moved approval. Council Member Hickey seconded.  
  
Ayes (7), Nays (0), Motion carried.
- V. Public Comment Period. Chair Smith invited members of the community to provide comments. No public comments were offered.
- VI. Chair's Report. Chair Smith stated that the Board looked forward to the upcoming joint meeting with the City of Rochester Common Council and the EDA Board of Directors. Chair Smith noted that the EDA is due to present a proposed budget to the DMCC by August 1. Following its review and approval, the DMCC is scheduled to present its budget to the City of Rochester by September 1. Chair Smith suggested that the Board request an extension to October 1 from the City of Rochester. Chair Smith also noted that an informal ad-hoc review of materials would be helpful and asked Board members to indicate their interest to participate. Commissioner Bier, Mr. Campbell, Mr. Dougherty, and Council Member Hickey volunteered to participate.
- VII. DMCC 2015 Audit. Craig Popenhagen and Joe Duda of CliftonLarsonAllen ("CLA") presented the results of the 2015 DMCC audit. Mr. Popenhagen stated that CLA issued a clean opinion on financial statements, and had no findings on internal controls or legal compliance. Mr. Popenhagen noted that the IRS Form 990 must be prepared for filing and will be presented at an upcoming meeting. Commissioner Bier moved approval of the audit. Mr. Rybak seconded.  
  
Ayes (7), Nays (0), Motion carried.
- VIII. City of Rochester.
  - A. Update. Randy Staver, Rochester City Council President, provided the City of Rochester update. The City currently leads efforts with the University of Minnesota Metropolitan Design Center (MDC) to create DMC district design guidelines. The design guidelines incorporate elements of the Rochester Downtown Master Plan, the DMC Development Plan, and the City's urban design standards. Combining these resources will create a single source of reference for developers and designers. Public engagement and input will occur in the near future, with adoption of the standards occurring this year.

The City Council has engaged with Grounded Solution Network to evaluate the City's housing efforts, including inclusionary housing policies.

President Staver also noted that City staff have suggested that an interim parking management strategy, which evaluates parking needs in terms of use and not strictly zoning requirements, be adopted in the downtown area. This strategy will be developed using recommendations from SRF, Rochester Public Works and Transportation Departments, Mayo Clinic, and the EDA.

- B. WMBE Update. President Staver reported on the City's ongoing efforts related to Women and Minority Business Enterprise ("WMBE"). Under the DMC legislation, the City must ensure public infrastructure projects meet WMBE standards. The City reviewed its goals and policies on June 23 and continues to meet with experts and governmental resources on this matter. Current City policy will be augmented with an implementation plan and should be completed in the next 90 days. The City established 4% WMBE contractor goal for the Mayo Civic Center, and expansion of the Rochester Recreation and Senior Center, which has resulted in more than \$5 million in City-issued WMBE contracts. President Staver also noted that the City is participating in a regional supplier diversity event with Mayo Clinic and the Rochester Area Chamber of Commerce and gathering information to assist WMBE firms in registering for the Minnesota cooperative purchasing system.

IX. Project Update.

- A. Design Guidelines: Update. Rochester-Olmsted Planning Director Mitzi Baker, University of Minnesota Metropolitan Design Center (MDC) Senior Research Fellow John Carmody, and Patrick Seeb, EDA Director of Economic Development and Placemaking provided an update on the DMC design guidelines. MDC consolidated multiple documents into one set of design guidelines. Ms. Baker noted that design guidelines convey expectations for development design. Mr. Seeb stated that the EDA has been working with the City throughout this process, noting that the guidelines will serve as an important tool for setting community expectations for development. Mr. Carmody stated that the guidelines intend to further four goals: a thriving economy, sustainability, a healthy city, and a vibrant public realm.

Mr. Rybak noted that navigation through three pedestrian levels can be difficult and questioned how the guidelines address this. Mr. Carmody stated that all levels should be as visible and accessible as possible. Mr. Rybak said that new building skyways ought to move people to streets, and subways ought to allow in natural light. Mayor Brede noted the unique opportunity to coordinate all three levels presented by the design guideline redesign. After questioning from the Board regarding the ownership of and access to skyways, Ms. Baker stated that the skyway system is a hybrid of some other common models, with private owners/developers agreeing with the City on use and hours of operation.

X. Economic Development Agency.

- A. EDA Update. EDA Executive Director Lisa Clarke provided the EDA update. With respect to Heart of the City, Ms. Clarke stated that six teams were invited to submit to the Heart of the City Public Space Design request for proposals, and all six teams participated in the proposers' meeting. Mayor Brede stated that national and international firms continue to be engaged in the design process.

Ms. Clarke noted that the EDA continues to work cooperatively with the City on the ongoing transit studies.



The metric dashboard development with Wilder Foundation is ongoing. Wilder's current work focuses on populating the historical data from 2012 - present. Mr. Campbell requested that the EDA provide a draft before the next Board meeting.

Ms. Clarke gave an update on the Placemakers Rochester Prototyping festival. She stated that twenty-two interested groups have submitted proposals, with topics including safety, road use, water use, entertainment, and more. Approximately twelve of the proposals will be chosen for the festival, which will occur during Mayo Clinic's Transform conference in September 2016.

Ms. Clarke reported that in the Saint Marys Place subdistrict, stakeholders met to discuss use of public space. The Metropolitan Design Center has been involved in this planning as well. The stakeholder group will develop a proposed plan, which will be brought to the DMCC Board for review and could be a template for other subdistricts.

Ms. Clarke stated that the EDA continues to explore models that will maximize the benefit of the two year, \$150,000 Midwest Climate and Energy grant from the McKnight Foundation. Mayor Brede noted that the McKnight Foundation has provided the City with two energy fellows, and Ms. Clarke suggested the fellows get involved in the DMC energy and sustainability efforts.

Ms. Clarke provided an update on the enclosed EDA's 2016 workplan, stating that the EDA is on track to complete the priorities for the year. For 2017, a workplan and budget will again be developed.

Finally, Ms. Clarke noted that June's positive press continues to generate interest in the DMC initiative.

- B. Discovery Square: Update. Jeff Bolton, EDA Board President and Mayo Clinic Chief Administrative Officer, Dr. Clark Otley, EDA Board Vice President and Mayo Clinic Ventures and Business Development Medical Director, and Mayo Clinic DMC Manager, Jamie Rothe, joined Ms. Clarke to provide an update on activity in the Discovery Square subdistrict. Mr. Bolton noted that Mayo Clinic was a recent recipient of a \$142 million grant from the National Institutes of Health for an exclusive, national precision medicine initiative research-cohort biobank. Mr. Bolton stated that this award indicates Mayo Clinic's unmatched leadership in the precision medicine field, while also noting that Mayo Clinic has invested significantly in the efforts to become a leader in individualized and precision medicine. Mr. Bolton said Mayo Clinic already serves as an international health and wellness destination, with a unique ability to bring together multidisciplinary teams for the treatment of serious and complex illnesses. Discovery Square will allow Mayo Clinic and its partners to move from medical discovery to practice even more quickly.

Mr. Bolton stated that Mayo Clinic has partnered with a real estate development company to develop an RFP process and received nine proposals from prequalified developers. The quality of the proposals indicates the market interest in Destination Medical Center. Mayo Clinic real estate could provide up to two million square feet of development in Discovery Square. The first building could be 100,000 square feet in size, with Mayo Clinic occupying about half of the space. Construction is slated to begin in late 2017 and will be a catalyst for further development.

Dr. Otley commented on the 2016 BIO International Conference ("BIO"), at which Mayo Clinic made its Discovery Square announcement. In addition to EDA and Mayo Clinic representatives, Rochester City Council Member Nick Campion and Rochester Area Chamber of Commerce President Rob Miller also participated in the conference. BIO is the foremost biotechnology conference in the world, and news of Mayo Clinic's investment was a local, statewide, and national story. Mayo Clinic is dedicated to

creating the international destination for health, wellness, and research. Mayo Clinic is actively engaged in discussions with potential Discovery Square tenants. Dr. Otley noted that Discovery Square reinforces the Mayo Clinic model of care. The EDA will leverage the physical development of Discovery Square to create the cultural environment necessary for Discovery Square to flourish. Commissioner Bier encouraged Mayo Clinic to think big and aim for a large initial presence. Ms. Rothe noted that there were 800 speakers at BIO and that the DMC strategy was built with Nelsen Biomedical, a Minneapolis-based firm. Additional BIO participants included Mayo Clinic Ventures, Medical Alley, the University of Minnesota, and the Minnesota Department of Employment and Economic Development.

- XI. DMCC 2016 Budget: Year to Date Update. Commissioner Jim Bier noted 88% percent of budgeted funds remain unspent with 58% of the year remaining.

Commissioner Bier noted that funding for the Chateau Theatre and City transit were previously authorized and that those funds are not shown in the monthly DMCC financial statements. The DMCC is working to develop a process to demonstrate the flow of that funding on an ongoing basis.

- XII. Meeting Schedule. The next regular meeting of the DMCC is Thursday, August 25, 2016, at 9:30 a.m.
- XIII. Adjournment. Chair Smith adjourned the meeting.

- IRS Form 990
  - Informational filing – financial information reconciles to DMCC’s audited financial statements
  - Best practice – draft Form 990 provided to board members before filing
  - Part III – statement of DMCC’s organizational purpose
  - Part IV – listing of board members
  - Part VI – governance of DMCC
  - Schedule B – schedule of contributors
  - Schedule O – additional information
  - Schedule R – related organizations
  - No unrelated business income for 2015
  - Filing deadline November 15, 2016
- Minnesota Annual Report – filing deadline November 15, 2016
- Minnesota Non-Profit Corporation Annual Registration
  - Valid through December 31, 2016
  - Renew on-line each year
- Next steps – signing and filing of the IRS Form 990 and Minnesota Non-Profit Corporation Annual Registration
- Questions?

CLIFTONLARSONALLEN LLP  
P.O. BOX 217  
AUSTIN, MN 55912

DALE MARTINSON  
DESTINATION MEDICAL CENTER CORPORATION  
201 4TH STREET SE, NO. 204  
ROCHESTER, MN 55904

|||||

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DRAFT



# CliftonLarsonAllen

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Austin, MN 55912-0217  
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CLAcconnect.com

TINA FLINT SMITH  
DESTINATION MEDICAL CENTER CORPORATION  
201 4TH STREET SE NO. 204  
ROCHESTER, MN 55904

TINA FLINT SMITH:

ENCLOSED IS THE ORGANIZATION'S 2015 EXEMPT ORGANIZATION RETURN. THE STATE EXEMPT ORGANIZATION ANNUAL REPORT IS ALSO ENCLOSED. THESE SHOULD BE SIGNED, DATED, AND MAILED, AS INDICATED.

SPECIFIC FILING INSTRUCTIONS ARE AS FOLLOWS.

FORM 990 RETURN:

THIS RETURN HAS QUALIFIED FOR ELECTRONIC FILING. AFTER YOU HAVE REVIEWED THE RETURN FOR COMPLETENESS AND ACCURACY, PLEASE SIGN, DATE AND RETURN FORM 8879-EO TO OUR OFFICE. WE WILL TRANSMIT THE RETURN ELECTRONICALLY TO THE IRS AND NO FURTHER ACTION IS REQUIRED. RETURN FORM 8879-EO TO US BY NOVEMBER 15, 2016.

MINNESOTA ANNUAL REPORT:

THE MINNESOTA ANNUAL REPORT SHOULD BE MAILED ON OR BEFORE NOVEMBER 15, 2016 TO:

OFFICE OF THE ATTORNEY GENERAL  
SUITE 1200, BREMER TOWER  
445 MINNESOTA STREET  
ST. PAUL, MN 55101-2130

ENCLOSE A CHECK OR MONEY ORDER FOR \$25.00, PAYABLE TO STATE OF MINNESOTA. INCLUDE THE ORGANIZATION'S FEDERAL EMPLOYER IDENTIFICATION NUMBER AND "2015 ANNUAL REPORT" ON THE REMITTANCE.

THE REPORT SHOULD BE SIGNED AND DATED BY THE AUTHORIZED INDIVIDUAL(S).

MINNESOTA NON-PROFIT CORPORATION ANNUAL REGISTRATION (ONLINE REGISTRATION REQUIRED);  
AS PART OF THE TAX RETURN PREPARATION SERVICES THAT CLA

PROVIDES TO YOU, WE HAVE CHECKED YOUR BUSINESS STANDING WITH THE MN SECRETARY OF STATE. ACCORDING TO THE MN SOS WEBSITE, YOUR BUSINESS IS IN GOOD STANDING THROUGH DECEMBER 31, 2016. HOWEVER, THE ANNUAL RENEWAL WILL NEED TO BE FILED TO MAINTAIN YOUR GOOD STANDING FOR 2017.

YOU CAN FILE THE RENEWAL ONLINE AT THE SECRETARY OF STATE'S WEBSITE - [HTTPS://MBLSPORTAL.SOS.STATE.MN.US/BUSINESS/SEARCH](https://mblsportal.sos.state.mn.us/business/search). PLEASE FILE THIS RENEWAL AS SOON AS POSSIBLE TO ENSURE A CONTINUED STATUS OF GOOD STANDING.

PUBLIC DISCLOSURE;

UNDER RULES EFFECTIVE JUNE 8, 1999, ORGANIZATIONS ARE REQUIRED TO PROVIDE A COPY OF THEIR ANNUAL RETURNS (FORM 990) FOR THE LAST THREE YEARS AND THEIR EXEMPTION APPLICATION (FORM 1023 OR 1024) TO ANYONE WHO REQUESTS THEM. YOU MUST PROVIDE THE ENTIRE FORM 990 AND SCHEDULE A, IF APPLICABLE, EXCEPT FOR THOSE PAGES NOT NORMALLY OPEN TO PUBLIC INSPECTION (I.E., DONOR NAMES AND ADDRESSES).

AN ORGANIZATION CAN AVOID HAVING TO PROVIDE COPIES IF IT POSTS THESE DOCUMENTS ON A WORLD WIDE WEB PAGE (MAINTAINED BY ITSELF OR ANOTHER ENTITY WHERE SIMILAR DOCUMENTS ARE POSTED) AND TELLS ANYONE REQUESTING COPIES HOW TO LOCATE THE DOCUMENTS. YOU SHOULD CONTACT US IF YOU HAVE ANY QUESTIONS REGARDING THE SPECIFICS OF COMPLYING WITH THE NEW RULES, OR ON POSTING YOUR FORMS ON THE INTERNET.

COPIES OF ALL THE RETURNS ARE ENCLOSED FOR YOUR FILES. WE SUGGEST THAT YOU RETAIN THESE COPIES INDEFINITELY.

SINCERELY,

CRAIG POPENHAGEN

# TAX RETURN FILING INSTRUCTIONS

FORM 990

FOR THE YEAR ENDING  
DECEMBER 31, 2015

<b>Prepared for</b>	DESTINATION MEDICAL CENTER CORPORATION 201 4TH STREET SE NO. 204 ROCHESTER, MN 55904
<b>Prepared by</b>	CLIFTONLARSONALLEN LLP P.O. BOX 217 AUSTIN, MN 55912 507-434-7000
<b>Amount due or refund</b>	NOT APPLICABLE
<b>Make check payable to</b>	NOT APPLICABLE
<b>Mail tax return and check (if applicable) to</b>	NOT APPLICABLE
<b>Return must be mailed on or before</b>	NOT APPLICABLE
<b>Special Instructions</b>	THIS RETURN HAS QUALIFIED FOR ELECTRONIC FILING. AFTER YOU HAVE REVIEWED THE RETURN FOR COMPLETENESS AND ACCURACY, PLEASE SIGN, DATE AND RETURN FORM 8879-EO TO OUR OFFICE. WE WILL TRANSMIT THE RETURN ELECTRONICALLY TO THE IRS AND NO FURTHER ACTION IS REQUIRED. RETURN FORM 8879-EO TO US BY NOVEMBER 15, 2016.



# IRS e-file Signature Authorization for an Exempt Organization

Form **8879-EO**

For calendar year 2015, or fiscal year beginning \_\_\_\_\_, 2015, and ending \_\_\_\_\_, 20\_\_\_\_

# 2015

Department of the Treasury  
Internal Revenue Service

▶ **Do not send to the IRS. Keep for your records.**

▶ **Information about Form 8879-EO and its instructions is at [www.irs.gov/form8879eo](http://www.irs.gov/form8879eo).**

Name of exempt organization

Employer identification number

**DESTINATION MEDICAL CENTER CORPORATION**

**46-4959371**

Name and title of officer

**JAMES V BIER  
TREASURER**

### Part I Type of Return and Return Information (Whole Dollars Only)

Check the box for the return for which you are using this Form 8879-EO and enter the applicable amount, if any, from the return. If you check the box on line **1a, 2a, 3a, 4a, or 5a**, below, and the amount on that line for the return being filed with this form was blank, then leave line **1b, 2b, 3b, 4b, or 5b**, whichever is applicable, blank (do not enter -0-). But, if you entered -0- on the return, then enter -0- on the applicable line below. **Do not** complete more than 1 line in Part I.

<b>1a</b> Form 990 check here ▶ <input checked="" type="checkbox"/>	<b>b Total revenue</b> , if any (Form 990, Part VIII, column (A), line 12) .....	<b>1b</b> <u>3,605,188.</u>
<b>2a</b> Form 990-EZ check here ▶ <input type="checkbox"/>	<b>b Total revenue</b> , if any (Form 990-EZ, line 9) .....	<b>2b</b> _____
<b>3a</b> Form 1120-POL check here ▶ <input type="checkbox"/>	<b>b Total tax</b> (Form 1120-POL, line 22) .....	<b>3b</b> _____
<b>4a</b> Form 990-PF check here ▶ <input type="checkbox"/>	<b>b Tax based on investment income</b> (Form 990-PF, Part VI, line 5) .....	<b>4b</b> _____
<b>5a</b> Form 8868 check here ▶ <input type="checkbox"/>	<b>b Balance Due</b> (Form 8868, Part I, line 3c or Part II, line 8c) .....	<b>5b</b> _____

### Part II Declaration and Signature Authorization of Officer

Under penalties of perjury, I declare that I am an officer of the above organization and that I have examined a copy of the organization's 2015 electronic return and accompanying schedules and statements and to the best of my knowledge and belief, they are true, correct, and complete. I further declare that the amount in Part I above is the amount shown on the copy of the organization's electronic return. I consent to allow my intermediate service provider, transmitter, or electronic return originator (ERO) to send the organization's return to the IRS and to receive from the IRS (a) an acknowledgement of receipt or reason for rejection of the transmission, (b) the reason for any delay in processing the return or refund, and (c) the date of any refund. If applicable, I authorize the U.S. Treasury and its designated Financial Agent to initiate an electronic funds withdrawal (direct debit) entry to the financial institution account indicated in the tax preparation software for payment of the organization's federal taxes owed on this return, and the financial institution to debit the entry to this account. To revoke a payment, I must contact the U.S. Treasury Financial Agent at 1-888-353-4537 no later than 2 business days prior to the payment (settlement) date. I also authorize the financial institutions involved in the processing of the electronic payment of taxes to receive confidential information necessary to answer inquiries and resolve issues related to the payment. I have selected a personal identification number (PIN) as my signature for the organization's electronic return and, if applicable, the organization's consent to electronic funds withdrawal.

Officer's PIN: check one box only

I authorize CLIFTONLARSONALLEN LLP to enter my PIN 82924  
ERO firm name Enter five numbers, but do not enter all zeros

as my signature on the organization's tax year 2015 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I also authorize the aforementioned ERO to enter my PIN on the return's disclosure consent screen.

As an officer of the organization, I will enter my PIN as my signature on the organization's tax year 2015 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I will enter my PIN on the return's disclosure consent screen.

Officer's signature ▶ \*\*\*\*\* THIS IS NOT A FILEABLE COPY \*\*\* Date ▶ \_\_\_\_\_

### Part III Certification and Authentication

ERO's EFIN/PIN. Enter your six-digit electronic filing identification number (EFIN) followed by your five-digit self-selected PIN.

**41312913129**  
do not enter all zeros

I certify that the above numeric entry is my PIN, which is my signature on the 2015 electronically filed return for the organization indicated above. I confirm that I am submitting this return in accordance with the requirements of Pub. 4163, Modernized e-File (MeF) Information for Authorized IRS e-file Providers for Business Returns.

ERO's signature ▶ \_\_\_\_\_ Date ▶ 08/16/16

**ERO Must Retain This Form - See Instructions  
Do Not Submit This Form To the IRS Unless Requested To Do So**

Form **990**

**Return of Organization Exempt From Income Tax**  
Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

OMB No. 1545-0047

**2015**  
Open to Public Inspection

Department of the Treasury  
Internal Revenue Service

▶ Do not enter social security numbers on this form as it may be made public.  
▶ Information about Form 990 and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

**A For the 2015 calendar year, or tax year beginning and ending**

<b>B</b> Check if applicable:  <input type="checkbox"/> Address change <input type="checkbox"/> Name change <input type="checkbox"/> Initial return <input type="checkbox"/> Final return/terminated <input type="checkbox"/> Amended return <input type="checkbox"/> Application pending	<b>C Name of organization</b> <b>DESTINATION MEDICAL CENTER CORPORATION</b>		<b>D Employer identification number</b> <b>46-4959371</b>
	Doing business as		<b>E Telephone number</b> <b>507-328-2850</b>
	Number and street (or P.O. box if mail is not delivered to street address)	Room/suite	
	<b>201 4TH STREET SE</b>		<b>G Gross receipts \$</b> <b>3,605,188.</b>
	City or town, state or province, country, and ZIP or foreign postal code <b>ROCHESTER, MN 55904</b>		<b>H(a) Is this a group return for subordinates?</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <b>H(b) Are all subordinates included?</b> <input type="checkbox"/> Yes <input type="checkbox"/> No If "No," attach a list. (see instructions) <b>H(c) Group exemption number</b> ▶
<b>F Name and address of principal officer:</b> <b>JAMES V. BIER</b> <b>SAME AS C ABOVE</b>		<b>I Tax-exempt status:</b> <input checked="" type="checkbox"/> 501(c)(3) <input type="checkbox"/> 501(c) ( ) ◀ (insert no.) <input type="checkbox"/> 4947(a)(1) or <input type="checkbox"/> 527	
<b>J Website:</b> ▶ <b>WWW.DMC.MN</b>			
<b>K Form of organization:</b> <input checked="" type="checkbox"/> Corporation <input type="checkbox"/> Trust <input type="checkbox"/> Association <input type="checkbox"/> Other ▶		<b>L Year of formation:</b> <b>2013</b>	<b>M State of legal domicile:</b> <b>MN</b>

<b>Part I Summary</b>		Prior Year	Current Year
<b>Activities &amp; Governance</b>	<b>1</b> Briefly describe the organization's mission or most significant activities: <b>PLANNING AND IMPLEMENTATION OF DESTINATION MEDICAL CENTER DEVELOPMENT IN DOWNTOWN ROCHESTER,</b>		
	<b>2</b> Check this box <input type="checkbox"/> if the organization discontinued its operations or disposed of more than 25% of its net assets.		
	<b>3</b> Number of voting members of the governing body (Part VI, line 1a)	<b>3</b>	<b>8</b>
	<b>4</b> Number of independent voting members of the governing body (Part VI, line 1b)	<b>4</b>	<b>8</b>
	<b>5</b> Total number of individuals employed in calendar year 2015 (Part V, line 2a)	<b>5</b>	<b>0</b>
	<b>6</b> Total number of volunteers (estimate if necessary)	<b>6</b>	<b>8</b>
	<b>7 a</b> Total unrelated business revenue from Part VIII, column (C), line 12	<b>7a</b>	<b>0.</b>
<b>b</b> Net unrelated business taxable income from Form 990-T, line 34	<b>7b</b>	<b>0.</b>	
<b>Revenue</b>	<b>8</b> Contributions and grants (Part VIII, line 1h)	<b>5,416,446.</b>	<b>3,605,187.</b>
	<b>9</b> Program service revenue (Part VIII, line 2g)	<b>0.</b>	<b>0.</b>
	<b>10</b> Investment income (Part VIII, column (A), lines 3, 4, and 7d)	<b>1.</b>	<b>1.</b>
	<b>11</b> Other revenue (Part VIII, column (A), lines 5, 6d, 8c, 9c, 10c, and 11e)	<b>0.</b>	<b>0.</b>
	<b>12</b> Total revenue - add lines 8 through 11 (must equal Part VIII, column (A), line 12)	<b>5,416,447.</b>	<b>3,605,188.</b>
<b>Expenses</b>	<b>13</b> Grants and similar amounts paid (Part IX, column (A), lines 1-3)	<b>0.</b>	<b>0.</b>
	<b>14</b> Benefits paid to or for members (Part IX, column (A), line 4)	<b>0.</b>	<b>0.</b>
	<b>15</b> Salaries, other compensation, employee benefits (Part IX, column (A), lines 5-10)	<b>0.</b>	<b>0.</b>
	<b>16a</b> Professional fundraising fees (Part IX, column (A), line 11e)	<b>0.</b>	<b>0.</b>
	<b>b</b> Total fundraising expenses (Part IX, column (D), line 25) ▶ <b>0.</b>		
	<b>17</b> Other expenses (Part IX, column (A), lines 11a-11d, 11f-24e)	<b>5,416,447.</b>	<b>3,605,188.</b>
<b>18</b> Total expenses. Add lines 13-17 (must equal Part IX, column (A), line 25)	<b>5,416,447.</b>	<b>3,605,188.</b>	
<b>19</b> Revenue less expenses. Subtract line 18 from line 12	<b>0.</b>	<b>0.</b>	
<b>Net Assets or Fund Balances</b>	<b>20</b> Total assets (Part X, line 16)	<b>Beginning of Current Year</b> <b>1,292,478.</b>	<b>End of Year</b> <b>250,340.</b>
	<b>21</b> Total liabilities (Part X, line 26)	<b>1,292,478.</b>	<b>250,340.</b>
	<b>22</b> Net assets or fund balances. Subtract line 21 from line 20	<b>0.</b>	<b>0.</b>

**Part II Signature Block**

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than officer) is based on all information of which preparer has any knowledge.

<b>Sign Here</b>	Signature of officer	Date			
	<b>JAMES V. BIER, TREASURER</b> Type or print name and title				
<b>Paid Preparer Use Only</b>	Print/Type preparer's name <b>CRAIG POPENHAGEN</b>	Preparer's signature <b>CRAIG POPENHAGEN</b>	Date <b>08/16/16</b>	Check if self-employed <input type="checkbox"/>	PTIN <b>P01587689</b>
	Firm's name ▶ <b>CLIFTONLARSONALLEN LLP</b>	Firm's EIN ▶ <b>41-0746749</b>	Phone no. <b>507-434-7000</b>		
Firm's address ▶ <b>P.O. BOX 217</b>		<b>AUSTIN, MN 55912</b>			

May the IRS discuss this return with the preparer shown above? (see instructions)  Yes  No

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III [X]

1 Briefly describe the organization's mission: WITH MAYO CLINIC AT ITS HEART, THE DESTINATION MEDICAL CENTER (DMC) INITIATIVE WILL BE THE CATALYST TO POSITION ROCHESTER, MINNESOTA AS THE WORLD'S PREMIER DESTINATION CENTER FOR HEALTH AND WELLNESS; ATTRACTING PEOPLE, INVESTMENT, AND JOBS TO AMERICA'S CITY FOR HEALTH

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? [ ] Yes [X] No

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? [ ] Yes [X] No

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code: ) (Expenses \$ 3,223,338. including grants of \$ ) (Revenue \$ ) OVERSIGHT, PREPARATION AND IMPLEMENTATION OF THE DEVELOPMENT PLAN - AN IN DEPTH STUDY OF INFRASTRUCTURE, PLANNING, AND DEVELOPMENT OPPORTUNITIES, AND FRAMEWORK TO SUPPORT THE DEVELOPMENT OF ROCHESTER AS A DESTINATION MEDICAL CENTER.

4b (Code: ) (Expenses \$ including grants of \$ ) (Revenue \$ )

4c (Code: ) (Expenses \$ including grants of \$ ) (Revenue \$ )

4d Other program services (Describe in Schedule O.) (Expenses \$ including grants of \$ ) (Revenue \$ )

4e Total program service expenses 3,223,338.

**Part IV Checklist of Required Schedules**

	Yes	No
<b>1</b> Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i> .....	X	
<b>2</b> Is the organization required to complete <i>Schedule B, Schedule of Contributors?</i> .....	X	
<b>3</b> Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i> .....		X
<b>4 Section 501(c)(3) organizations.</b> Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i> .....		X
<b>5</b> Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Revenue Procedure 98-19? <i>If "Yes," complete Schedule C, Part III</i> .....		X
<b>6</b> Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i> .....		X
<b>7</b> Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i> .....		X
<b>8</b> Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i> .....		X
<b>9</b> Did the organization report an amount in Part X, line 21, for escrow or custodial account liability, serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i> .....		X
<b>10</b> Did the organization, directly or through a related organization, hold assets in temporarily restricted endowments, permanent endowments, or quasi-endowments? <i>If "Yes," complete Schedule D, Part V</i> .....		X
<b>11</b> If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X as applicable.		
<b>a</b> Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i> .....		X
<b>b</b> Did the organization report an amount for investments - other securities in Part X, line 12 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i> .....		X
<b>c</b> Did the organization report an amount for investments - program related in Part X, line 13 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i> .....		X
<b>d</b> Did the organization report an amount for other assets in Part X, line 15 that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i> .....	X	
<b>e</b> Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i> .....	X	
<b>f</b> Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i> .....		X
<b>12a</b> Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i> .....	X	
<b>b</b> Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i> .....		X
<b>13</b> Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i> .....		X
<b>14a</b> Did the organization maintain an office, employees, or agents outside of the United States? .....		X
<b>b</b> Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV</i> .....		X
<b>15</b> Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i> .....		X
<b>16</b> Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV</i> .....		X
<b>17</b> Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I</i> .....		X
<b>18</b> Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i> .....		X
<b>19</b> Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i> .....		X

**Part IV Checklist of Required Schedules** (continued)

	Yes	No
<b>20a</b> Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i> .....		X
<b>b</b> If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return? .....		
<b>21</b> Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i> .....		X
<b>22</b> Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i> .....		X
<b>23</b> Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5 about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i> .....		X
<b>24a</b> Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i> .....		X
<b>b</b> Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception? .....		
<b>c</b> Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds? .....		
<b>d</b> Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year? .....		
<b>25a</b> <b>Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations.</b> Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i> .....		X
<b>b</b> Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i> .....		X
<b>26</b> Did the organization report any amount on Part X, line 5, 6, or 22 for receivables from or payables to any current or former officers, directors, trustees, key employees, highest compensated employees, or disqualified persons? <i>If "Yes," complete Schedule L, Part II</i> .....		X
<b>27</b> Did the organization provide a grant or other assistance to an officer, director, trustee, key employee, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i> .....		X
<b>28</b> Was the organization a party to a business transaction with one of the following parties (see Schedule L, Part IV instructions for applicable filing thresholds, conditions, and exceptions):		
<b>a</b> A current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> .....		X
<b>b</b> A family member of a current or former officer, director, trustee, or key employee? <i>If "Yes," complete Schedule L, Part IV</i> .....		X
<b>c</b> An entity of which a current or former officer, director, trustee, or key employee (or a family member thereof) was an officer, director, trustee, or direct or indirect owner? <i>If "Yes," complete Schedule L, Part IV</i> .....		X
<b>29</b> Did the organization receive more than \$25,000 in non-cash contributions? <i>If "Yes," complete Schedule M</i> .....		X
<b>30</b> Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i> .....		X
<b>31</b> Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i> .....		X
<b>32</b> Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i> .....		X
<b>33</b> Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i> .....		X
<b>34</b> Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i> .....	X	
<b>35a</b> Did the organization have a controlled entity within the meaning of section 512(b)(13)? .....		X
<b>b</b> If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i> .....		
<b>36</b> <b>Section 501(c)(3) organizations.</b> Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i> .....		X
<b>37</b> Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i> .....		X
<b>38</b> Did the organization complete Schedule O and provide explanations in Schedule O for Part VI, lines 11b and 19? .....	X	

**Note.** All Form 990 filers are required to complete Schedule O .....

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V

Input box for Schedule O

Table with columns for line numbers (1a-14b), descriptions, and Yes/No checkboxes. Includes sections for backup withholding, employee reporting, foreign accounts, prohibited transactions, and charitable contributions.

**Part VI Governance, Management, and Disclosure** For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes in Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI

**Section A. Governing Body and Management**

		Yes	No
<b>1a</b>	Enter the number of voting members of the governing body at the end of the tax year If there are material differences in voting rights among members of the governing body, or if the governing body delegated broad authority to an executive committee or similar committee, explain in Schedule O.		
<b>1b</b>	Enter the number of voting members included in line 1a, above, who are independent		
<b>2</b>	Did any officer, director, trustee, or key employee have a family relationship or a business relationship with any other officer, director, trustee, or key employee?		X
<b>3</b>	Did the organization delegate control over management duties customarily performed by or under the direct supervision of officers, directors, or trustees, or key employees to a management company or other person?		X
<b>4</b>	Did the organization make any significant changes to its governing documents since the prior Form 990 was filed?		X
<b>5</b>	Did the organization become aware during the year of a significant diversion of the organization's assets?		X
<b>6</b>	Did the organization have members or stockholders?		X
<b>7a</b>	Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body?		X
<b>7b</b>	Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body?	X	
<b>8</b>	Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following:		
<b>8a</b>	The governing body?	X	
<b>8b</b>	Each committee with authority to act on behalf of the governing body?	X	
<b>9</b>	Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses in Schedule O		X

**Section B. Policies** (This Section B requests information about policies not required by the Internal Revenue Code.)

		Yes	No
<b>10a</b>	Did the organization have local chapters, branches, or affiliates?		X
<b>10b</b>	If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?		
<b>11a</b>	Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form?	X	
<b>11b</b>	Describe in Schedule O the process, if any, used by the organization to review this Form 990.		
<b>12a</b>	Did the organization have a written conflict of interest policy? If "No," go to line 13	X	
<b>12b</b>	Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts?		X
<b>12c</b>	Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe in Schedule O how this was done	X	
<b>13</b>	Did the organization have a written whistleblower policy?		X
<b>14</b>	Did the organization have a written document retention and destruction policy?		X
<b>15</b>	Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision?		
<b>15a</b>	The organization's CEO, Executive Director, or top management official		X
<b>15b</b>	Other officers or key employees of the organization		X
	If "Yes" to line 15a or 15b, describe the process in Schedule O (see instructions).		
<b>16a</b>	Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year?		X
<b>16b</b>	If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?		

**Section C. Disclosure**

- 17** List the states with which a copy of this Form 990 is required to be filed **MN**
- 18** Section 6104 requires an organization to make its Forms 1023 (or 1024 if applicable), 990, and 990-T (Section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.  
 Own website  Another's website  Upon request  Other (explain in Schedule O)
- 19** Describe in Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
- 20** State the name, address, and telephone number of the person who possesses the organization's books and records: **DALE MARTINSON - 507-328-2850**  
**201 4TH STREET SE ROOM 204, ROCHESTER, MN 55904**







**Part VIII Statement of Revenue**

Check if Schedule O contains a response or note to any line in this Part VIII

		(A) Total revenue	(B) Related or exempt function revenue	(C) Unrelated business revenue	(D) Revenue excluded from tax under sections 512 - 514	
<b>Contributions, Gifts, Grants and Other Similar Amounts</b>	<b>1 a</b> Federated campaigns .....	<b>1a</b>				
	<b>b</b> Membership dues .....	<b>1b</b>				
	<b>c</b> Fundraising events .....	<b>1c</b>				
	<b>d</b> Related organizations .....	<b>1d</b>				
	<b>e</b> Government grants (contributions) .....	<b>1e</b> 3,602,319.				
	<b>f</b> All other contributions, gifts, grants, and similar amounts not included above .....	<b>1f</b> 2,868.				
	<b>g</b> Noncash contributions included in lines 1a-1f: \$ .....					
	<b>h Total.</b> Add lines 1a-1f .....		3,605,187.			
<b>Program Service Revenue</b>	<b>2 a</b> _____	<b>Business Code</b>				
	<b>b</b> _____					
	<b>c</b> _____					
	<b>d</b> _____					
	<b>e</b> _____					
	<b>f</b> All other program service revenue .....					
	<b>g Total.</b> Add lines 2a-2f .....					
<b>Other Revenue</b>	<b>3</b> Investment income (including dividends, interest, and other similar amounts) .....		1.		1.	
	<b>4</b> Income from investment of tax-exempt bond proceeds .....					
	<b>5</b> Royalties .....					
	<b>6 a</b> Gross rents .....	(i) Real				
		(ii) Personal				
		<b>b</b> Less: rental expenses .....				
		<b>c</b> Rental income or (loss) .....				
	<b>d</b> Net rental income or (loss) .....					
	<b>7 a</b> Gross amount from sales of assets other than inventory .....	(i) Securities				
		(ii) Other				
		<b>b</b> Less: cost or other basis and sales expenses .....				
		<b>c</b> Gain or (loss) .....				
	<b>d</b> Net gain or (loss) .....					
	<b>8 a</b> Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18 .....	<b>a</b>				
		<b>b</b> Less: direct expenses .....	<b>b</b>			
<b>c</b> Net income or (loss) from fundraising events .....						
<b>9 a</b> Gross income from gaming activities. See Part IV, line 19 .....	<b>a</b>					
	<b>b</b> Less: direct expenses .....	<b>b</b>				
	<b>c</b> Net income or (loss) from gaming activities .....					
<b>10 a</b> Gross sales of inventory, less returns and allowances .....	<b>a</b>					
	<b>b</b> Less: cost of goods sold .....	<b>b</b>				
	<b>c</b> Net income or (loss) from sales of inventory .....					
<b>Miscellaneous Revenue</b>		<b>Business Code</b>				
<b>11 a</b> _____						
	<b>b</b> _____					
	<b>c</b> _____					
	<b>d</b> All other revenue .....					
	<b>e Total.</b> Add lines 11a-11d .....					
<b>12 Total revenue.</b> See instructions. ....		3,605,188.	0.	0.	1.	

**Part IX Statement of Functional Expenses**

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21				
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees				
6 Compensation not included above, to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages				
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)				
9 Other employee benefits				
10 Payroll taxes				
11 Fees for services (non-employees):				
a Management				
b Legal	324,144.		324,144.	
c Accounting	3,983.		3,983.	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A) amount, list line 11g expenses on Sch O.)	13,914.		13,914.	
12 Advertising and promotion				
13 Office expenses				
14 Information technology				
15 Royalties				
16 Occupancy	21,232.		21,232.	
17 Travel	976.		976.	
18 Payments of travel or entertainment expenses for any federal, state, or local public officials				
19 Conferences, conventions, and meetings				
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization				
23 Insurance	17,601.		17,601.	
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses in line 24e. If line 24e amount exceeds 10% of line 25, column (A) amount, list line 24e expenses on Schedule O.)				
a <b>PROGRAM COSTS</b>	3,223,338.	3,223,338.		
b				
c				
d				
e All other expenses				
<b>25 Total functional expenses.</b> Add lines 1 through 24e	3,605,188.	3,223,338.	381,850.	0.
<b>26 Joint costs.</b> Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation.				

Check here  if following SOP 98-2 (ASC 958-720)

**Part X Balance Sheet**

Check if Schedule O contains a response or note to any line in this Part X

		(A) Beginning of year		(B) End of year
<b>Assets</b>	<b>1</b> Cash - non-interest-bearing .....		<b>1</b>	
	<b>2</b> Savings and temporary cash investments .....	2,740.	<b>2</b>	1,000.
	<b>3</b> Pledges and grants receivable, net .....		<b>3</b>	
	<b>4</b> Accounts receivable, net .....		<b>4</b>	2,868.
	<b>5</b> Loans and other receivables from current and former officers, directors, trustees, key employees, and highest compensated employees. Complete Part II of Schedule L .....		<b>5</b>	
	<b>6</b> Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), persons described in section 4958(c)(3)(B), and contributing employers and sponsoring organizations of section 501(c)(9) voluntary employees' beneficiary organizations (see instr). Complete Part II of Sch L .....		<b>6</b>	
	<b>7</b> Notes and loans receivable, net .....		<b>7</b>	
	<b>8</b> Inventories for sale or use .....		<b>8</b>	
	<b>9</b> Prepaid expenses and deferred charges .....	14,138.	<b>9</b>	12,620.
	<b>10a</b> Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D .....	<b>10a</b>		
	<b>b</b> Less: accumulated depreciation .....	<b>10b</b>	<b>10c</b>	
	<b>11</b> Investments - publicly traded securities .....		<b>11</b>	
	<b>12</b> Investments - other securities. See Part IV, line 11 .....		<b>12</b>	
	<b>13</b> Investments - program-related. See Part IV, line 11 .....		<b>13</b>	
	<b>14</b> Intangible assets .....		<b>14</b>	
	<b>15</b> Other assets. See Part IV, line 11 .....	1,275,600.	<b>15</b>	233,852.
<b>16 Total assets.</b> Add lines 1 through 15 (must equal line 34) .....	1,292,478.	<b>16</b>	250,340.	
<b>Liabilities</b>	<b>17</b> Accounts payable and accrued expenses .....	1,265,340.	<b>17</b>	186,720.
	<b>18</b> Grants payable .....		<b>18</b>	
	<b>19</b> Deferred revenue .....	24,138.	<b>19</b>	12,620.
	<b>20</b> Tax-exempt bond liabilities .....		<b>20</b>	
	<b>21</b> Escrow or custodial account liability. Complete Part IV of Schedule D .....		<b>21</b>	
	<b>22</b> Loans and other payables to current and former officers, directors, trustees, key employees, highest compensated employees, and disqualified persons. Complete Part II of Schedule L .....		<b>22</b>	
	<b>23</b> Secured mortgages and notes payable to unrelated third parties .....		<b>23</b>	
	<b>24</b> Unsecured notes and loans payable to unrelated third parties .....		<b>24</b>	
	<b>25</b> Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D .....	3,000.	<b>25</b>	51,000.
	<b>26 Total liabilities.</b> Add lines 17 through 25 .....	1,292,478.	<b>26</b>	250,340.
<b>Net Assets or Fund Balances</b>	<b>Organizations that follow SFAS 117 (ASC 958), check here</b> <input checked="" type="checkbox"/> <b>and complete lines 27 through 29, and lines 33 and 34.</b>			
	<b>27</b> Unrestricted net assets .....	0.	<b>27</b>	0.
	<b>28</b> Temporarily restricted net assets .....		<b>28</b>	
	<b>29</b> Permanently restricted net assets .....		<b>29</b>	
	<b>Organizations that do not follow SFAS 117 (ASC 958), check here</b> <input type="checkbox"/> <b>and complete lines 30 through 34.</b>			
	<b>30</b> Capital stock or trust principal, or current funds .....		<b>30</b>	
	<b>31</b> Paid-in or capital surplus, or land, building, or equipment fund .....		<b>31</b>	
	<b>32</b> Retained earnings, endowment, accumulated income, or other funds .....		<b>32</b>	
<b>33</b> Total net assets or fund balances .....	0.	<b>33</b>	0.	
<b>34</b> Total liabilities and net assets/fund balances .....	1,292,478.	<b>34</b>	250,340.	

**Part XI Reconciliation of Net Assets**

Check if Schedule O contains a response or note to any line in this Part XI

1	Total revenue (must equal Part VIII, column (A), line 12)	1	3,605,188.
2	Total expenses (must equal Part IX, column (A), line 25)	2	3,605,188.
3	Revenue less expenses. Subtract line 2 from line 1	3	0.
4	Net assets or fund balances at beginning of year (must equal Part X, line 33, column (A))	4	0.
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain in Schedule O)	9	0.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 33, column (B))	10	0.

**Part XII Financial Statements and Reporting**

Check if Schedule O contains a response or note to any line in this Part XII

		Yes	No
1	Accounting method used to prepare the Form 990: <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other _____ If the organization changed its method of accounting from a prior year or checked "Other," explain in Schedule O.		
2a	Were the organization's financial statements compiled or reviewed by an independent accountant? _____ If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both: <input type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis		X
2b	Were the organization's financial statements audited by an independent accountant? _____ If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both: <input checked="" type="checkbox"/> Separate basis <input type="checkbox"/> Consolidated basis <input type="checkbox"/> Both consolidated and separate basis	X	
2c	If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant? _____ If the organization changed either its oversight process or selection process during the tax year, explain in Schedule O.	X	
3a	As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Single Audit Act and OMB Circular A-133? _____		X
3b	If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why in Schedule O and describe any steps taken to undergo such audits _____		

Form 990 (2015)



**Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)**

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2011	(b) 2012	(c) 2013	(d) 2014	(e) 2015	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") .....				5,416,446.	3,605,187.	9,021,633.
<b>2</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf .....						
<b>3</b> The value of services or facilities furnished by a governmental unit to the organization without charge ...						
<b>4 Total.</b> Add lines 1 through 3 .....				5,416,446.	3,605,187.	9,021,633.
<b>5</b> The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f) .....						
<b>6 Public support.</b> Subtract line 5 from line 4.						9,021,633.

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ▶	(a) 2011	(b) 2012	(c) 2013	(d) 2014	(e) 2015	(f) Total
<b>7</b> Amounts from line 4 .....				5,416,446.	3,605,187.	9,021,633.
<b>8</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources ...				1.	1.	2.
<b>9</b> Net income from unrelated business activities, whether or not the business is regularly carried on ...						
<b>10</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) .....						
<b>11 Total support.</b> Add lines 7 through 10						9,021,635.

**12** Gross receipts from related activities, etc. (see instructions) ..... **12**

**13 First five years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here** .....

**Section C. Computation of Public Support Percentage**

**14** Public support percentage for 2015 (line 6, column (f) divided by line 11, column (f)) ..... **14** %

**15** Public support percentage from 2014 Schedule A, Part II, line 14 ..... **15** %

**16a 33 1/3% support test - 2015.** If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization .....

**b 33 1/3% support test - 2014.** If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and **stop here.** The organization qualifies as a publicly supported organization .....

**17a 10% -facts-and-circumstances test - 2015.** If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and **stop here.** Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization .....

**b 10% -facts-and-circumstances test - 2014.** If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the "facts-and-circumstances" test, check this box and **stop here.** Explain in Part VI how the organization meets the "facts-and-circumstances" test. The organization qualifies as a publicly supported organization .....

**18 Private foundation.** If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions .....

**Part III Support Schedule for Organizations Described in Section 509(a)(2)**

(Complete only if you checked the box on line 9 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

**Section A. Public Support**

Calendar year (or fiscal year beginning in) ►	(a) 2011	(b) 2012	(c) 2013	(d) 2014	(e) 2015	(f) Total
<b>1</b> Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.") .....						
<b>2</b> Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose .....						
<b>3</b> Gross receipts from activities that are not an unrelated trade or business under section 513 .....						
<b>4</b> Tax revenues levied for the organization's benefit and either paid to or expended on its behalf .....						
<b>5</b> The value of services or facilities furnished by a governmental unit to the organization without charge .....						
<b>6 Total.</b> Add lines 1 through 5 .....						
<b>7a</b> Amounts included on lines 1, 2, and 3 received from disqualified persons .....						
<b>b</b> Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year .....						
<b>c</b> Add lines 7a and 7b .....						
<b>8 Public support.</b> (Subtract line 7c from line 6.)						

**Section B. Total Support**

Calendar year (or fiscal year beginning in) ►	(a) 2011	(b) 2012	(c) 2013	(d) 2014	(e) 2015	(f) Total
<b>9</b> Amounts from line 6 .....						
<b>10a</b> Gross income from interest, dividends, payments received on securities loans, rents, royalties and income from similar sources .....						
<b>b</b> Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975 .....						
<b>c</b> Add lines 10a and 10b .....						
<b>11</b> Net income from unrelated business activities not included in line 10b, whether or not the business is regularly carried on .....						
<b>12</b> Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.) .....						
<b>13 Total support.</b> (Add lines 9, 10c, 11, and 12.)						

**14 First five years.** If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here**

**Section C. Computation of Public Support Percentage**

<b>15</b> Public support percentage for 2015 (line 8, column (f) divided by line 13, column (f)) .....	<b>15</b>	%
<b>16</b> Public support percentage from 2014 Schedule A, Part III, line 15 .....	<b>16</b>	%

**Section D. Computation of Investment Income Percentage**

<b>17</b> Investment income percentage for 2015 (line 10c, column (f) divided by line 13, column (f)) .....	<b>17</b>	%
<b>18</b> Investment income percentage from 2014 Schedule A, Part III, line 17 .....	<b>18</b>	%

**19a 33 1/3% support tests - 2015.** If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization

**b 33 1/3% support tests - 2014.** If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization

**20 Private foundation.** If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions



**Part IV Supporting Organizations**

(Complete only if you checked a box in line 11 on Part I. If you checked 11a of Part I, complete Sections A and B. If you checked 11b of Part I, complete Sections A and C. If you checked 11c of Part I, complete Sections A, D, and E. If you checked 11d of Part I, complete Sections A and D, and complete Part V.)

**Section A. All Supporting Organizations**

	Yes	No
<b>1</b> Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No" describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
<b>2</b> Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
<b>3a</b> Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer (b) and (c) below.</i>		
<b>b</b> Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
<b>c</b> Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
<b>4a</b> Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked 11a or 11b in Part I, answer (b) and (c) below.</i>		
<b>b</b> Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
<b>c</b> Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
<b>5a</b> Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer (b) and (c) below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
<b>b Type I or Type II only.</b> Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
<b>c Substitutions only.</b> Was the substitution the result of an event beyond the organization's control?		
<b>6</b> Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		
<b>7</b> Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
<b>8</b> Did the organization make a loan to a disqualified person (as defined in section 4958) not described in line 7? <i>If "Yes," complete Part I of Schedule L (Form 990 or 990-EZ).</i>		
<b>9a</b> Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		
<b>b</b> Did one or more disqualified persons (as defined in line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		
<b>c</b> Did a disqualified person (as defined in line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		
<b>10a</b> Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer 10b below.</i>		
<b>b</b> Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>		

**Part IV Supporting Organizations** (continued)

	Yes	No
<b>11</b> Has the organization accepted a gift or contribution from any of the following persons?		
<b>a</b> A person who directly or indirectly controls, either alone or together with persons described in (b) and (c) below, the governing body of a supported organization?		
<b>b</b> A family member of a person described in (a) above?		
<b>c</b> A 35% controlled entity of a person described in (a) or (b) above? If "Yes" to a, b, or c, provide detail in <b>Part VI</b> .		
<b>11a</b>		
<b>11b</b>		
<b>11c</b>		

**Section B. Type I Supporting Organizations**

	Yes	No
<b>1</b> Did the directors, trustees, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's directors or trustees at all times during the tax year? If "No," describe in <b>Part VI</b> how the supported organization(s) effectively operated, supervised, or controlled the organization's activities. If the organization had more than one supported organization, describe how the powers to appoint and/or remove directors or trustees were allocated among the supported organizations and what conditions or restrictions, if any, applied to such powers during the tax year.		
<b>2</b> Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization? If "Yes," explain in <b>Part VI</b> how providing such benefit carried out the purposes of the supported organization(s) that operated, supervised, or controlled the supporting organization.		
<b>1</b>		
<b>2</b>		

**Section C. Type II Supporting Organizations**

	Yes	No
<b>1</b> Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)? If "No," describe in <b>Part VI</b> how control or management of the supporting organization was vested in the same persons that controlled or managed the supported organization(s).		
<b>1</b>		

**Section D. All Type III Supporting Organizations**

	Yes	No
<b>1</b> Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided?		
<b>2</b> Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? If "No," explain in <b>Part VI</b> how the organization maintained a close and continuous working relationship with the supported organization(s).		
<b>3</b> By reason of the relationship described in (2), did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year? If "Yes," describe in <b>Part VI</b> the role the organization's supported organizations played in this regard.		
<b>1</b>		
<b>2</b>		
<b>3</b>		

**Section E. Type III Functionally-Integrated Supporting Organizations**

<b>1</b> Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions):			
<b>a</b> <input type="checkbox"/> The organization satisfied the Activities Test. Complete <b>line 2</b> below.			
<b>b</b> <input type="checkbox"/> The organization is the parent of each of its supported organizations. Complete <b>line 3</b> below.			
<b>c</b> <input type="checkbox"/> The organization supported a governmental entity. Describe in <b>Part VI</b> how you supported a government entity (see instructions).			
<b>2</b> Activities Test. Answer (a) and (b) below.		Yes	No
<b>a</b> Did substantially all of the organization's activities during the tax year directly further the exempt purposes of the supported organization(s) to which the organization was responsive? If "Yes," then in <b>Part VI</b> identify those supported organizations and explain how these activities directly furthered their exempt purposes, how the organization was responsive to those supported organizations, and how the organization determined that these activities constituted substantially all of its activities.			
<b>b</b> Did the activities described in (a) constitute activities that, but for the organization's involvement, one or more of the organization's supported organization(s) would have been engaged in? If "Yes," explain in <b>Part VI</b> the reasons for the organization's position that its supported organization(s) would have engaged in these activities but for the organization's involvement.			
<b>3</b> Parent of Supported Organizations. Answer (a) and (b) below.			
<b>a</b> Did the organization have the power to regularly appoint or elect a majority of the officers, directors, or trustees of each of the supported organizations? Provide details in <b>Part VI</b> .			
<b>b</b> Did the organization exercise a substantial degree of direction over the policies, programs, and activities of each of its supported organizations? If "Yes," describe in <b>Part VI</b> the role played by the organization in this regard.			
<b>2a</b>			
<b>2b</b>			
<b>3a</b>			
<b>3b</b>			

**Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations**

1  Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970. See instructions. All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

<b>Section A - Adjusted Net Income</b>		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	<b>Adjusted Net Income</b> (subtract lines 5, 6 and 7 from line 4)	8	

<b>Section B - Minimum Asset Amount</b>		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	<b>Total</b> (add lines 1a, 1b, and 1c)	1d	
e	<b>Discount</b> claimed for blockage or other factors (explain in detail in Part VI):		
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d	3	
4	Cash deemed held for exempt use. Enter 1-1/2% of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by .035	6	
7	Recoveries of prior-year distributions	7	
8	<b>Minimum Asset Amount</b> (add line 7 to line 6)	8	

<b>Section C - Distributable Amount</b>			Current Year
1	Adjusted net income for prior year (from Section A, line 8, Column A)	1	
2	Enter 85% of line 1	2	
3	Minimum asset amount for prior year (from Section B, line 8, Column A)	3	
4	Enter greater of line 2 or line 3	4	
5	Income tax imposed in prior year	5	
6	<b>Distributable Amount.</b> Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions)	6	
7	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally-integrated Type III supporting organization (see instructions).		

**Part V** Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

Section D - Distributions	Current Year
<b>1</b> Amounts paid to supported organizations to accomplish exempt purposes	
<b>2</b> Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	
<b>3</b> Administrative expenses paid to accomplish exempt purposes of supported organizations	
<b>4</b> Amounts paid to acquire exempt-use assets	
<b>5</b> Qualified set-aside amounts (prior IRS approval required)	
<b>6</b> Other distributions (describe in <b>Part VI</b> ). See instructions.	
<b>7 Total annual distributions.</b> Add lines 1 through 6.	
<b>8</b> Distributions to attentive supported organizations to which the organization is responsive (provide details in <b>Part VI</b> ). See instructions.	
<b>9</b> Distributable amount for 2015 from Section C, line 6	
<b>10</b> Line 8 amount divided by Line 9 amount	

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2015	(iii) Distributable Amount for 2015
<b>1</b> Distributable amount for 2015 from Section C, line 6			
<b>2</b> Underdistributions, if any, for years prior to 2015 (reasonable cause required-see instructions)			
<b>3</b> Excess distributions carryover, if any, to 2015:			
<b>a</b>			
<b>b</b>			
<b>c</b>			
<b>d</b> From 2013			
<b>e</b> From 2014			
<b>f Total</b> of lines 3a through e			
<b>g</b> Applied to underdistributions of prior years			
<b>h</b> Applied to 2015 distributable amount			
<b>i</b> Carryover from 2010 not applied (see instructions)			
<b>j</b> Remainder. Subtract lines 3g, 3h, and 3i from 3f.			
<b>4</b> Distributions for 2015 from Section D, line 7: \$			
<b>a</b> Applied to underdistributions of prior years			
<b>b</b> Applied to 2015 distributable amount			
<b>c</b> Remainder. Subtract lines 4a and 4b from 4.			
<b>5</b> Remaining underdistributions for years prior to 2015, if any. Subtract lines 3g and 4a from line 2 (if amount greater than zero, see instructions).			
<b>6</b> Remaining underdistributions for 2015. Subtract lines 3h and 4b from line 1 (if amount greater than zero, see instructions).			
<b>7 Excess distributions carryover to 2016.</b> Add lines 3j and 4c.			
<b>8</b> Breakdown of line 7:			
<b>a</b>			
<b>b</b>			
<b>c</b> Excess from 2013			
<b>d</b> Excess from 2014			
<b>e</b> Excess from 2015			

Schedule A (Form 990 or 990-EZ) 2015

**Part VI** **Supplemental Information.** Provide the explanations required by Part II, line 10; Part II, line 17a or 17b; Part III, line 12; Part IV, Section A, lines 1, 2, 3b, 3c, 4b, 4c, 5a, 6, 9a, 9b, 9c, 11a, 11b, and 11c; Part IV, Section B, lines 1 and 2; Part IV, Section C, line 1; Part IV, Section D, lines 2 and 3; Part IV, Section E, lines 1c, 2a, 2b, 3a and 3b; Part V, line 1; Part V, Section B, line 1e; Part V, Section D, lines 5, 6, and 8; and Part V, Section E, lines 2, 5, and 6. Also complete this part for any additional information. (See instructions.)

DRAFT

**Schedule B**

(Form 990, 990-EZ, or 990-PF)

Department of the Treasury  
Internal Revenue Service

**Schedule of Contributors**

▶ Attach to Form 990, Form 990-EZ, or Form 990-PF.  
▶ Information about Schedule B (Form 990, 990-EZ, or 990-PF) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No. 1545-0047

**2015**

Name of the organization

DESTINATION MEDICAL CENTER CORPORATION

Employer identification number

46-4959371

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

501(c)( 3 ) (enter number) organization

4947(a)(1) nonexempt charitable trust **not** treated as a private foundation

527 political organization

Form 990-PF

501(c)(3) exempt private foundation

4947(a)(1) nonexempt charitable trust treated as a private foundation

501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

**Note.** Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

**General Rule**

For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

**Special Rules**

For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990 or 990-EZ), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of (1) \$5,000 or (2) 2% of the amount on (i) Form 990, Part VIII, line 1h, or (ii) Form 990-EZ, line 1. Complete Parts I and II.

For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I, II, and III.

For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Do not complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year ..... ▶ \$ \_\_\_\_\_

**Caution.** An organization that is not covered by the General Rule and/or the Special Rules does not file Schedule B (Form 990, 990-EZ, or 990-PF), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it does not meet the filing requirements of Schedule B (Form 990, 990-EZ, or 990-PF).

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990, 990-EZ, or 990-PF. Schedule B (Form 990, 990-EZ, or 990-PF) (2015)

Name of organization <b>DESTINATION MEDICAL CENTER CORPORATION</b>	Employer identification number <b>46-4959371</b>
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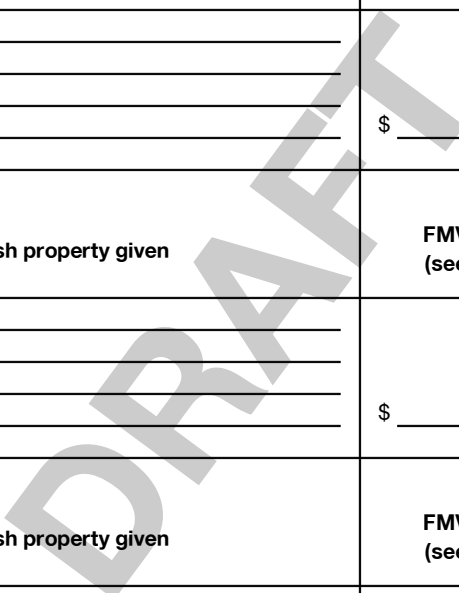
**Part I Contributors** (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	CITY OF ROCHESTER  201 4TH STREET SE  ROCHESTER, MN 55904	\$ 3,602,319.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
		\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization  <b>DESTINATION MEDICAL CENTER CORPORATION</b>	Employer identification number  <b>46-4959371</b>
---	---

**Part II Noncash Property** (see instructions). Use duplicate copies of Part II if additional space is needed.

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (see instructions)	(d) Date received
	_____	\$ _____	_____
	_____	\$ _____	_____
	_____	\$ _____	_____
	_____	\$ _____	_____
	_____	\$ _____	_____
	_____	\$ _____	_____
	_____	\$ _____	_____
	_____	\$ _____	_____
	_____	\$ _____	_____





Name of organization <b>DESTINATION MEDICAL CENTER CORPORATION</b>	Employer identification number <b>46-4959371</b>
---	---

**Part III** Exclusively religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than \$1,000 for the year from any one contributor. Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of exclusively religious, charitable, etc., contributions of \$1,000 or less for the year. (Enter this info. once.) ▶ \$ \_\_\_\_\_  
Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
<b>(e) Transfer of gift</b>			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
<b>(e) Transfer of gift</b>			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
<b>(e) Transfer of gift</b>			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
<b>(e) Transfer of gift</b>			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	

**SCHEDULE D**  
**(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Financial Statements**

▶ **Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b.**  
▶ **Attach to Form 990.**

▶ **Information about Schedule D (Form 990) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).**

OMB No. 1545-0047

**2015**

**Open to Public Inspection**

**Name of the organization** DESTINATION MEDICAL CENTER CORPORATION **Employer identification number** 46-4959371

**Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts.** Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

	(a) Donor advised funds	(b) Funds and other accounts
1 Total number at end of year .....		
2 Aggregate value of contributions to (during year) .....		
3 Aggregate value of grants from (during year) .....		
4 Aggregate value at end of year .....		
5 Did the organization inform all donors and donor advisors in writing that the assets held in donor advised funds are the organization's property, subject to the organization's exclusive legal control? .....		<input type="checkbox"/> Yes <input type="checkbox"/> No
6 Did the organization inform all grantees, donors, and donor advisors in writing that grant funds can be used only for charitable purposes and not for the benefit of the donor or donor advisor, or for any other purpose conferring impermissible private benefit? .....		<input type="checkbox"/> Yes <input type="checkbox"/> No

**Part II Conservation Easements.** Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

1 Purpose(s) of conservation easements held by the organization (check all that apply).  
 Preservation of land for public use (e.g., recreation or education)  Preservation of a historically important land area  
 Protection of natural habitat  Preservation of a certified historic structure  
 Preservation of open space

2 Complete lines 2a through 2d if the organization held a qualified conservation contribution in the form of a conservation easement on the last day of the tax year.

	Held at the End of the Tax Year
a Total number of conservation easements .....	2a
b Total acreage restricted by conservation easements .....	2b
c Number of conservation easements on a certified historic structure included in (a) .....	2c
d Number of conservation easements included in (c) acquired after 8/17/06, and not on a historic structure listed in the National Register .....	2d

3 Number of conservation easements modified, transferred, released, extinguished, or terminated by the organization during the tax year ▶ \_\_\_\_\_

4 Number of states where property subject to conservation easement is located ▶ \_\_\_\_\_

5 Does the organization have a written policy regarding the periodic monitoring, inspection, handling of violations, and enforcement of the conservation easements it holds? .....

6 Staff and volunteer hours devoted to monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \_\_\_\_\_

7 Amount of expenses incurred in monitoring, inspecting, handling of violations, and enforcing conservation easements during the year ▶ \$ \_\_\_\_\_

8 Does each conservation easement reported on line 2(d) above satisfy the requirements of section 170(h)(4)(B)(i) and section 170(h)(4)(B)(ii)? .....

9 In Part XIII, describe how the organization reports conservation easements in its revenue and expense statement, and balance sheet, and include, if applicable, the text of the footnote to the organization's financial statements that describes the organization's accounting for conservation easements.

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

1a If the organization elected, as permitted under SFAS 116 (ASC 958), not to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide, in Part XIII, the text of the footnote to its financial statements that describes these items.

b If the organization elected, as permitted under SFAS 116 (ASC 958), to report in its revenue statement and balance sheet works of art, historical treasures, or other similar assets held for public exhibition, education, or research in furtherance of public service, provide the following amounts relating to these items:

(i) Revenue included on Form 990, Part VIII, line 1 .....

(ii) Assets included in Form 990, Part X .....

2 If the organization received or held works of art, historical treasures, or other similar assets for financial gain, provide the following amounts required to be reported under SFAS 116 (ASC 958) relating to these items:

a Revenue included on Form 990, Part VIII, line 1 .....

b Assets included in Form 990, Part X .....

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule D (Form 990) 2015

532051  
11-02-15

**Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets** (continued)

3 Using the organization's acquisition, accession, and other records, check any of the following that are a significant use of its collection items (check all that apply):

- a  Public exhibition
- b  Scholarly research
- c  Preservation for future generations
- d  Loan or exchange programs
- e  Other \_\_\_\_\_

4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.

5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection?  Yes  No

**Part IV Escrow and Custodial Arrangements.** Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

1a Is the organization an agent, trustee, custodian or other intermediary for contributions or other assets not included on Form 990, Part X?  Yes  No

b If "Yes," explain the arrangement in Part XIII and complete the following table:

	Amount
c Beginning balance	1c
d Additions during the year	1d
e Distributions during the year	1e
f Ending balance	1f

2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability?  Yes  No

b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided on Part XIII

**Part V Endowment Funds.** Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:

- a Board designated or quasi-endowment  \_\_\_\_\_ %
- b Permanent endowment  \_\_\_\_\_ %
- c Temporarily restricted endowment  \_\_\_\_\_ %

The percentages on lines 2a, 2b, and 2c should equal 100%.

3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:

	Yes	No
(i) unrelated organizations	3a(i)	
(ii) related organizations	3a(ii)	
b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R?	3b	

4 Describe in Part XIII the intended uses of the organization's endowment funds.

**Part VI Land, Buildings, and Equipment.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements				
d Equipment				
e Other				

**Total.** Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, column (B), line 10c.)  0.

**Part VII Investments - Other Securities.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives .....		
(2) Closely-held equity interests .....		
(3) Other .....		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
<b>Total.</b> (Col. (b) must equal Form 990, Part X, col. (B) line 12.) ▶		

**Part VIII Investments - Program Related.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
<b>Total.</b> (Col. (b) must equal Form 990, Part X, col. (B) line 13.) ▶		

**Part IX Other Assets.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1) ADVANCE TO DMC EDA	50,000.
(2) DUE FROM OTHER GOVERNMENTS	183,852.
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 15.) ▶	233,852.

**Part X Other Liabilities.**

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2) DUE TO OTHER GOVERNMENTS	51,000.
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
<b>Total.</b> (Column (b) must equal Form 990, Part X, col. (B) line 25.) ▶	51,000.

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FIN 48 (ASC 740). Check here if the text of the footnote has been provided in Part XIII

Part XI Reconciliation of Revenue per Audited Financial Statements With Revenue per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

Table with 5 main rows and sub-rows (a-e) for adjustments. Total revenue reported as 3,605,188.

Part XII Reconciliation of Expenses per Audited Financial Statements With Expenses per Return.

Complete if the organization answered "Yes" on Form 990, Part IV, line 12a.

Table with 5 main rows and sub-rows (a-e) for adjustments. Total expenses reported as 3,605,188.

Part XIII Supplemental Information.

Provide the descriptions required for Part II, lines 3, 5, and 9; Part III, lines 1a and 4; Part IV, lines 1b and 2b; Part V, line 4; Part X, line 2; Part XI, lines 2d and 4b; and Part XII, lines 2d and 4b. Also complete this part to provide any additional information.

Multiple horizontal lines provided for entering supplemental information.

**SCHEDULE O**  
**(Form 990 or 990-EZ)**

Department of the Treasury  
Internal Revenue Service

**Supplemental Information to Form 990 or 990-EZ**

Complete to provide information for responses to specific questions on  
Form 990 or 990-EZ or to provide any additional information.

▶ Attach to Form 990 or 990-EZ.

▶ Information about Schedule O (Form 990 or 990-EZ) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No. 1545-0047

**2015**

Open to Public  
Inspection

Name of the organization

DESTINATION MEDICAL CENTER CORPORATION

Employer identification number

46-4959371

FORM 990, PART I, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

MINNESOTA.

FORM 990, PART III, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

AND SUPPORTING THE ECONOMIC GROWTH OF MINNESOTA AND ITS BIOSCIENCES  
SECTOR.

FORM 990, PART VI, SECTION A, LINE 7B:

ANNUAL FUNDING REQUESTS ARE SUBJECT TO FINAL APPROVAL BY THE CITY OF  
ROCHESTER CITY COUNCIL.

FORM 990, PART VI, SECTION B, LINE 11:

THE 990 WILL BE PRESENTED AT A BOARD MEETING PRIOR TO FILING.

FORM 990, PART VI, SECTION B, LINE 12C:

THE DMCC MUST FOLLOW THE CONFLICT OF INTEREST REQUIREMENTS OF MINNESOTA  
STATUTES, SECTION 469.41, SUBD. 9. IN ADDITION, THE DMCC DIRECTORS ARE  
PUBLIC OFFICIALS UNDER MINNESOTA STATUTES SECTION 10A.01, SUBD. 35. SEE  
MINN. STAT. SECTION 469.41, SUBD. 10. PUBLIC OFFICIALS ARE SUBJECT TO  
STATUTORY CONFLICT OF INTEREST REQUIREMENTS. MINN. STAT. SECTION 10A.07.

FORM 990, PART VI, SECTION B, LINE 15:

DESTINATION MEDICAL CENTER CORPORATION DOES NOT HAVE ANY EMPLOYEES.

FORM 990, PART VI, SECTION C, LINE 19:

THE DESTINATION MEDICAL CENTER CORPORATION IS SUBJECT TO THE MINNESOTA

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule O (Form 990 or 990-EZ) (2015)

532211  
09-02-15

Name of the organization DESTINATION MEDICAL CENTER CORPORATION	Employer identification number 46-4959371
--	--

GOVERNMENT DATA PRACTICES ACT AND OPEN MEETING LAW, AND THEREFORE MAKES ITS GOVERNING DOCUMENTS, CONFLICT OF INTEREST POLICY, AND FINANCIAL STATEMENTS AVAILABLE UPON REQUEST.

FORM 990, PART XII, LINE 2C

THE CORPORATION'S BOARD OF DIRECTORS ASSUMES RESPONSIBILITY FOR OVERSIGHT OF THE AUDIT OF ITS FINANCIAL STATEMENTS AND THE SELECTION OF ITS INDEPENDENT ACCOUNTANT.

DRAFT

**SCHEDULE R  
(Form 990)**

Department of the Treasury  
Internal Revenue Service

**Related Organizations and Unrelated Partnerships**

- ▶ Complete if the organization answered "Yes" on Form 990, Part IV, line 33, 34, 35b, 36, or 37.
- ▶ Attach to Form 990.
- ▶ Information about Schedule R (Form 990) and its instructions is at [www.irs.gov/form990](http://www.irs.gov/form990).

OMB No. 1545-0047

**2015**

Open to Public Inspection

Name of the organization **DESTINATION MEDICAL CENTER CORPORATION** Employer identification number **46-4959371**

**Part I Identification of Disregarded Entities** Complete if the organization answered "Yes" on Form 990, Part IV, line 33.

(a) Name, address, and EIN (if applicable) of disregarded entity	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Total income	(e) End-of-year assets	(f) Direct controlling entity

**Part II Identification of Related Tax-Exempt Organizations** Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related tax-exempt organizations during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Exempt Code section	(e) Public charity status (if section 501(c)(3))	(f) Direct controlling entity	(g) Section 512(b)(13) controlled entity?	
						Yes	No
DESTINATION MEDICAL CENTER ECONOMIC DEVELOPMENT AGENCY - 46-4893585, 200 1ST STREET SW, ROCHESTER, MN 55905	PROVIDE SERVICES TO THE DMCC	MINNESOTA	501(C)(3)	LINE 11A, I	N/A		X



**Part III Identification of Related Organizations Taxable as a Partnership** Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a partnership during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Predominant income (related, unrelated, excluded from tax under sections 512-514)	(f) Share of total income	(g) Share of end-of-year assets	(h) Disproportionate allocations?		(i) Code V-UBI amount in box 20 of Schedule K-1 (Form 1065)	(j) General or managing partner?		(k) Percentage ownership
							Yes	No		Yes	No	

**Part IV Identification of Related Organizations Taxable as a Corporation or Trust** Complete if the organization answered "Yes" on Form 990, Part IV, line 34 because it had one or more related organizations treated as a corporation or trust during the tax year.

(a) Name, address, and EIN of related organization	(b) Primary activity	(c) Legal domicile (state or foreign country)	(d) Direct controlling entity	(e) Type of entity (C corp, S corp, or trust)	(f) Share of total income	(g) Share of end-of-year assets	(h) Percentage ownership	(i) Section 512(b)(13) controlled entity?	
								Yes	No

**Part V Transactions With Related Organizations** Complete if the organization answered "Yes" on Form 990, Part IV, line 34, 35b, or 36.

**Note.** Complete line 1 if any entity is listed in Parts II, III, or IV of this schedule.

**1** During the tax year, did the organization engage in any of the following transactions with one or more related organizations listed in Parts II-IV?

	Yes	No
<b>a</b> Receipt of (i) interest, (ii) annuities, (iii) royalties, or (iv) rent from a controlled entity .....		X
<b>b</b> Gift, grant, or capital contribution to related organization(s) .....		X
<b>c</b> Gift, grant, or capital contribution from related organization(s) .....		X
<b>d</b> Loans or loan guarantees to or for related organization(s) .....	X	
<b>e</b> Loans or loan guarantees by related organization(s) .....		X
<b>f</b> Dividends from related organization(s) .....		X
<b>g</b> Sale of assets to related organization(s) .....		X
<b>h</b> Purchase of assets from related organization(s) .....		X
<b>i</b> Exchange of assets with related organization(s) .....		X
<b>j</b> Lease of facilities, equipment, or other assets to related organization(s) .....		X
<b>k</b> Lease of facilities, equipment, or other assets from related organization(s) .....		X
<b>l</b> Performance of services or membership or fundraising solicitations for related organization(s) .....		X
<b>m</b> Performance of services or membership or fundraising solicitations by related organization(s) .....	X	
<b>n</b> Sharing of facilities, equipment, mailing lists, or other assets with related organization(s) .....		X
<b>o</b> Sharing of paid employees with related organization(s) .....		X
<b>p</b> Reimbursement paid to related organization(s) for expenses .....	X	
<b>q</b> Reimbursement paid by related organization(s) for expenses .....		X
<b>r</b> Other transfer of cash or property to related organization(s) .....		X
<b>s</b> Other transfer of cash or property from related organization(s) .....		X

**2** If the answer to any of the above is "Yes," see the instructions for information on who must complete this line, including covered relationships and transaction thresholds.

(a) Name of related organization	(b) Transaction type (a-s)	(c) Amount involved	(d) Method of determining amount involved
(1)			
(2)			
(3)			
(4)			
(5)			
(6)			





# TAX RETURN FILING INSTRUCTIONS

MINNESOTA ANNUAL REPORT

FOR THE YEAR ENDING  
DECEMBER 31, 2015

<b>Prepared for</b>	DESTINATION MEDICAL CENTER CORPORATION 201 4TH STREET SE NO. 204 ROCHESTER, MN 55904
<b>Prepared by</b>	CLIFTONLARSONALLEN LLP P.O. BOX 217 AUSTIN, MN 55912 507-434-7000
<b>Amount due or refund</b>	BALANCE DUE OF \$25.00
<b>Make check payable to</b>	STATE OF MINNESOTA
<b>Mail tax return and check (if applicable) to</b>	OFFICE OF THE ATTORNEY GENERAL SUITE 1200, BREMER TOWER 445 MINNESOTA STREET ST. PAUL, MN 55101-2130
<b>Return must be mailed on or before</b>	NOVEMBER 15, 2016
<b>Special Instructions</b>	THE REPORT SHOULD BE SIGNED AND DATED BY THE AUTHORIZED INDIVIDUAL(S).  INCLUDE THE ORGANIZATION'S FEDERAL EMPLOYER IDENTIFICATION NUMBER AND "2015 ANNUAL REPORT" ON THE REMITTANCE.

STATE OF MINNESOTA

CHARITABLE ORGANIZATION INITIAL REGISTRATION & ANNUAL REPORT FORM

ATTORNEY GENERAL LORI SWANSON
SUITE 1200, BREMER TOWER
445 MINNESOTA STREET
ST. PAUL, MN 55101-2130
(651) 757-1311
(651) 296-1410 (TTY)
www.ag.state.mn.us

[X] Annual Reporting [ ] Initial Registration

FEDERAL EIN NUMBER: 46-4959371

FOR YEAR ENDING: 12/31/2015

SECTION A: REQUIRED INFORMATION FOR INITIAL REGISTRATION & ANNUAL REPORTING

1. Legal Name of Organization: DESTINATION MEDICAL CENTER CORPORATION

If annual reporting, is this a new name since the organization's last filing? [ ] Yes [X] No

If so, please state former name:

2. List all names under which the organization solicits contributions: DESTINATION MEDICAL CENTER CORPORATION

3. Mailing Address of Organization (required) Physical Address of Organization (required)
201 4TH STREET SE 201 4TH STREET SE
ROCHESTER, MN 55904 ROCHESTER, MN 55904

4. Contact Person DALE MARTINSON E-mail DMARTINSON@ROCHESTERMN.GOV
Tel. No. 507-328-2850 Fax No.

5. Does the organization use the services of a professional fund-raiser (outside solicitor or consultant)? [ ] Yes [X] No

If so, provide name and address of any outside professional fund-raiser employed by the organization and state the total amount of compensation each outside fund-raiser received from the filing organization during the year. Attach schedule if more than one.

Name
Address
City State ZIP Compensation

6. a) Does this professional fund-raiser solicit or consult in Minnesota? [ ] Yes [ ] No

b) Is this professional fund-raiser registered to solicit or consult in Minnesota? [ ] Yes [ ] No

7. Month and day accounting year ends: 12/31

8. Has the organization included the filing fee, late fee (if any) and all attachments required by the instructions? [X] Yes [ ] No

Office Use Only: [ ] ARF [ ] \$25 [ ] \$50 [ ] N (e-Postcard) [ ] 990 [ ] EZ [ ] PF [ ] FES [ ] SIG [ ] BD [ ] SAL [ ] Audit

01/13 Upon request this material can be made available in alternate formats.

599801
04-01-15

9. This Section A(9) must be completed by organizations filing a 990-N (e-Postcard) or organizations whose filing does not contain the information requested below. This includes organizations that: 1) do not file an IRS Form 990, 2) file an IRS Form 990-EZ or 990-PF, or 3) organizations that file a group return that does not include the filing organization's individual financial information.

**INCOME**

Contributions from the public	\$	<u>2,868.</u>
Government Grants	\$	<u>3,602,319.</u>
Other revenue	\$	<u>1.</u>
<b>TOTAL REVENUE</b>	\$	<u><b>3,605,188.</b></u>

EXCESS or DEFICIT	\$	<u>0.</u>
TOTAL Assets	\$	<u>250,340.</u>
TOTAL Liabilities	\$	<u>250,340.</u>

**END OF YEAR FUND BALANCE/NET WORTH** (Assets minus Liabilities) \$ 0.

DRAFT

**SECTION C: REQUIRED FOR ANNUAL REPORTING ONLY**

*ALL Annual Report filers MUST complete questions 1-6*

1. Has the organization's accounting year changed since the last report was filed?  Yes  No  
 If yes, provide the new year-end date: \_\_\_\_\_

2. **Attach** an explanation if there has been any change in the organization's tax status with the Internal Revenue Service; a significant change in the purposes of the organization; or if the organization's right to solicit funds has been denied, suspended, revoked or enjoined by any state agency or court in any state, or if there are proceedings pending.  None  Attached

3. List of the five highest paid directors, officers, and employees of the organization and its related organizations, as that term is defined by section 317A.011, subdivision 18, that receive total compensation of more than \$100,000, together with the compensation paid to each. For purposes of this subdivision, "compensation" is defined as the total amount reported on Form W-2 (Box 5) or Form 1099-MISC (Box 7) issued by the organization and its related organizations to the individual. The value of fringe benefits and deferred compensation paid by the charitable organization and all related organizations as that term is defined by section 317A.011, subdivision 18, shall also be reported as a separate item for each person whose compensation is required to be reported pursuant to this subdivision.

	Name/Title	Compensation	Deferred Compensation	Fringe Benefits
1				
2				
3				
4				
5				

4. **Attach** a list of organization's board of directors.  Attached  Included in IRS return

5. **Attach a GAAP audit** if total revenue exceeds \$750,000.  Attached  
 Audit not included under the Food Shelf Exemption (excluding from total revenue the value of food donated to a nonprofit food shelf for redistribution at no cost).  Audit not required

6. Minnesota law requires that an organization file a copy of all tax or informational returns filed with the IRS, including IRS Form 990-N (e-Postcard), 990, 990-EZ, or 990-PF, including all schedules and amendments. Has the organization included with this annual report a copy of all tax or informational returns, including IRS Form 990-N (e-Postcard), 990, 990-EZ or 990-PF that it filed with the IRS (excluding Schedule B or any other donor list)?  Yes  No (Not required to file a return with IRS or files a group return).

*NOTE: By answering YES to the above question, you are attesting that the IRS informational return filed with this office is an exact copy, including all schedules and attachments, of the IRS informational return filed with the IRS (excluding Schedule B or any other donor list the IRS may require).*



7. This Section C(7) must be completed by organizations that: 1) do not file an informational return with the IRS; 2) file a 990-N (e-Postcard), 990-EZ, or 990-PF; 3) file a group return that does not include the filing organization's functional expense information; or 4) file an IRS Form 990 that does not contain a completed functional expenses statement within the IRS Form 990.

<b>Statement of Functional Expenses</b>				
	<b>(A)</b> Total expenses	<b>(B)</b> Program service expenses	<b>(C)</b> Management and general expenses	<b>(D)</b> Fundraising expenses
<b>1</b> Grants and other assistance to governments and organizations in the U.S.				
<b>2</b> Grants and other assistance to individuals in the U.S.				
<b>3</b> Grants and other assistance to governments, organizations, and individuals outside the U.S.				
<b>4</b> Benefits paid to or for members				
<b>5</b> Compensation of current officers, directors, trustees, and key employees				
<b>6</b> Compensation not included above, to disqualified persons (as defined under section 4958(f)(1) and persons described in section 4958(c)(3)(B))				
<b>7</b> Other salaries and wages				
<b>8</b> Pension plan contributions (include section 401(k) and section 403(b) employer contributions)				
<b>9</b> Other employee benefits				
<b>10</b> Payroll taxes				
<b>11</b> Fees for services (non-employees):				
<b>a</b> Management				
<b>b</b> Legal				
<b>c</b> Accounting				
<b>d</b> Lobbying				
<b>e</b> Professional fundraising services				
<b>f</b> Investment management fees				
<b>g</b> Other				
<b>12</b> Advertising and promotion				
<b>13</b> Office expenses				
<b>14</b> Information technology				
<b>15</b> Royalties				
<b>16</b> Occupancy				
<b>17</b> Travel				
<b>18</b> Payments of travel or entertainment expenses for any federal, state, or local public officials				
<b>19</b> Conferences, conventions, and meetings				
<b>20</b> Interest				
<b>21</b> Payments to affiliates				
<b>22</b> Depreciation, depletion, and amortization				
<b>23</b> Insurance				
<b>24</b> Other expenses. Itemize expenses not covered above. (Expenses grouped together and labeled miscellaneous may not exceed 5% of total expenses shown on line 25 below.)				
<b>a</b> _____				
<b>b</b> _____				
<b>c</b> _____				
<b>d</b> All other expenses				
<b>25</b> Total functional expenses. Add lines 1 through 24d				
<b>26</b> Joint costs. Check here <input type="checkbox"/> if following SOP 98-2. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation				

Must be prepared in accordance with generally accepted accounting principles.  
 For 990-EZ filers: Column A, Line 25 should equal line 17 IRS Form 990-EZ  
 For 990-PF filers: Column A, Line 25 should equal line 26 IRS Form 990-PF  
 The total of Column A, lines 1 through 24d should equal line 25a.  
 The total of lines 25b, 25c and 25d, should equal line 25a

**SECTION D: REQUIRED FOR INITIAL REGISTRATION & ANNUAL REPORTING**

**BOARD OF DIRECTORS  
SIGNATURES AND ACKNOWLEDGMENT**

We, the undersigned, state and acknowledge that we are duly constituted officers of this organization, being the

TREASURER \_\_\_\_\_ (Title) and CHAIR \_\_\_\_\_ (Title) respectively, and

that we execute this document on behalf of the organization pursuant to the resolution of the

BOARD OF DIRECTORS \_\_\_\_\_ (Board of Directors, Trustees, or Managing Group) adopted on the \_\_\_\_\_

day of \_\_\_\_\_, 20 \_\_\_\_, approving the contents of the document, and do hereby certify that the

BOARD OF DIRECTORS \_\_\_\_\_ (Board of Directors, Trustees, or Managing Group) has assumed, and will continue

to assume, responsibility for determining matters of policy, and have supervised, and will continue to supervise, the finances of the organization. We

further state that the information supplied is true, correct and complete to the best of our knowledge.

JAMES V. BIER  
Name (Print)

TINA FLINT SMITH  
Name (Print)

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

TREASURER  
Title

CHAIR  
Title

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

**\* NOTICE \***

**Documents required to be filed are public records. Please do not include social security numbers, driver's license numbers or bank account numbers on the documents filed with this Office as they are not required, but could become part of the public records. A charitable organization is not required to file a list of its donors. If it is included, it may become part of the public file.**

AG: #3124563-v1

**DESTINATION MEDICAL CENTER CORPORATION**

**RESOLUTION NO. \_\_\_-2016**

**Approving the 2016 State of Minnesota Charitable  
Organization Annual Report and 2015 Form 990**

BACKGROUND RECITALS

A. On behalf of the Destination Medical Center Corporation (“DMCC”), CliftonLarsonAllen (“CLA”) prepared the 2016 State of Minnesota Charitable Organization Annual Report (the “Annual Report”) and 2015 Form 990 (the “Form 990”) and is recommending that the DMCC approve both items.

B. The Annual Report and Form 990 were presented to the DMCC on August 25, 2016, and are on file with the DMCC.

RESOLUTION

**NOW, THEREFORE, BE IT RESOLVED**, by the Destination Medical Center Corporation, that the 2016 State of Minnesota Charitable Organization Annual Report and 2015 Form 990 are approved.

**BE IT FURTHER RESOLVED**, that the Board authorizes the Chair or Treasurer to take any action or make any amendments necessary and to file the Annual Report and Form 990.



August 17, 2016  
Mr. Richard Freese  
City of Rochester  
Program Manager

RE: TRANSPORTATION & INFRASTRUCTURE PROGRAM MANAGEMENT UPDATE

Dear Mr. Freese:

Attached, please find the monthly progress reports for June and July 2016. City and SRF staff have completed the scoping, scheduling, budgeting, and contracting for the four transit planning studies that will serve as the foundation for future improvements to the Destination Medical Center. These four studies are:

- Transit Circulator Study
- Street / Operations Study
- Parking / TMA Study
- City Loop Study

A quick summary of the recent Program Management accomplishments include:

- SRF / City agreement amended to include four transit studies
- Evaluation of cash flow needs to support the transit studies
- Approval of County funding to support the Transit studies
- Acquired DMC Plan data from Nelson Nygaard and Kimley-Horn
  - 812 files exceeding 35GB of data
- Established Transit Study coordination meetings
  - September 1, Knowledge Sharing meeting
  - September 20/21, Transit Studies Coordination meeting #1
- Communication / Public Outreach coordination meetings with City / EDA / SRF
  - One Voice and coordinated messaging focus
- Established GIS document flow procedure for transit studies
- Develop Interim parking strategy and documentation
- New technologies research and coordination
- WMBE Implementation plan drafted

Kenneth A. Holte  
Program Manager  
SRF Consulting Group, Inc.



# MONTHLY PROGRESS REPORT

## JUNE 2016

City of Rochester | Program Management  
Transportation & Infrastructure Program Management

July 10, 2016

Prepared By:  
SRF Consulting Group, Inc.  
[www.srfconsulting.com](http://www.srfconsulting.com)



### 1. Work Task Activity this Past Month

- a. Prepare presentation for City Committee of the Whole
- b. Prepare presentation for Joint DMCC/ EDA Board / City Council meeting
- c. Conduct several meetings to resolve funding issues
- d. Negotiated final transit studies scopes and budgets
- e. Modified cash Flow analysis for Transit studies
- f. Established e-Builder structure for Transit Studies
- g. Developed contract language and structure for Transit Studies
- h. Developed WMBE program outline and implementation plan
- i. Drafted Interim parking strategy

### 2. Work Task Items completed this past month

- a. Conducted meeting with county Administration regarding Purpose & Need for funding and amounts
- b. Integrated Transit Studies Budget review meeting
- c. Presented update to Committee of the Whole
- d. Presented update to DMCC Board, EDA board, and City Council
- e. Conducted weekly Program Mangers (PM) conference calls.
- f. Conducted monthly Program Management Team (PMT) Meeting.
- g. Conducted monthly Transportation Work Group (TWG) meeting.

### 3. Status of Program Management

Topic	Status
<b>Management</b>	
1. Core Leadership Meetings	Meeting on Bi-Weekly basis
2. E-builder Discovery	On Hold
3. E-builder Programing and Training	Programming is ongoing
4. Invoicing and Status Report	Monthly progress report
<b>20 Year Program and 5 Year Plan</b>	
1. Chart of Accounts/Cost Breakdown Structure/Work Breakdown Structure	Work has begun and is ongoing,
2. Work Breakdown Schedule Master Plan	DMC plan schedule completed,
3. Financial Reporting	Anticipated third/fourth quarter 2016

4. Financial Interface	Anticipated third/fourth quarter 2016
5. 15-Month Critical Path Method Schedule	One year, five year schedule developed
<b>Studies</b>	
1. Transit and Street Study	Amendment to Master agreement developed. This is now a DMC project and will be tracked below in the CIP update.
2. Integrated Management of Travel Demand and Parking	Amendment to Master agreement developed. This is now a DMC project and will be tracked below in the CIP update.
3. City Loop and Cultural Crescent Development Plan	Amendment to Master agreement developed. This is now a DMC project and will be tracked below in the CIP update.
4. Long Term Capital Investment and Financing Program	Anticipated third/fourth quarter 2016
<b>City/Stake Holder Coordination</b>	
1. Program Management Plan	Chapters reviewed, simplified approach to document
2. Scenario Planning	Anticipated third/fourth quarter 2016
3. Outreach Materials	No efforts needed to date. Continued coordination with DMC EDA
<b>Meetings</b>	
1. Weekly Program Managers Conference Call	Meetings held June 7, 14, 21, 28
2. Monthly Program Management Team	Meeting held June 9
3. Quarterly Technical Advisory Committee	Meetings consolidated, no longer being held
4. Monthly DMCC Board Meetings	Meeting held June 23
5. Monthly Transportation Work Group	Meeting held June 15

#### 4. Ongoing Monitoring / Resolutions Needed

Topic	Status/Timeline
TDP and Comp Plan coordination	Fall 2016
Metro design center standards recommendations	Draft Spring 2016
Funding sources for infrastructure to support Saint Mary’s hospital expansion: projects SS1 and SS2	Projects SS1 and SS2 moved to 2017
Obtaining GIS-based information from DMC EDA regarding development Plan graphics, boundaries, images, etc.	Data needs reviewed with T. Brennan. Additional meeting with PW, RPU, and Planning being scheduled
Institutional/Historical information sharing from EDA	Data Needs reviewed with T. Brennan, additional knowledge transfer being scheduled

#### 5. Status of PMC Traffic and Infrastructure Projects

Project	Status
<b>2015</b>	
Green Stormwater Plan	KHA preparing Grant study for City; Demo Project #1 in 2016
Transit/Transportation/Infrastructure Management	Work is ongoing
<b>2016</b>	
3rd St. SW Reconstruct/Design	Developing procurement schedule and project approach
SS1 12th Ave. Sewer Capacity	City staff preliminary design completed. Coordinating with St. Mary’s Staff
SS2 Cooke Park Sewer Capacity	Design is complete
Broadway @ Center Ramp	75% of design is complete
Shared Parking Study/Program Development	Consultant scopes and budgets finalized, coordinated schedule and task between all transit studies, developed master agreement amendment, drafted sub agreement documents.
City Loop Plan	Consultant scopes and budgets finalized, coordinated schedule and task between all transit studies, developed master agreement amendment, drafted sub agreement documents.



Transit/Transportation/Infrastructure Management	Work is ongoing, focus is on transit study projects
Transit Circulator Study	Consultant scopes and budgets finalized, coordinated schedule and task between all transit studies, developed master agreement amendment, drafted sub agreement documents

## 6. Staff next steps and/or upcoming activities

- a. Meetings that are scheduled
  1. PM Weekly Calls – July 5, 12, 19, 26
  2. PMT Monthly Meeting – July 14
  3. TWG Meeting – July 20
  4. DMCC Board Meeting – August 25

COR\_DMC\_RPT\_Monthly Progress\_201606.docx



# MONTHLY PROGRESS REPORT

## JULY 2016

City of Rochester | Program Management  
Transportation & Infrastructure Program Management

August 10, 2016

Prepared By:  
SRF Consulting Group, Inc.  
[www.srfconsulting.com](http://www.srfconsulting.com)



### 1. Work Task Activity this Past Month

- a. Modified cash Flow analysis for Transit studies
- b. Established e-Builder structure for Transit Studies
- c. Coordinating with NN on DMC Plan development
- d. WMBE Implementation Plan drafted, reviewed, edited
- e. Coordinating Interim parking strategy with city
- f. Coordinating GIS sharing with City PW, County planning, and RPU
- g. Drafted studies management Plan for Transit studies
- h. New technologies research and discussion

### 2. Work Task Items completed this past month

- a. Negotiated final scopes and budgets with subconsultants
- b. City Council approval of transit studies budgets
- c. County Board approval of Transit studies funding
- d. Completed data transfer from NN of DMC Plan development information
- e. Completed draft timeline of Integrated Transit studies
- f. Attended Prototyping Pitch event, July 19
- g. Attended St. Paul site visit tour, July 29
- h. Conducted weekly Program Mangers (PM) conference calls.
- i. Monthly Program Management Team (PMT) Meeting was not held.
- j. Conducted monthly Transportation Work Group (TWG) meeting.

### 3. Status of Program Management

Topic	Status
<b>Management</b>	
1. Core Leadership Meetings	Meeting on Bi-Weekly basis
2. E-builder Discovery	On Hold
3. E-builder Programing and Training	On Hold
4. Invoicing and Status Report	Monthly progress report
<b>20 Year Program and 5 Year Plan</b>	
1. Chart of Accounts/Cost Breakdown Structure/Work Breakdown Structure	On Hold
2. Work Breakdown Schedule Master Plan	DMC plan schedule completed, On Hold
3. Financial Reporting	Anticipated fourth quarter 2016

4. Financial Interface	Anticipated fourth quarter 2016
5. 15-Month Critical Path Method Schedule	One year, five year schedule developed, On Hold
<b>Studies</b>	
1. Transit Circulator Study	City Council approval of budget on July 6 <sup>th</sup> . Amendment to Master agreement awaiting final signatures and execution. This is now a DMC <u>project</u> and will be tracked below in the CIP update.
2. Street / operations Study	City Council approval of budget on July 6 <sup>th</sup> . Amendment to Master agreement awaiting final signatures and execution. This is now a DMC <u>project</u> and will be tracked below in the CIP update.
3. Parking / TMA Study	City Council approval of budget on July 6 <sup>th</sup> . Amendment to Master agreement awaiting final signatures and execution. This is now a DMC <u>project</u> and will be tracked below in the CIP update.
4. City Loop Study	City Council approval of budget on July 6 <sup>th</sup> . Amendment to Master agreement awaiting final signatures and execution. This is now a DMC <u>project</u> and will be tracked below in the CIP update.
5. Long Term Capital Investment and Financing Program	Anticipated fourth quarter 2016
<b>City/Stake Holder Coordination</b>	
1. Program Management Plan	Chapters reviewed, simplified approach to document , On Hold
2. Scenario Planning	Anticipated fourth quarter 2016
3. Outreach Materials	No efforts needed to date. Continued coordination with DMC EDA. Held coordination meeting with EDA regarding transit studies.

<b>Meetings</b>	
1. Weekly Program Managers Conference Call	Meetings held July 5, 12
2. Monthly Program Management Team	Meeting not held
3. Quarterly Technical Advisory Committee	Meetings consolidated, no longer being held
4. Monthly DMCC Board Meetings	Meeting not held
5. Monthly Transportation Work Group	Meeting held July 20
6. PMC / City one-on-one meeting	Meeting held July 20

#### 4. Ongoing Monitoring / Resolutions Needed

<b>Topic</b>	<b>Status/Timeline</b>
TDP and Comp Plan coordination	Fall 2016
Metro design center standards recommendations	To be sent to city council for approval next month.
Funding sources for infrastructure to support Saint Mary’s hospital expansion: projects SS1 and SS2	Projects SS1 and SS2 moved to 2017
Obtaining GIS-based information from DMC EDA regarding development Plan graphics, boundaries, images, etc.	Data received from NN from DMC Plan development. This item has been resolved.
Institutional/Historical information sharing from EDA	Data received from NN from DMC Plan development. September 1 workshop to complete institutional knowledge transfer.

#### 5. Status of PMC Traffic and Infrastructure Projects

<b>Project</b>	<b>Status</b>
<b>2015</b>	
Green Stormwater Plan	KHA preparing Grant study for City; Demo Project #1 in 2016

Transit/Transportation/Infrastructure Management (PMC)	Completed.
<b>2016</b>	
3rd St. SW Reconstruct/Design	Procurement schedule and project approach developed. On Hold.
SS1 12th Ave. Sewer Capacity	City staff preliminary design completed. Coordinating with St. Mary's Staff. On Hold.
SS2 Cooke Park Sewer Capacity	Design is complete. On Hold.
Broadway @ Center Ramp	75% of design is complete
Transit Circulator study	City Council Approval of Budget on July 6 <sup>th</sup> . County Board approval of funding July 11 <sup>th</sup> . SRF / City master agreement amendment in process for signatures and execution. Data transfer from DMC Plan efforts completed. Coordination with NN regarding DMC vision and development initiated. Subconsultant agreements drafted.
Street / operations Study	City Council Approval of Budget on July 6 <sup>th</sup> . County Board approval of funding July 11 <sup>th</sup> . SRF / City master agreement amendment in process for signatures and execution. Data transfer from DMC Plan efforts completed. Coordination with NN regarding DMC vision and development initiated. Subconsultant agreements drafted.
Parking / TMA Study	City Council Approval of Budget on July 6 <sup>th</sup> . County Board approval of funding July 11 <sup>th</sup> . SRF / City master agreement amendment in process for signatures and execution. Data transfer from DMC Plan efforts completed. Coordination with NN regarding DMC vision and development initiated. Subconsultant agreements drafted.
City Loop Study	City Council Approval of Budget on July 6 <sup>th</sup> . County Board approval of funding July 11 <sup>th</sup> . SRF / City master agreement amendment in process for signatures and execution. Data transfer from DMC Plan efforts completed. Coordination with NN regarding DMC vision and development initiated. Subconsultant agreements drafted.
Transit/Transportation/Infrastructure Management (PMC)	Work is ongoing, focus is on transit study projects. 2017 Budget discussions.

## 6. Staff next steps and/or upcoming activities

- a. Meetings that are scheduled
  - 1. PM Weekly Calls – August 2, 9, 16, 23, 30
  - 2. PMT Monthly Meeting – August 11
  - 3. TWG Meeting – August 17
  - 4. DMCC Board Meeting – August 25

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## Heart of the City

To: DMCC Board of Directors  
From: DMC EDA Staff  
Date: August 19, 2016

### **Background:**

On Monday, August 15, the Heart of the City Community Advisory Committee (CAC) convened to conduct interviews of the three finalist teams for the Heart of the City Public Space Design, led by RSP Architects, HGA Architects, and Sasaki Associates, respectively.

Following the team presentations and interviews, the CAC ranked each team based on each committee members' impression of each team's proposal and presentation. The CAC then discussed the merits of each proposal, arriving at consensus support for the RSP Architects-led team, which includes Coen + Partners, 9.Square, HR&A Advisors, and Kimley-Horn.

The timeline, which includes periods for establishing a vision and context, concept design, schematic design, and implementation planning, extends through June 2017.

### **Next Steps:**

The proposal supported by the CAC will be presented to the City Council on September 7.



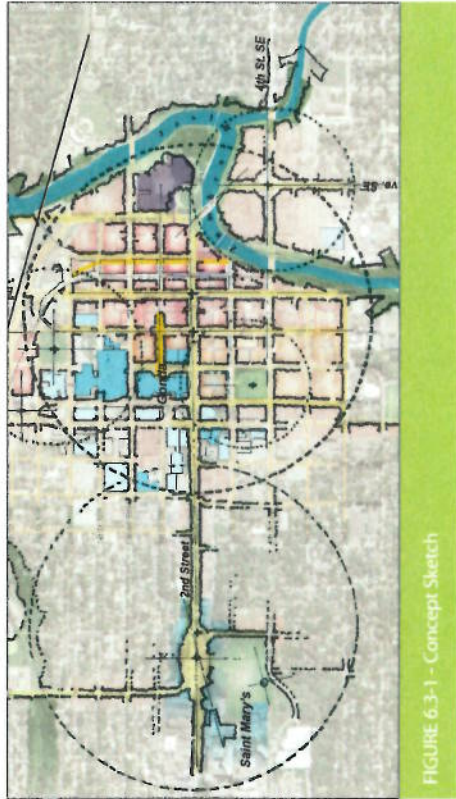


FIGURE 6.3-1 - Concept Sketch



FIGURE 6.3-2 - Rockefeller Center Overlay

### 6.3 KEY PLACES

#### Six Destination Experiences and Addresses

The DMC Development District encompasses six unique places: Heart of the City, Discovery Square, Downtown Waterfront, Central Station, St Marys Place and UMR/Recreation. The framework by which the places are shaped is outlined below.

#### The Vision:

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

#### Problems to solve:

- Position Rochester as a global destination medical center
- Attract new residents and visitors to Rochester and get them to stay
- Create dynamic sustainable economic growth based on unique talent and local facilities
- Recognize the specific needs of the patients and companions that visit Rochester
- Establish a vision that is a creative evolution of the existing city and culture, not an import
- Design 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 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 and walkable series of lively streets and active public spaces that are ADA accessible and connected in the heart of downtown



### 6.3.1 HEART OF THE CITY

#### 6.3.1.1 HEART OF THE CITY PRINCIPLES

*First and First: Catalyst for the future of Rochester*

The core of downtown Rochester at Peace Plaza is the true heart of the DMC master 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 would strengthen Peace Plaza as the symbolic heart of the city with new attractions, and features at key places along its length. (Figure 6.3-5)

At the west end near the Gonda Tower the lower level subway passages would be “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 at the main crossroads within the downtown (located at First Street and First Avenue). This area would 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 would be a must see attraction with special lighting effects that create a lively theatrical atmosphere (Figure 6.3-12).

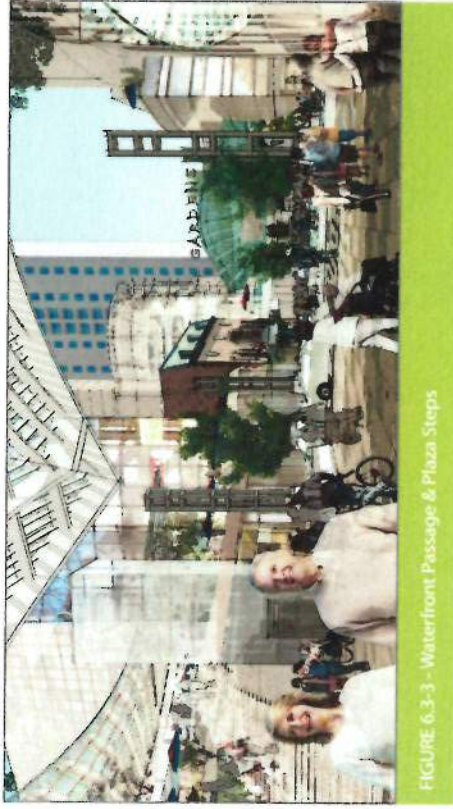


FIGURE 6.3-3 - Waterfront Passage & Plaza Steps



“First and First” would also provide a beautiful grand dining terrace that spans First Avenue connected to the Château 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 would be a new Waterfront Passage that connects to the Downtown Waterfront and “Gardens Neighborhood”. The Waterfront Passage opens up the dead end to Peace Plaza and makes the plaza more integrated with new development and the rest of the downtown. (Figure 6.3-3)

At Second Street at the base of the Plummer Building is a new urban public arrival space called The Portal, establishing the landmark tower as the focal point of a gently curving space that would serve as the front door to science and Bio-tech development of Discovery Square. Mixed-use buildings including Bio-tech, Healthcare, Education, Hospitality and Restaurant/Retail would 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 by Plummer Building while creating new, modern day symbols of Mayo Clinic’s global preeminence and Rochester’s future as a global destination.



FIGURE 6.3-4 - Dramatic Canopy at Potsdamer Platz (Berlin, Germany)



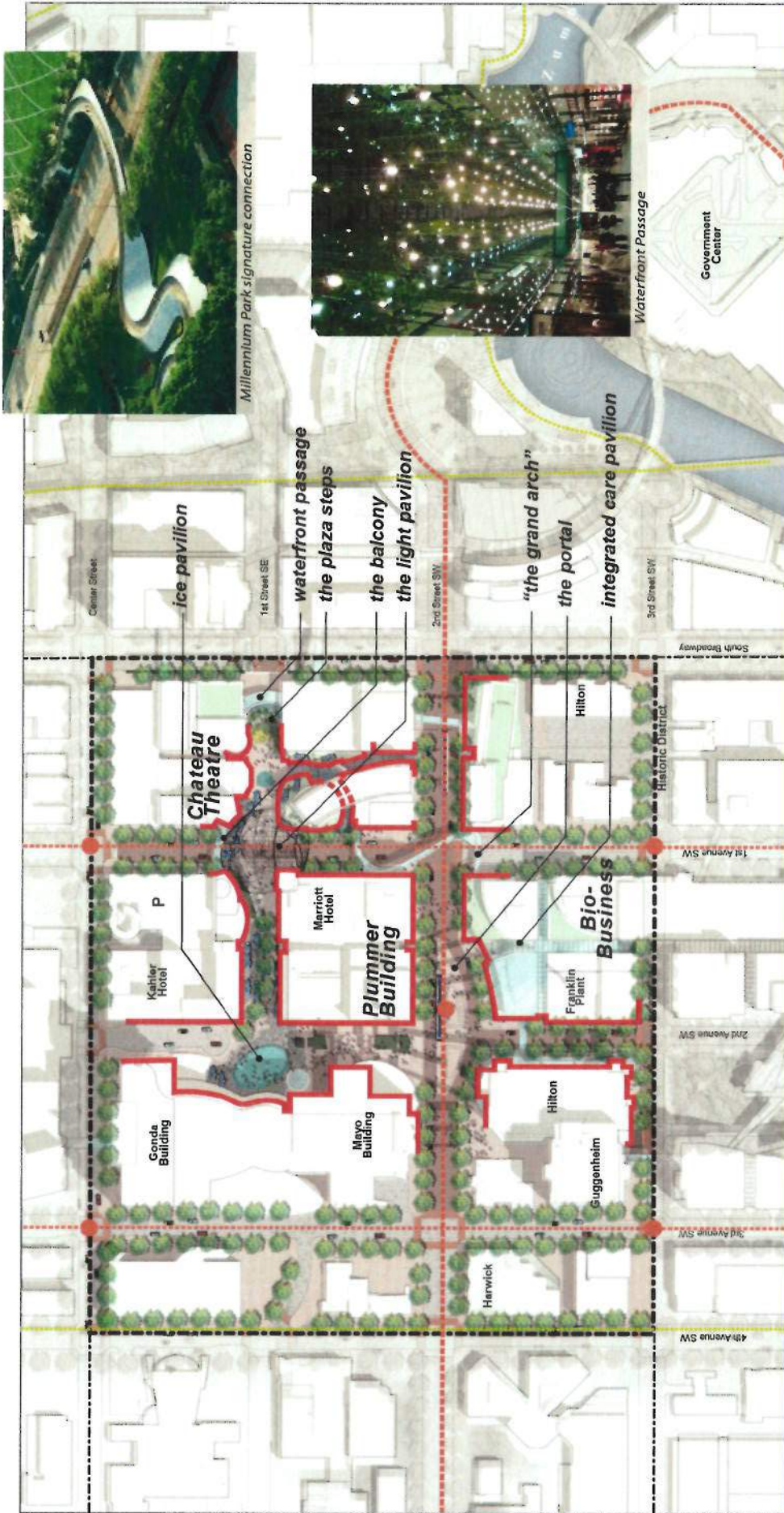


FIGURE 6.3-5 - Heart of the City Illustrative Plan



**6.3.1.2 HEART OF THE CITY KEY PLACES**

- **The Balcony** – The Balcony would build on the theatrical imagery and memories of the Château Theater and integrate the restored theater into the overall “First and First” experience. The Balcony would span First Avenue with an outdoor dining space and indoor weather protected connections to the eastern end of Peace Plaza. The Balcony would be the place to view all of the activities and excitement at “First and First” and the Light Pavilion especially evenings and during events and festivals that are staged in Peace 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”. This marks the passage to the waterfront and connects the Heart of the City with a visible and celebratory feature in the streetscape.
- **Ice Pavilion** – Exposing the multi-level network around the Gonda Building, the Ice Pavilion is an enhancement of the ground floor spaces and an expanded offering of year-round amenities including a central winter skating area in the tradition of New York City’s Rockefeller Center which also functions as a restaurant during warm weather months (Figure 6.3-6)
- **Integrated Care Pavilion** – Located at The Portal, the Integrated Care Pavilion would be the dramatic front door and first impression to Discovery Square. Doctors, researchers, and scientists would co-mingle in this light and airy atrium space to share ideas and to introduce procedures and methodologies that can be directly applied to patient care. (Figure 6.3-7)
- **The Light Pavilion** – A soaring crystalline arrival roof structure at the intersection of “First and First” adjacent to mixed-use development
- **The Plaza Steps** – Located at the east end of the Peace Plaza, the Plaza Steps are a stage-like setting that take pedestrians to the upper levels, all fully accessible and flanked with restaurants and cafes.



FIGURE 6.3-6 - Ice Pavilion



FIGURE 6.3-7 - Integrated Care Pavilion

- **The Portal** – a new public space, transit station, and development address, including the Plummer Building and Bio-Business Center at the Heart of the City
- **Waterfront Passage** – Extending Peace Plaza across Broadway into the “Garden District”, with an at-grade connection to the Downtown Waterfront and Civic Center



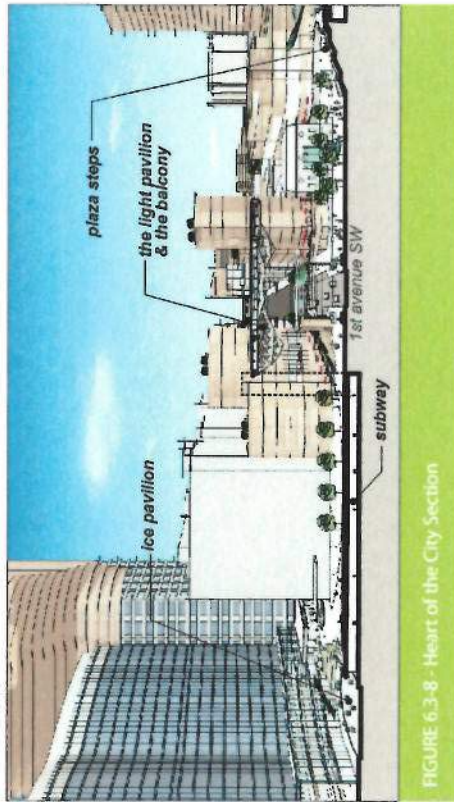


FIGURE 6.3-8 - Heart of the City Section

**6.3.1.3 HEART OF THE CITY PROGRAM**

Figure 6.3-10 provides the development program for Heart of the City based on the market analysis. For more details regarding building height, scale and density within Heart of the City, refer to Appendix 5, Design Guidelines.

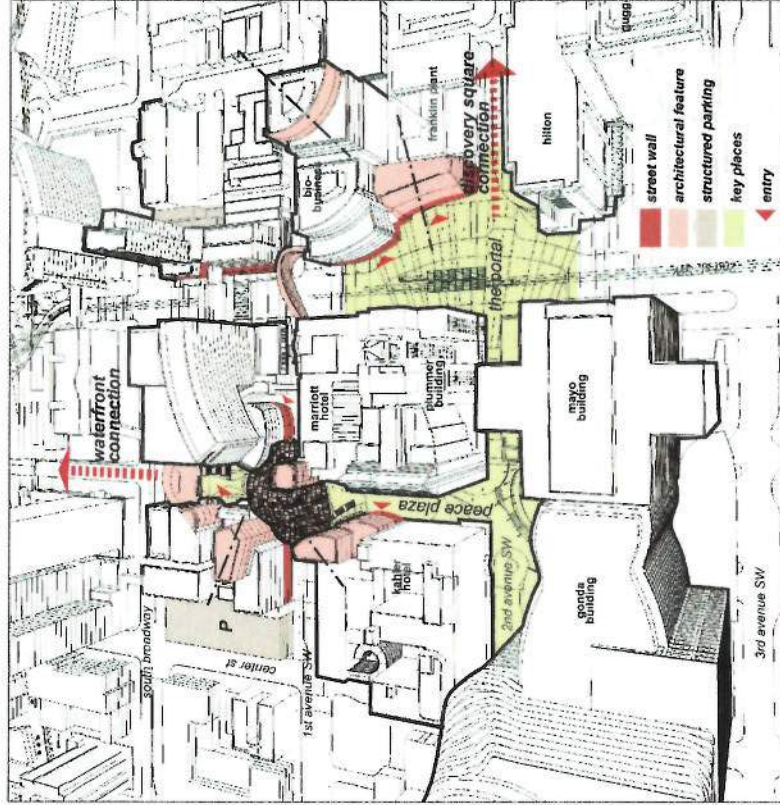


FIGURE 6.3-10 - Heart of the City Massing



FIGURE 6.3-9 - Heart of the City Ground Level Plan





FIGURE 6.3-11 - Heart of the City Program Plan





FIGURE 6.3-12 - Heart of the City Aerial



### Heart of the City Advisory Committee Roles and Responsibilities

The Community Advisory Committee (CAC) for the Heart of the City public space design was formed in collaboration with the City of Rochester and the Destination Medical Center Corporation (DMC Corporation). This volunteer committee assists with the planning and design for the public spaces of the Heart of the City, a sub-district of the Destination Medical Center (DMC) Development Plan at the intersection of First Street SW and First Avenue SW.

- Participate in the interview process and make recommendations from the pool of qualified design firms for the RFP.
- Assist in community engagement, including establishing a process to keep the adjacent property-owners updated and advised on the progress.
- Meet with Design Team to provide input and reaction to design concepts.
- Make recommendations to DMCC and City of Rochester at key project milestones.
- Attend five to eight committee meetings during the 2016-2017 design process.

### Overview of RFQ Process

Request for Qualifications were sent on February 5, 2016.

- Issued requests for qualifications for:
  - The qualifications submission include the following information: Introductory letter and general description of your firm; Firm background and business organization information; Provide examples of projects and Design Team makeup.
- Outcome
  - Eleven qualifications were received and reviewed by the Community Advisory Committee. A short list of six qualified firms were sent the Request for Proposals.
  - The DMCC and City issued RFPs to the selected/shortlisted firms, each of whom were asked to submit detailed proposals (including fees) based on a specific scope of services and a project budget and schedule.

### Overview of RFP Process

Request for Proposals were sent on June 3, 2016.

- Issued requests for proposal for:
  - The Destination Medical Center development plan presents a vision, several illustrative concepts, and set of principles for Heart of the City. DMCC and the City of Rochester wishes to retain a design firm to advance this vision. The selected firm will be responsible for the next phases of design: pre-design through schematic design, including a recommended phasing and implementation strategy.
  - Phase I/Pre-Design:
    - Programming
    - Context Analysis
    - Concept Design
    - Gross Budget
  - Phase II/Schematic Design:
    - Various Alternatives
    - Preferred Scheme
    - Preferred Scheme Cost Estimate (Including estimated annual operating and maintenance costs)
    - Phasing and Implementation Strategy
- A proposers meeting and walk-through was held on June 17<sup>th</sup>, allowing teams on opportunity to better understand project scope and expectations.
- Submissions we due and received on July 15<sup>th</sup> by all six firms who were invited to participate.





## DESTINATION MEDICAL CENTER RFP PROCESS UPDATE – CONSULTANT OVERVIEW

- Outcome
  - The sub-committee of the Community Advisory Committee met to review and consider all of the proposals to determine a subset for final interview by the full Committee. The group considered each proposal for project understanding, team composition, work plan, process, and timetable, prior projects, and fee. Three teams have been invited back to be interviewed by the Community Advisory Committee.
  - On Monday, August 15, the Heart of the City Community Advisory Committee (CAC) convened to conduct interviews of the three finalist teams for the Heart of the City Public Space Design, led by RSP Architects, HGA, and Sasaki, respectively. Following the team presentations and interviews, the CAC ranked each team based on each committee members’ impression of each team’s proposal and presentation. The CAC then discussed the merits of each proposal, arriving at consensus support for the RSP Architects-led team, which includes Coen + Partners, 9.Square, HR&A Advisors, and Kimley-Horn.
  
- Next Step
  - The Heart of the City Community Advisory Committee will recommend the design team led by RSP Architects to the DMCC Board and the City Council.

**Schedule and key milestone dates included:**

- February 5, 2016: RFQ Distribution
- March 4, 2016: Qualifications Due
- May 18, 2016: Heart of the City CAC Meeting
- June 3, 2016: RFP Distribution
- June 17, 2016: Site Walk Through and Proposers Meeting
- July 15, 2016: Proposals Due
- July 25, 2016: Heart of the City Sub-Committee Meeting
- August 15, 2016: Heart of the City CAC Meeting
- August 25, 2016: DMCC Board Meeting
- September 7, 2016: City Council Meeting

**Summary of Proposals:**

Lead Firm	Team Makeup	Total Cost of Proposal	Cost by Phase	Schedule
HGA	GEHL Studio	\$505,000 + \$55,000 reimbursable	Phase 1: \$280,000	6 months start to finish
	Office of James Burnett		Phase 2: \$225,000	
RSP Architects	Coen+Partners	\$577,440 + \$21,500 reimbursable	Phase 1: \$164,120	10/1/2016 - 6/30/2017
	HR&A Advisors		Phase 2: \$144,220	
	Kimley-Horn		Phase 3: \$208,960	
	9-Square		Phase 4: \$60,140	
Sasaki	Damon Farber Associates	\$448,000 + \$50,000 reimbursable	Phase 1: \$217,200	9/1/2016 - 1/26/2017
	WHKS		Phase 2: \$230,800	
	Schuler Shock			
	Commercial Aquatic Engineering			
	Stantec			

###

# Request for Proposals (RFP) Heart of the City, Public Space Design Rochester, MN

Release Date: June 3, 2016  
By Invitation Only

Staff member contact: Patrick Seeb, Director  
Economic Development and Placemaking  
Destination Medical Center, Economic Development Agency  
195 South Broadway, Suite 12  
Rochester, MN 55902

## 1. INTRODUCTION:

Thank you for submitting your qualifications to serve as the designer for the public spaces associated with the Heart of the City Sub-District of the Destination Medical Center development plan. The Community Advisory Committee for Destination Medical Center Corporation (DMCC) and the City of Rochester is pleased to invite you to submit a response to this Request for Proposals.

## 2. SCOPE OF SERVICES:

The Destination Medical Center development plan presents a vision, several illustrative concepts, and set of principles for Heart of the City. DMCC and the City of Rochester wishes to retain a design firm to advance this vision. The selected firm will be responsible for the next phases of design: pre-design through schematic design, including a recommended phasing and implementation strategy.

### Phase I/Pre-Design:

- Programming
- Context Analysis
- Concept Design
- Gross Budget

### Phase II/Schematic Design:

- Various Alternatives
- Preferred Scheme
- Preferred Scheme Cost Estimate (Including estimated annual operating and maintenance costs)
- Phasing and Implementation Strategy

3. INSTRUCTIONS TO PROPOSERS

Proposals must be received in writing (25 copies) and electronically by 4:00pm, Friday, July 15, 2016. All proposals, questions, and correspondence should be directed to: Cody Pogalz, Executive Assistant, Destination Medical Center.

Cody Pogalz, Executive Assistant  
Destination Medical Center  
195 South Broadway, Suite 12  
Rochester, MN 55902  
[codypogalz@dmceda.org](mailto:codypogalz@dmceda.org)

4. STATEMENT OF CONTENT OF RFP (Proposal must contain the following)

- A. Title Page (name, address, phone, contact person, date)
- B. Table of Contents
- C. Statement of Project Understanding (no more than one page)
- D. Project Approach/Firm Philosophy (no more than one page)
- E. Proposed Work Plan (no more than six pages)
- F. Proposed Schedule (visual chart) (no more than two pages)
- G. Organization Chart (no more than one page)
- H. Resumes of Staff, including subconsultants (no more than six pages)
- I. Total Fee Proposal (no more than one page)
- J. Breakdown of Total Fee (pages as necessary)
  - Fee by Task
  - Fee by Firm or Subconsultant
- K. Three project and client references (no more than one page)
- L. Any other information deemed helpful in demonstrating the proposers ability to successfully complete the project (no more than four pages)

5. TIMETABLE

June 3, 2016:	RFP Distribution
June 17, 2016:	Site Walk-through and Proposers Meeting 10:00-12:00noon Location TBD Rochester, MN
July 15, 2016:	Proposals Due, 4:00pm CST
w/o Aug 15, 2016:	Heart of the City Community Advisory Committee Finalist Review

###

# PUBLIC SPACE DESIGN SERVICES: HEART OF THE CITY SUB-DISTRICT **PROPOSAL**

7.15.2016

RSP ARCHITECTS • COEN+PARTNERS • 9.SQUARE • HR&A ADVISORS • KIMLEY-HORN

Jon Buggy, AIA, NCARB  
1220 Marshall Street NE Minneapolis, MN 55413  
612.677.7163 • [jon.buggy@rsparch.com](mailto:jon.buggy@rsparch.com)



15 July 2016

Patrick Seeb, Director  
Economic Development and Placemaking  
Destination Medical Center, Economic Development Agency  
195 South Broadway, Suite 12  
Rochester, MN 55902

Dear Patrick and members of the Community Advisory Committee,

As we've worked through the process of assembling a team, various stories and histories of Rochester have come to the forefront of our discussion. St Mary's Peace Garden was Shane Coen's first published project. It was followed by national recognition for a community plan driven by an innovative local developer. Rochester is the longtime home of our economic development advisor's grandparents and continues to be a summer vacation destination. As Rochester has evolved from a small community to a regional hub of activity, Kimley-Horn has been instrumental in the evolution of the City's transportation plan. The same evolution has generated new interest in community engagement and contemporary design. 9.Square has formed a thoughtful design practice rooted in this new interest and sits at the heart of a burgeoning design community. For me, Rochester was instrumental in shaping my career as an Architect. As a City, it has a unique pulse and identity. Rochester is truly a wonderful place to live, play and work. It has an awesome potential to become much better, more livable and memorable.

RSP Architects, through a wide range of projects and initiatives, has built deep connections to the Rochester community. We work with business leaders, community stakeholders and City officials on a daily basis. We are engaged in the community's desire to harness growth that is economically and environmentally sustainable. We also understand the complexity and impact of the DMC initiative — the goals are lofty, the stakes are high, and the stakeholders vary dramatically — from patients visiting Rochester from the other side of the world to small business owners whose livelihood hangs in the balance; from recent college graduates finding their first job to parents of children visiting for a specialty surgery.

Over the following 12-months, this vision must evolve into a plan that works and is understood and accepted by the broad base of stakeholders. The plan must be equally exciting and economically viable, durable and sustainable. We believe that the solution reaches beyond design of a space — it's about creating a PLACE that people want to be.

We have assembled a team that balances international experience with local roots and a deep understanding of what makes Rochester unique. We have proposed a process — successfully delivered by our partners for years — that builds consensus through genuine collaboration with stakeholders to define the character, function and use of a space. The goals of the DMC and the City of Rochester have been central to our thinking and team composition. We have the experience to deliver an implementable plan and a successful constructed public realm that is beautiful, contextual and loved by the community.

We are honored to present our team's work and approach to this dynamic opportunity and look forward to further collaboration!

Sincerely,



Jon Buggy, AIA, NCARB  
Principal / Project Executive  
RSP Architects

**“ROCHESTER IS DOING ALL THE RIGHT THINGS...  
WE CAN NO LONGER HAVE MASTER PLANS THAT  
ARE JUST IMPOSED ON COMMUNITIES.  
WE NEED TO FIND A **PROCESS WHEREBY  
THE ENTIRE COMMUNITY’S VOICE IS HEARD.**”**

Tom Fisher, DMC Interview February 16, 2016

**“CITIES HAVE THE CAPABILITY OF  
PROVIDING SOMETHING FOR EVERYBODY,  
ONLY BECAUSE, AND ONLY WHEN, THEY ARE  
CREATED BY EVERYBODY.”**

Jane Jacobs, The Death and Life of Great American Cities

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# OUR UNDERSTANDING A HOLISTIC VISION

The DMC Development District encompasses six unique places: Heart of the City, Discovery Square, Downtown Waterfront, Central Station, St. Mary's Place and UMR & Recreation. Together, these sub-districts create a place that embraces Mayo Clinic's international prominence and Rochester's future as a global destination.

This proposal focuses on bringing renewed vitality to the core of Heart of the City including First and Peace Plaza. Together, these places form a network of connected spaces and urban experiences that build off the City's convenience and walkability.

The RSP team is home-based in MN with a specific relationship to Rochester. Our work will be steeped in bringing forth authentic Rochester with a keen eye toward the America's City for Health initiative. We understand the existing attributes that should be closely intertwined with new public areas, developments and engaging attractions that are inviting and accessible.

We have developed a project understanding and approach informed by a human-centric discovery process based on year-round programming of the space. In our collective experience, this approach results in vibrant and successful public spaces that are sustainable over time. The end result will be a design that is tailor-made for those programs.

RSP has carefully selected team members for their expertise in visioning, programming and user experience consulting in constructing public spaces in Minnesota. A powerful strength of our team is that our individual and collective portfolios include national and international projects of similar scope and scale as Heart of the City. This situates us in the prime position to create a world renowned destination and remain true to the defining attributes and character of the City of Rochester, both in our process and design.

## THE CURRENT EXPERIENCE



The Heart of the City public space design requires a clear strategy that balances big moves with incremental, organic city growth. The design needs to respond to the DMC master plan, be grounded in the reality of the site and create a defining experience. We understand the challenges of integrating skyways, streets and subways into a unified experience. Our team is focused on finding the right solution for the future of Rochester.



# APPROACH + PHILOSOPHY

## A LOOK AT EVERY ANGLE

The RSP team has identified three core competencies that are central to executing a world-renowned place that will attract visitors for years to come. These competencies are led by leaders with real-world success stories and are brought together through a single process: discover, dream, design, do! The integration of these competencies ensures an informed design that puts users and economics at the forefront.

### HEALTH AND WELL-BEING USER EXPERIENCE: LED BY RSP DREAMBOX

Heart of the City sets the stage for Rochester to become America's City for Health. The design will be based on year-round programming that fosters health, well-being and safety. The result will be a user experience for patients, companions, visitors, employees and residents that is consistent with your vision. RSP Dreambox will facilitate this visioning phase through an engaging and innovative process that will define the ideal Heart of the City experience.

### INTEGRATED ECONOMIC STRATEGY: LED BY HR&A ADVISORS

Top design talent will work hand-in-hand with top economic advisors. The design process will integrate all opportunities with a sound economic basis, including market prospects, revenue assessments, programming refinement, strategic partnerships and implementation planning. The end result will create a renowned destination that fuels further economic development over the long term.

### INFORMED URBAN DESIGN: LED BY COEN+PARTNERS

We believe that building a market-driven, year-round program will inform logical design decisions. Once this base is established, design solutions will become self-evident. To ensure the success of DMC's Heart of the City, our process fully integrates economic analysis with DMC goals, district guidelines, community and stakeholder buy-in and world-class designers to produce design solutions that are both iconic and fully achievable.



Crescent Cove Children's Hospice  
RSP Dreambox



Downtown Fountain Square  
HR&A Advisors



Xcel Energy Plaza  
Coen+Partners

### 1 - DISCOVER

We gain a deep understanding of the current experience and the great work you've done to date. We identify any knowledge gaps on user experience that will help us identify our goals. We share knowledge, data and insights, and perhaps gather new ones, to be certain that we are on the right track.

### 2 - DREAM

We assess what has been done before, then we dream of the *ideal* next step — which isn't necessarily the most obvious step. We put ourselves in the shoes of your stakeholders and ask what would make their experience something to remember. It is not our dream we are creating, it is theirs.

### 3 - DESIGN

We design for you, or more specifically for your end user and stakeholders. Our designs are about creating the solution to your current challenges and making sure the aesthetics, usability, intuitive nature resonates with your key audience.

### 4 - DO!

We know even the best design means little if it is not brought to completion. We've built our team to have the resources necessary to get you through the Do! phase and get it done.

# OUR WORKPLAN

## A SIMPLE PROCESS

DISCOVER

DREAM

DESIGN

DO!



### 1 - DISCOVER

Gather insights, understand our users, familiarize ourselves with context

In order to move forward effectively, we will start by thoroughly digesting the excellent work that has already been done. In doing so, we plan to discover what is left to be learned to feel confident in the direction we are setting for this project.

This phase of work is led by RSP Dreambox and HR&A with full collaboration from your team and ours. Together, we will get smart on all the issues and opportunities.

Through meetings with the DMC and key stakeholders, our team will confirm and clarify key goals and principles. We will identify and prioritize the project audiences and define type of user experience that is desired. We'll research each constituent, and identify potential partnerships and opportunities both within and along the urban edge of the public space. Our team will also collect data and conduct research about the area's demographics and economics that may affect demand and usage, particularly around certain types of year-round programming.

#### Deliverables

- Site visit + knowledge exchange
- Vision assessment: documentation of agreed upon goals and principles, audience and scope
- Initial project assessment: documentation of demographics and opportunities

#### Confirm Goals and Define Design Principles

Coen+Partners will lead this aspect of our work together. Our team will propose a series of simple principles to serve as the design lens through which the existing conditions and master plan are evaluated, as well as the measurement for success of new, proposed design solutions. Each of these principles has the potential to weave in and out of multiple aspects of the project. They will be workshopped, evaluated, torn apart and fully digested in collaboration with the DMC, but we have identified the following as a starting point to represent our current perspective on the project:

- Rochester-centric: design decisions are driven by the cultural, geographic, and social context of the City of Rochester
- We are north: solutions respond to and celebrate the regional climate
- Universal design: provide freedom of movement and clear, legible pedestrian circulation patterns
- Above and below: integrate skyways, streets, and subways together into a unified experience

- Adaptable space: create smart, flexible space to accommodate a wide variety of active programming and calming retreat
- Resilience and regeneration: public space serves as green infrastructure making a city healthier
- Less is more: elegance and sophistication are timeless

Building off of the DMC development plan and prior community engagement work for the City of Rochester, the team will work to affirm project goals with partners and stakeholders. Potential goals may include: spurring job creation and economic development in Rochester and in areas adjacent to the Heart of the City plaza; maximizing programming for local residents, patients, and visitors; and/or finding revenue streams to offset the operating and maintenance costs of the plaza.

#### Deliverables

- Design scorecard - documentation of all agreed-upon principles, diagrammed and articulated as measurable metrics for success.

#### Evaluation of Existing Site

Once goals and principles are established, RSP will lead the design team to evaluate the existing site, technical constraints, proposed concept plan, and current programming. Each area will be examined in terms of present, missing, and key possibilities for enhancement. Our team will conduct topical workshops to ensure cross-disciplinary evaluation.

#### Deliverables

- Team workshop
- Individual team member analysis
- RSP/Coen+Partners: existing conditions and concept plan
- Kimley-Horn: technical constraints, transportation and transit insight
- HR&A Advisors: assess market opportunities, develop a market assessment which will estimate local and regional demand for new uses in the area and an analysis that will ensure that the programming strategy is grounded in market context, allowing for a financially feasible strategy
- Stakeholder interviews and information gathering
- Evaluation report: documentation of findings, initial recommendations, presentations to stakeholders





Design decisions driven by cultural, geographic, social context



Solutions respond to and celebrate the regional climate



Provide freedom of movement and legible circulation patterns

## DESIGN PERSPECTIVES



Create smart, flexible space to accommodate a wide variety of active programming and calming retreat



Integrate skyways, streets, and subways together into a unified experience



Public space serves as green infrastructure = healthier city



Elegance and sophistication are timeless





Our team talks, engages and asks questions. Understanding different perspectives and points of view helps to inform the process of designing a space for multi-users. From there, we'll develop a programming strategy that responds to the goals set thus far.

## 2 - DREAM

Engage community, create ownership, see possibilities

### Community Engagement

9.SQUARE will lead this phase of community engagement work, gathering input in diverse and disruptive ways. With all stakeholders speaking the same experiential language and success clearly articulated, we begin to dream. Our team will embark on a creative community outreach campaign, including input gathering, social media data collection, and other grass-roots efforts.

We will tease out the best ideas for how the space might be used in a human-centric way, 365 days a year. We will work with the Rochester Downtown Alliance (RDA) to gather public input, test ideas, and build consensus around a wide range of uses. We will use a variety of high- and low-tech methods, both digital and analog.

### Deliverables

- Experience goals + recommendation report - a documentation of all public feedback, trending themes, and ongoing efforts.

### Program Mapping and Analysis

Coen+Partners will collaborate with HR&A and the RDA to document a detailed programming strategy for the space. We will develop spatial models that represent each potential program element. While literally laying out each proposed use in plan to identify the physical constraints of holding an event, we will begin to establish parameters, adjacencies, overlaps, and opportunities for design enhancements. all design moving forward will then be based on a meaningful demand for space.

We will also work to develop a financial model for the programming strategy. It will respond to the goals established early in the process and will be founded in market feasibility. In order to ensure the financial sustainability of the programming strategy, there will be thorough considerations of the potential revenue sources available to fund activation of the space from day one.

### Deliverables

- Physical programming report: spatial analysis and technical demands for program elements and precedents of each
- Programming feasibility report: a presentation to the Client and stakeholders and a memorandum of key findings



After we develop the framework with you, we'll start refining our thoughts. We'll examine potential operating revenue sources and determine programming goal feasibility. We'll develop to integrate into models that represent potential program elements.

### 3 - DESIGN

Build a framework, create the ideal user experience

Experience parameters, design principles, programming, and precedents all come together as our solutions emerge and begin to give shape and definition to the public realm. Merging all previously identified constraints, opportunities and ideas, Coen+Partners will work with RSP to conceptualize a series of interventions, broad strokes, and specific design strategies.

The concept design will be presented to the DMC initially as a framework. Feedback will be incorporated into a concept design report, documenting a series of strategies and options and how each integrates the data and documentation of the previous phases.

#### Deliverables

- Concept design framework: broad strokes that begin to set a direction for enhancement
- Stakeholder presentation and workshop: hands-on feedback on the framework plan
- Concept design report: a series of strategies and options spanning the entire study area, including rendered plans, a digital model, and 3D renderings
- Stakeholder presentation and workshop: detailed, small-group critique of the concept design and how it responds to the goals and principles previously identified

#### Revenue Assessment

Critical to the success of the Heart of the City will be a sustainable operating budget that maximizes and supports the desired programming goals and public space operations. The revenue assessment will be developed and refined in conjunction with the programming strategy. As a detailed program for the space is developed, HR&A will test and analyze potential revenue sources that may arise from the programmed activities and other sources. In order for the programming goals to be realized, the Heart of the City will need a consistent and adequate operating budget to support day-to-day activities. Working with local stakeholders to understand the range of plausible options, HR&A will examine potential operating revenue sources such as earned income, value capture tools, and contributed income strategies.

#### Deliverables

- Revenue assessment report: a presentation to the client/stakeholders and a memorandum of key findings.





An example: Wayzata Lake Effect Waterfront Design | The Wayzata City Council has approved to advance to the schematic design portion of this project. Moving towards implementation, the authorization to create a conservancy for the lakefront will act as the fundraising portion for the project.

## Schematic Design

The design team will incorporate feedback from the DMC, incorporate technical analysis by Kimley-Horn. We will respond to critique from HR&A related to the integration of programming elements. We will perform an experience design review with RSP Dreambox. We will produce striking visual images and a full schematic design package for DMC, stakeholders, and community input.

### **Deliverables**

- Schematic design report: plans, sections, renderings to convey design intent of proposed enhancements
- Stakeholder presentation
- Project brief: a marketable snapshot of the programming, analysis, and design; to be adaptable for media, fundraising support, and community outreach
- Construction budget estimate



A completed project: Downtown Fountain Square | HR&A developed and delivered a plan to the City of Cincinnati that identified detailed strategies for activation. The firm assisted with implementation by managing a national executive search, overseeing solicitation and selection of a retail developer, and providing financial feasibility analysis and guidance for the City's waterfront.

## 4 - DO!

Rubber meets the road, design into action

### Implementation Planning

Given the usage and goals for the site to become a memorable and bold downtown destination, the Heart of the City will likely require funding and management capacities over and above typical public spaces. Following conclusion of schematic design, HR&A will develop an approach for advancing this plan by developing a partnership structure as well as a phasing roadmap based on resources and desired impact, and recommending additional actions, such as the creation of a business plan, as needed. This work will be in collaboration with the RDA and DMC and will focus on:

- Development of a phasing plan for the programmatic recommendations for the Heart of the City. This will include a timeline for implementation of identified open space programs and design, as well as revenue generating opportunities, prioritizing the realization of stakeholder goals as early as possible.

- Identification of implementation partners that are best suited for the management of the space and programming operations, and determine the need for any new capacities or entities to support these operations where gaps in capacity may exist.
- Recommendations for strategic relations with other organizations that can help move along the implementation of the envisioned programs. These strategic partnerships will aid in the success of the Heart of the City and its positive impact on the community.

### Deliverables

- Implementation strategy presentation: presentation to DMC Corporation, CAC, the City, and other stakeholders on the phasing plan, implementation partner recommendations documentation of recommendations, phasing, time line, and key relationships.



# PROPOSED SCHEDULE



The team we've carefully curated has the experience to deliver. We are proposing a very clear and detailed schedule listing individual tasks leading up to phase completion. As your project partner, our responsibility to you is to listen, facilitate, challenge and advise, and to know when it is best to do each.

One of the primary tasks that our design manager, Ben Lindau, will undertake is to ensure clarity of expectations in terms of owner approvals to ensure timely phase and project completion. We respect your time and will manage our workshops with clear agendas that outlines meeting goals and expected outcomes in order to deliver this project.

We have committed our staff to be fully engaged on the project and believe we can improve upon the nine month duration. From previous experience working on projects of similar scale and complexity, we believe we can work with you to complete this project within a six month timeframe. Focused on providing DMC continuity, Kimley-Horn's experience on the project and depth of insight into transportation may provide additional avenues to shorten timelines.

### Key Information for Proposed Schedule

- X Team + DMC
- X DMC Board Meeting



	Oct. 2016	Nov. 2016	Dec. 2016	Jan. 2017	Feb. 2017	Mar. 2017	Apr. 2017	May 2017	Jun. 2017
<b>1 - DISCOVER</b>									
Kick off / identify stakeholders / steering committee	X								
Site visits, data collection									
Vision and initial project assessment									
Evaluation of existing conditions									
Initial presentation of existing conditions		X							
Current context and experience assessment									
Design principles workshop/design scorecard		X							
DMC Board update		X							
Experiential framework identification									
Knowledge exchange and research review									
Stakeholders interviews									
DMC Board update			X						
Research findings review workshop		X							
Evaluation of findings, report and presentation				X					
<b>2 - DREAM</b>									
Community engagement									
Stakeholder engagement workshop		X	X	X					
Human centric programming analysis									
Experience mapping (patient, visitor, resident and employee)									
DMC Board update					X				
Program mapping									
Financial programming strategy									
Physical programming									
Final reporting and presentation						X			
DMC Board update						X			
<b>3 - DESIGN</b>									
Develop concept design framework									
Concept design and revenue findings workshop									
Concept design work and report									
Concept design presentation							X		
DMC Board update						X			
Schematic design work and report									
Schematic design presentation								X	
DMC Board update							X		
Continuous revenue assessment of design options									
<b>4 - DO!</b>									
Implementation and phasing planning									
Identification of potential implementation partners									
Develop recommendations for strategic partnerships									
Implementation strategy development									
DMC Board final update									X

# ORG. CHART

## RSP Architects + RSP Dreambox

One of Minnesota's leading and most diverse architecture and design firms, celebrating the 10-year anniversary of RSP Rochester.

## Coen+Partners

A regionally, nationally and internationally renowned landscape architecture firm, based in Minneapolis since 1991.

## 9.SQUARE | Community Design

Perhaps the most creative, thoughtful and inclusive community design practice in Rochester.

## HR&A Advisors, Inc.

Strategic advisors for planning/development of parks, plazas, streetscapes, and urban spaces, approaching them as both public amenities and catalysts of economic development.

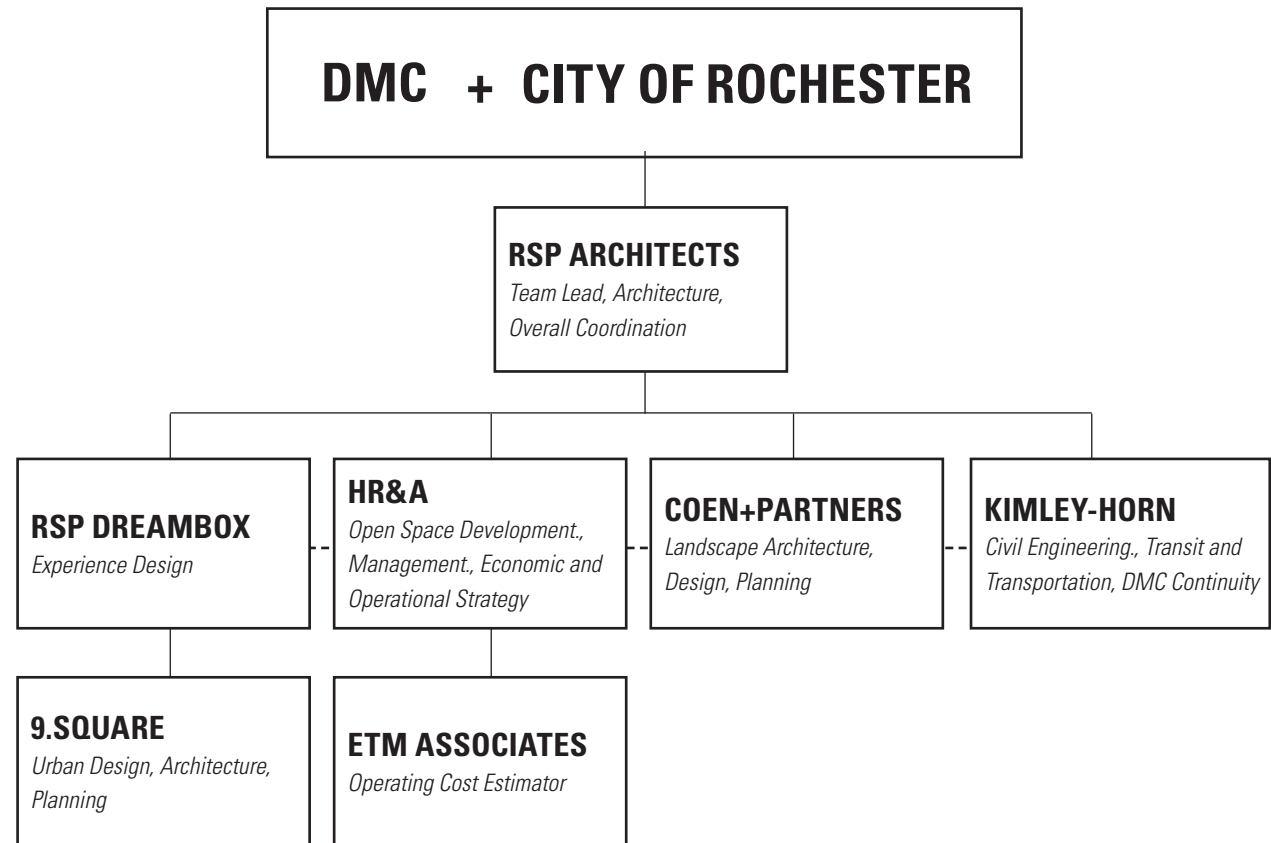
## ETM Associates, LLC

Strategic analysis and implementation of O+M costs associated with schematic design.

## Kimley-Horn

Focused on providing DMC continuity and depth of insight regarding transportation – a key part of the DMC plan for public space design and place-making.

**We work smart and fast.** This team is ready to be your project partner. Our responsibility to you is to listen, facilitate, challenge and advise, and to know when it is best to do each. We have a team of individuals who have worked together on similar projects, who bring a deep familiarity with projects like this one. Perhaps more importantly, each of them is focused on finding the right solution for Rochester as it's close to home for all of us.





### Jon Buggy

AIA, NCARB  
Project Executive  
RSP Architects

**For 25+ years Jon has been an innovator in design and architecture for healthcare**, recognized for excellence in client service and sought-after for leading complex and multi-faceted projects. As the managing principal of RSP's Rochester office & RSP's Health and Life Sciences Studio, Jon is eager to bring his design passion and facilitation skills to make this DMC opportunity as successful as possible.

#### Relevant Experience

- Crescent Cove Children's Hospice, Chaska, MN
- TRIA Orthopedic Center, Park Nicollet Health Services (PNHS), Woodbury, MN
- St. Cloud State University Student Health and Wellness Center, St. Cloud, MN
- Winona Health, Outpatient Expansion, Winona, MN
- Regions Hospital 2009 Expansion, St. Paul, MN\*
- Park Nicollet Health Services, Minneapolis, MN\*
  - » Heart and Vascular Center
  - » Campus Master Plans

\*Projects completed while associated with a different firm.



### Shane Coen

FASLA  
Founder/Principal  
Coen+Partners

**For 24 years, Shane has led Coen+Partners' innovative practice**, directing the design vision for each project in the studio. As a result of his creativity and disciplined design approach, his work has received numerous awards and is recognized by influential design publications throughout the world. Shane's role on this project will be to oversee the planning and urban design direction and documentation of the work.

#### Relevant Experience

- Washington Square Park, Kansas City, MO
- Marshall Riverfront Park, Minneapolis, MN
- Lavin Bernick Student Center, Tulane University, New Orleans, LA
- Lafayette Yards Urban Design Master Plan, St. Paul, MN
- Luwan Mixed-Use Complex, Shanghai, China
- King Abdullah Financial District (KAJD) Environs, Riyadh, Saudi Arabia
- Warroad Land Port of entry, Warroad, MN
- Minneapolis Central Library, Minneapolis, MN



### Candace Damon

Vice Chairman  
HR&A Advisors

**Candace has devoted her 30-year career to crafting sustainable urban redevelopment strategies for cities across North America.** Her specific areas of expertise include ensuring the long-term viability of urban open spaces, leading organizational planning for non-profits and institutions, and supporting master planning for large-scale revitalizations. Candace has ample experience advising open space projects in Minnesota, including the revitalization of the Lake Minnetonka waterfront, Wayzata; programming and development advisory for the Minneapolis waterfront; and the Great River Park master plan implementation in St. Paul.

#### Relevant Experience

- Business Plan for the Green Minneapolis Conservancy, Minneapolis, MN
- The Commons Park, Downtown East Minneapolis, MN
- Wayzata Lake Effect Waterfront Design, Wayzata, MN
- Programming & Development Advisory, Minneapolis Waterworks Site, Minneapolis, MN
- Great River Park Master Plan Implementation, St. Paul, MN
- Revitalization of Nicollet Mall, Minneapolis, MN



## Robin Ganser

ASLA  
Principal-in-Charge  
Coen+Partners

**Robin has 15 years of wide-ranging experience** in managing landscape architecture, planning, architecture, and real estate development projects. His expertise lies in the integration of disparate concepts, ideas and constraints into a clear goal and direction. His experience managing projects from concept through construction informs his design decisions, planning focus and implementation of innovative detailing.

### Relevant Experience

- Washington Square Park, Kansas City, MO
- LifeSource Corporate Campus, Minneapolis, MN
- Higher Ground Homeless Shelter, St. Paul, MN
- King Abdullah Financial District (KAFFD) Environs, Riyadh, Saudia Arabia
- Nicollet Mall Redesign, Minneapolis, MN
- East 9th Streetscape Design, Lawrence, KS
- Pompano Beach Civic Complex, Pompano Beach, FL



## Derek McCallum

AIA, LEED AP  
Design Principal  
RSP Architects

**Derek McCallum brings a worldly perspective to the role of Design Lead.** His eclectic background and interests helps him dream up everything from elegant skyscrapers to vibrant stories to intricate guitar riffs. Derek leads design thinking at RSP. He pushes us all to elevate our client's vision, expand the boundaries, and believe design can change the world. With 25 years of architectural experience, Derek's award-winning work includes both national and international collaborations on entertainment districts and large placemaking opportunities.

### Relevant Experience

- OPTUM Corporate Headquarters, Eden Prairie, MN
- OPTUM Lab, Cambridge, MA
- LifeSource Headquarters, Minneapolis, MN
- OSI Headquarters, Medina, MN
- Coloplast, Inc, North American Headquarters, Minneapolis, MN
- Mayo Clinic Square, Minneapolis, MN
- Vestfield Towers, Johor Bahru District, Malaysia
- Tianjin Urban Design Company, Xiao Bai Lou Plaza
- Tianjin Urban Design Company, Tian Cheng Plaza Hotel



## Adam Ferrari

AIA  
Founder & Principal  
9.SQUARE | Community Design

**Rochester is Adam's home.** While he might be considered a "transplant" or a "trailing spouse," Adam and his wife made a conscious decision to stay in Rochester and raise a family. He created 9.SQUARE | Community Design as a natural outgrowth of his work leading small communities in Minnesota and Rochester's urban neighborhoods through long range planning activities. Adam's employment and volunteering at various organizations over his 11 years in Rochester has given him exposure to a wide range of fields and disciplines including architecture, urban planning, community engagement, community development, affordable housing development, urban design, and economic development.

### Relevant Experience

- Grand Rounds Brewpub, Rochester, MN
- Conley-Maass-Downs Building Rehabilitation, Rochester, MN
- Limb Lab, Rochester, MN
- relImagine Graham Park, Rochester, MN
- Imagine Process, Rochester Area Foundation, Rochester, MN
- Charette Happens, Rochester, MN
- Mayo Clinic Business Accelerator Phase II, Rochester, MN
- Resoundant, Rochester, MN
- Kutzky Market & Forager Brewery, Rochester, MN



## Ben Lindau

AIA, NCARB, LEED AP BD+c  
Design Manager / Client Contact  
RSP Architects

### Ben is a dedicated and innovative project architect

with more than 19 years of experience. He will be your day to day contact as he manages the design process and coordinates all consultants. His expertise ranges from master planning to full design services for a variety of project types, including hospitals, health centers, and research facilities. Recently, Ben has led design coordination efforts Mayo Clinic, Allina Health Systems and the US Bank Stadium in downtown Minneapolis.

### Relevant Experience

- US Bank Stadium, Minneapolis, MN\*
- Mayo Clinic Administrative Campus Master Plan, Rochester, MN\*
- Mayo Clinic, Block 12 Research Master Plan, Rochester, MN\*
- Sanford Health, New Hospital, Fargo, ND\*
- Samsung Medical Center, Cancer Center, Seoul, Korea\*
- Sidra Medical and Research Center, Qatar\*
- City Hospital, Dubai, United Arab Emirates\*
- Children's Hospitals and Clinics, Minneapolis Campus Expansion, Minneapolis, MN\*
- Community Medical Center, OB Expansion/Renovation, Missoula, MT\*

\*Projects completed while associated with a different firm



## Teri Kwant

ASLA, SEGD  
Experience Designer  
RSP Architects

### As an experience designer, consultant, and public arts convener,

Teri has led RSP Dreambox, a human-centered experience design studio within RSP. She has led research and created experiences for a broad range of clients, ranging from healthcare to corporate to community based experiences, most recently with the focus of well-being. Teri's holistic perspective always brings our end user's and stakeholder's perspectives into the conversation, and into sharp focus, with an intent to design healing places, connections and conversations.

### Relevant Experience

- Crescent Cove Children's Hospice, Chaska, MN
- Hennepin County Medical Center Patient Experience, Minneapolis, MN
- Doylestown Hospital, emergency department patient / family experience design, Doylestown, PA
- LifeSource Corporate Headquarters, Minneapolis, MN
- Dakota County Mississippi River Trail Experience Design Dakota County, MN
- Ecolab Customer Experience Center, Monheim Germany
- Downtown Experience Committee Member Minneapolis, MN
- Shingle Creek Connection, Brooklyn Park, MN
- Tamarack Nature Center: Discovery Hollow, St. Paul, MN



## Kate Collignon

Managing Partner  
HR&A Advisors

### Kate brings over 15 years of experience advising on master plan and open space creation,

crafting public-private partnerships, and engaging in public participation in order to create lively and sustainable downtowns and public spaces. Relevant experience to the Heart of the City design includes working with a team to create the Downtown Raleigh Experience Plan; advising on programming, funding, and governance for Gateway Park in Oakland, California; and providing redevelopment planning for Philadelphia's central waterfront to drive waterfront access and economic activity.

### Relevant Experience

- Downtown Experience Plan, Raleigh, NC
- Waterfront Open Space Management, Seattle, WA
- Real Estate Advisory for the Menil Collection, Houston, TX
- LOVE Park Open Space Strategy, Philadelphia, PA
- Programming, Funding & Governance Advisory, Oakland, CA
- Research Triangle Park Economic and Planning Advisor
- Redevelopment Planning for the Central Waterfront, Philadelphia, PA



## Erin Lonoff

Director  
HR&A Advisors

**As a native Minnesotan, with extensive familial roots in Rochester,** Erin’s work has been geographically focused, supporting economic development and the creation of new open spaces and transit-oriented development throughout the Twin Cities region. As a director at the firm, she has been able to leverage her experience with urban planning, economic analysis, and real estate to support public and private sector clients. Specifically, she has developed programming and revenue generation strategies for open spaces in both Wayzata and Minneapolis.

### Relevant Experience

- Wayzata Lake Effect Waterfront Design, Wayzata, MN
- West Broadway Transit Study, Minneapolis, MN
- The Commons Park, Downtown East Minneapolis, MN
- Business Plan for the Green Minneapolis Conservancy, Minneapolis, MN
- Incentivizing Mixed-Use Development in East Downtown Minneapolis, MN



## Dan Coyle

PE  
Project Manager  
Kimley-Horn

**Dan has over 24 years of experience providing engineering consulting services** for a variety of state, municipal, agency, and private clients. Dan’s areas of specialty include transportation, access management, public involvement, utility infrastructure, and stormwater management. Dan led the 2013 Infrastructure Master Plan that supported the creation of the Destination Medical Center (DMC) legislation. Dan was the project manager for the infrastructure component of the DMC Development Plan. In that role, Dan assembled all of the infrastructure projects and transportation projects into a GIS database and actively participated in creating the implementation plan. In addition, Dan is leading the utility portion of the Rochester Comprehensive Plan.

### Relevant Experience

- Greenhaven Golf Course Entry and TH 10 Interchange Landscape, Anoka, MN
- Cedar Avenue Sidewalk Improvements, Minneapolis, MN
- Levee Road and River Trail, Red Wing, MN
- Dan Patch River Crossing Scoping Study, Savage, MN
- Hammes Company, Rochester Destination Medical Center (DMC) Infrastructure Master Plan, Rochester, MN
- Minnesota DOT, TH 212/County Road (CR) 51 Intersection Improvements, Bongards, MN



## Tim Marshall

ASLA  
Cost Estimator  
ETM Associates

**Tim Marshall, principal and owner of ETM Associates,** has been involved with public space management for 30 years, providing professional public space solutions, strategies and developmental guidance. His extensive hands-on experience in the field has given him an intimate knowledge of park operations and management, and a robust approach to problem solving, funding and public/private partnerships. With a keen awareness that more is continually asked to be done with fewer resources, his consulting work often focuses on what he terms “gap analysis”. He recognizes that there is nearly always a gap between the reality of existing resource levels and the total resources needed for optimum delivery of services within public space management, and his work articulates effective ways in which that gap can be bridged.

### Relevant Experience

- Greening Downtown Minneapolis, Minneapolis, MN
- Downtown East Commons; Minneapolis, MN
- Lake Calhoun-Harriet; Minneapolis, MN
- RiverFirst; Minneapolis, MN
- Grand Junction; Westfield, IN
- Story Mills; Bozeman, MT
- Hance Park; Phoenix, AZ
- Discovery Green; Houston, TX





Rendering provided by RYAN Companies

Members of our team have worked on various components of this Minneapolis development creating economical, fiscal and social benefits to the region. HR&A + ETM: Commons Park; Ben Lindau: US Bank Stadium, while employed at another firm; RSP: Wells Fargo Downtown East Towers.

# TOTAL FEE

We believe that the best project results are achieved by using the best project processes. Our simple process framework illustrates the following:

- Grand total fee
- Fee information by firm
- Fee by phase distribution
- Responsibility matrix indicating primary lead contributor and participation by firm throughout the project lifecycle

We believe we have planned for an adequate number of project meetings with your team to ensure project progression and arriving at consensus at the end of each task and phase. Our local presence enables us to accommodate your busy schedule and accommodate additional meetings if the need arises.

Reimbursable expenses include mailing, printing, travel and lodging costs.

<b>Project Phase</b>	
1 - Discover: Vision and Context	\$164,120
2 - Dream: Concept Design	\$144,220
3 - Design: Schematic Design	\$208,960
4 - Do: Implementation Planning	\$60,140
Subtotal	\$577,440
Reimbursable Expenses	\$21,500
<b>TOTAL</b>	<b>\$598,940</b>



# FEE BREAKDOWN

## FEE BY FIRM

<b>RSP Architects</b>	
1 - Discover: Vision and Context	\$22,000
2 - Dream: Concept Design	\$33,000
3 - Design: Schematic Design	\$45,000
4 - Do: Implementation Planning	\$20,000
Subtotal	\$120,000
Reimbursable Expenses	\$6,000
<b>TOTAL</b>	<b>\$126,000</b>

<b>RSP Dreambox</b>	
1 - Discover: Vision and Context	\$5,000
2 - Dream: Concept Design	\$8,000
3 - Design: Schematic Design	
4 - Do: Implementation Planning	
Subtotal	\$13,000
Reimbursable Expenses	
<b>TOTAL</b>	<b>\$13,000</b>

<b>Coen+Partners</b>	
1 - Discover: Vision and Context	\$38,680
2 - Dream: Concept Design	\$60,300
3 - Design: Schematic Design	\$113,020
4 - Do: Implementation Planning	\$8,140
Subtotal	\$220,140
Reimbursable Expenses	\$5,000
<b>TOTAL</b>	<b>\$225,140</b>

<b>Kimley-Horn</b>	
1 - Discover: Vision and Context	\$37,440
2 - Dream: Concept Design	
3 - Design: Schematic Design	\$36,940
4 - Do: Implementation Planning	
Subtotal	\$74,380
Reimbursable Expenses	\$5,000
<b>TOTAL</b>	<b>\$79,380</b>

<b>HR&amp;A Advisors - ETM Associates</b>	
1 - Discover: Vision and Context	\$38,000
2 - Dream: Concept Design	\$31,000
3 - Design: Schematic Design	\$14,000
4 - Do: Implementation Planning	\$32,000
Subtotal	\$115,000
Reimbursable Expenses	\$5,000
<b>TOTAL</b>	<b>\$120,000</b>

<b>9.SQUARE</b>	
1 - Discover: Vision and Context	\$23,000
2 - Dream: Concept Design	\$11,920
3 - Design: Schematic Design	
4 - Do: Implementation Planning	
Subtotal	\$34,920
Reimbursable Expenses	\$500
<b>TOTAL</b>	<b>\$35,420</b>

# FEE BREAKDOWN

## FEE BY TASK

1 - DISCOVER						
PROJECT TASK	RSP Architects	Coen+Partners	Kimley-Horn	HR&A Advisors + ETM	9.SQUARE	RSP Dreambox
<b>Gathering insights, understanding our users, familiarizing ourselves with context</b>						
Team site visit and kickoff	0	X	X	X	X	X
Knowledge exchange + research review	0	X	X	X	X	X
Current context + experience assessment	X	X		X	X	0
Identify key stakeholders / steering team	0			X		X
Experiential framework	X					0
Vision and initial project assessment	0	X	X	X	X	X
<b>Confirm Heart of the City goals</b>						
Design principles workshop	X	0		X	X	X
Design scorecard	X	0		X	X	X
<b>Evaluation of existing conditions</b>						
Team workshop						
Existing conditions analysis						
Master plan analysis						
Technical analysis						
Stakeholder interview	0	X	X	X	X	X
Evaluation report and presentation	0	X	X	X	X	X
<b>1 - DISCOVER TOTAL</b>	<b>\$164,120</b>					

### Key

'0' denotes team lead '  
X' denotes participation

2 - DREAM						
PROJECT TASK	RSP Architects	Coen+Partners	Kimley-Horn	HR&A Advisors + ETM	9.SQUARE	RSP Dreambox
<b>Engaging community / creating ownership</b>						
Human centric programming analysis	X	X			0	X
<b>Experience mapping</b>						
Patient, companion, visitor, employee and resident experience-driven analysis	X	X			X	0
<b>Program mapping</b>						
Develop a financially sustainable programming strategy	X	X		0		
Physical programming analysis & refinement	X	0	0	0		
Combined final report / path for success and presentation	0	X		X		
<b>2 - DREAM TOTAL</b>	<b>\$144,220</b>					

3 - DESIGN						
PROJECT TASK	RSP Architects	Coen+Partners	Kimley-Horn	HR&A Advisors + ETM	9.SQUARE	RSP Dreambox
<b>Concept design</b>						
Concept design framework	X	0	X			
Stakeholder design and revenue findings workshop	X	0				
Concept design report	X	0				
Stakeholder presentation and workshop	X	0				
<b>Revenue assessment</b>						
Test potential revenue sources including: contributed income, earned income, value capture and public contribution	X			0		
<b>Schematic design</b>						
Schematic design report	X	0	X	X		
Stakeholder presentation	X	0		X		
Project brief	0	X	X	X		
<b>3 - DESIGN TOTAL</b>	<b>\$208,960</b>					

4 - DO!						
PROJECT TASK (CONTINUED)	RSP Architects	Coen+Partners	Kimley-Horn	HR&A Advisors + ETM	9.SQUARE	RSP Dreambox
<b>Implementation planning</b>						
Phasing plan for programmatic recommendations	X	X	X	0		
Identification of implementation partners	X			0		
Recommendations for strategic partnerships	X			0		
Implementation strategy presentation	X	X	X	0		
<b>4 - DO! TOTAL</b>	<b>\$60,140</b>					

# OUR REFERENCES

## CONNECT WITH OUR CLIENTS

### LIFESOURCE

Coen+Partners + RSP Architects

**Client Reference:** Peter D. Farstad  
LifeSource, Chief Administrative Officer  
2225 West River Road North  
Minneapolis, MN 55411  
612.800.6325



### WAYZATA LAKE EFFECT WATERFRONT DESIGN

HR&A Advisors, Inc., collaborating with Civitas on behalf of the City of Wayzata

**Client Reference:** Mary deLaittre  
Project Manager, Minneapolis Riverfront Development Initiative  
mary@minneapolisriverfrontdevelopmentinitiative.com  
612.822.3403



### WASHINGTON SQUARE PARK

Coen+Partners and HR&A Advisors collaborating with the Kansas City Design Center

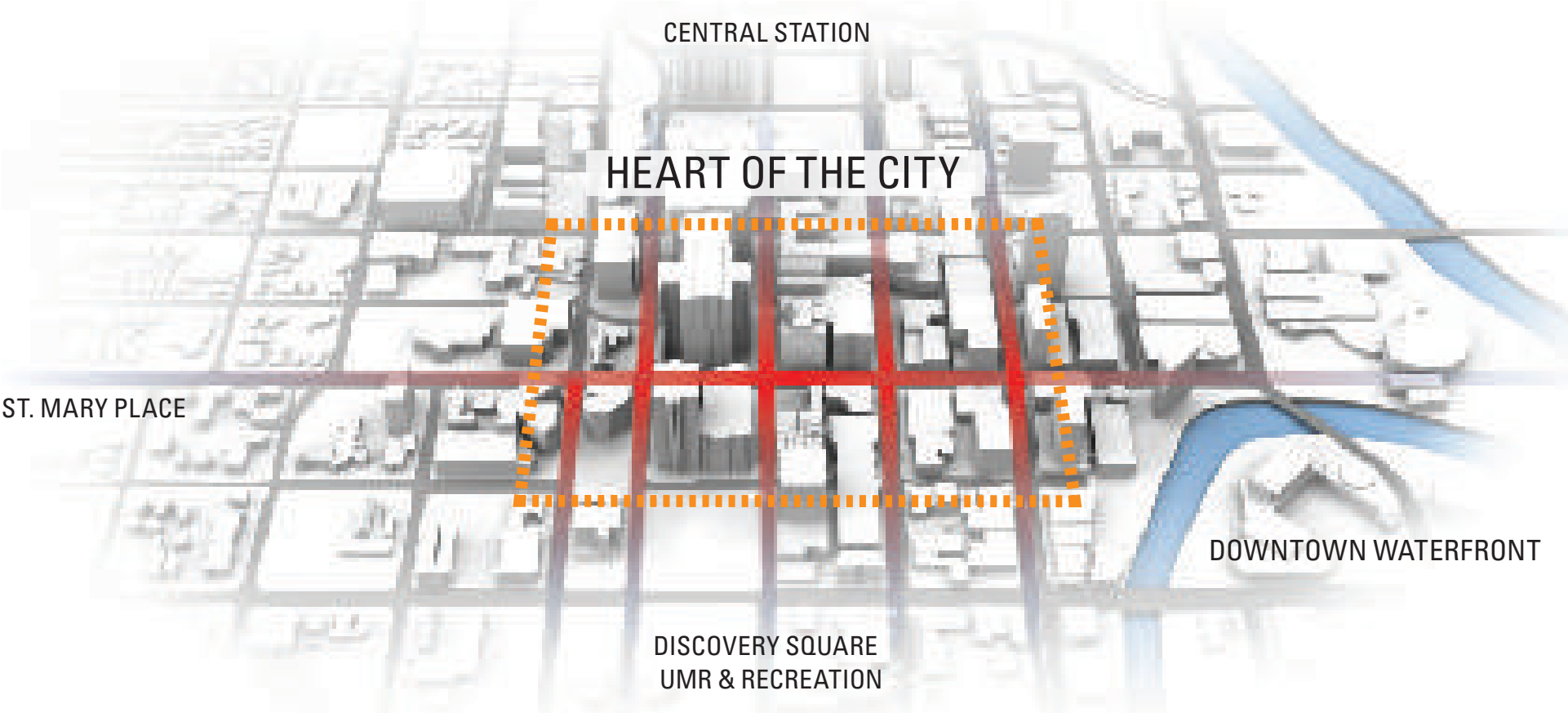
**Client Reference:** Mark McHenry  
mark.mchenry@kcmo.org  
816.513.7503



# ADDITIONAL INFORMATION **COMMITTED TO GROWTH**

“I BELIEVE THAT THE HEART OF THE CITY WORK IS ESSENTIAL TO EXPANDING CURRENT EFFORTS FOR **A VIBRANT AND ENGAGED ROCHESTER EPICENTER**. AS A DOWNTOWN RESIDENT, I CARE ABOUT HOW THE CITY GROWS AND DEVELOPS. **THIS IS AN EXCITING TIME FOR ROCHESTER.** ”

Jeanine Gangeness, Associate Vice President for Academic Affairs at Winona State University





# 690<sup>+</sup> RSP PROJECTS

COMPLETED IN THE GREATER ROCHESTER AREA



## ROCHESTER + SOUTHEAST MINNESOTA PRESENCE

RSP, through a wide range of projects and initiatives, has built deep connections to the Rochester community. We work with business leaders, community stakeholders and City officials on a daily basis. We are engaged in the community's desire to harness growth that is economically and environmentally sustainable. We also understand the complexity and impact of the DMC initiative — the goals are lofty, the stakes are high, and the stakeholders vary dramatically. RSP has carefully curated this team and aligned ourselves with people who are excited to see growth, expansion and support in this area.

### Local Practice

RSP's Rochester office was founded 10 years ago to offer exceptional design services in southeastern Minnesota. We are currently expanding our office space to accommodate the growth and growing diversity of our business.

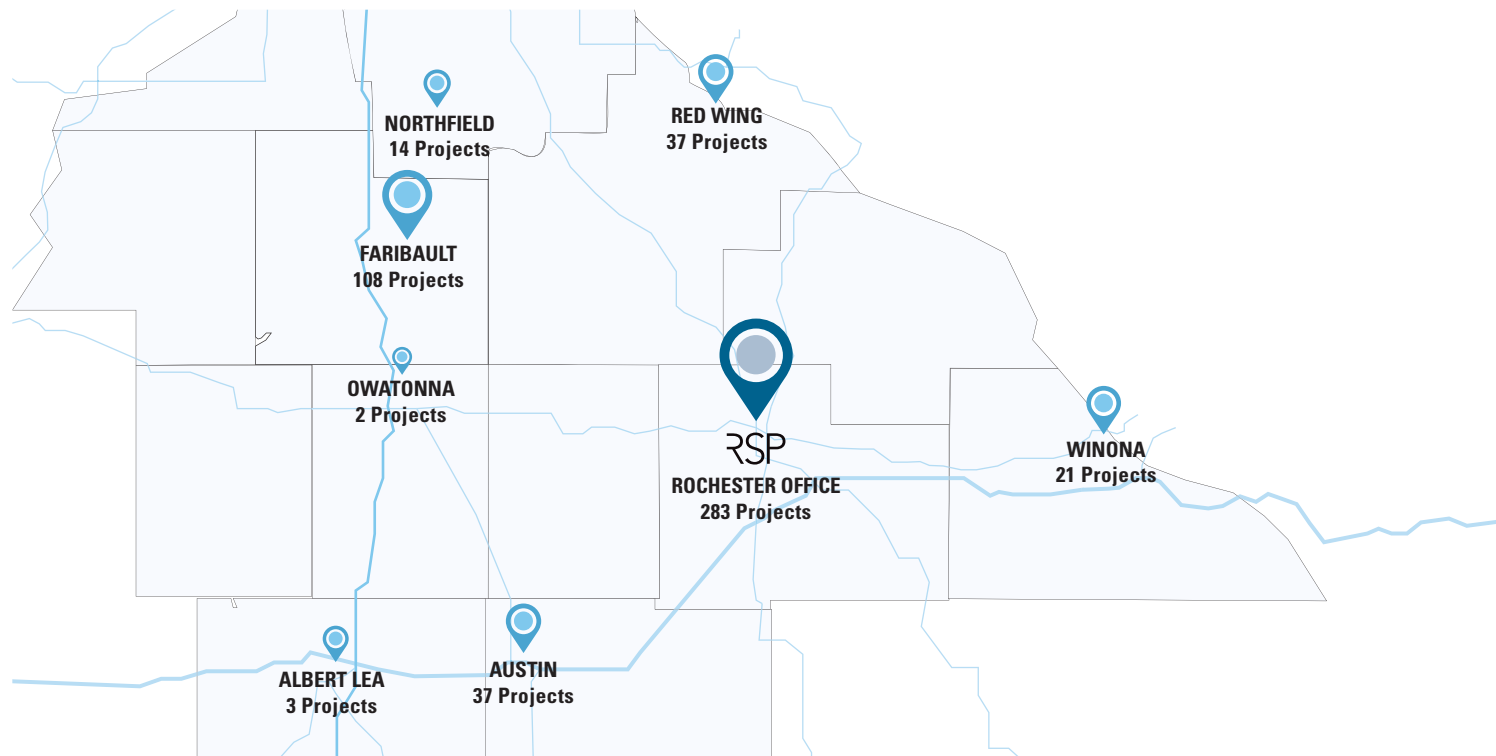
RSP's Rochester and Minneapolis offices work collaboratively on projects of all types on a daily basis — providing the convenience of local service, knowledge of local processes and internationally recognized talent. Together, we work better, faster, and smarter.

### Municipal Expertise

RSP has significant experience and solid relationships with the City of Rochester and Olmsted County departments that participate in the planning, design and construction processes within Rochester. We have a deep understanding of their requirements and processes including the newly created Destination Medical Center Design Guidelines. RSP also enjoys excellent relationships with leadership of the DMC Corporation, DMC EDA and Mayo Clinic's Facilities team.

### Mayo Clinic/Mayo Clinic Health System Partner

RSP has been working with the Mayo Clinic in Rochester and the regional health system for the past eighteen years. In the past 10 years alone, we've delivered over 320 projects, of various sizes and project types, but always with quality results. We have served as Mayo brand stewards, facility and master planners integrating with Mayo facilities staff and completing projects, on time, and within budget. RSP has worked in 16 buildings on the Mayo Downtown Campus and 10 others throughout the city of Rochester.



**DESTINATION MEDICAL CENTER CORPORATION**

**RESOLUTION NO. \_\_\_\_\_-2016**

**Approving the Recommendation to Engage RSP Architects to Serve as the Public Space Design Firm for the Heart of the City**

BACKGROUND RECITALS

A. The City of Rochester (“the City”) and the Destination Medical Center Economic Development Agency (“DMC EDA”) issued a request for qualifications (“RFQ”) for the public space design of the Heart of the City, a Destination Medical Center sub-district, on February 5, 2016, to which eleven firms responded.

B. The City appointed the Heart of the City Community Advisory Committee (“the Committee”) on April 4, 2016. All meetings of the Committee were open to the public. On April 12, 2016, the Committee reviewed the qualifications of the eleven firms that responded to the RFQ, and recommended that six firms be invited to submit public space design proposals. Requests for proposal were issued by the City and DMC EDA on June 3, 2016, and all six firms responded.

C. On July 25, 2016, a sub-committee of the Committee reviewed all six proposals, and recommended that three proposals, consisting of RSP Architects, HGA Architects, and Sasaki Associates, be advanced to the full Committee for review and interviews.

D. The three finalist teams presented their proposals to the Committee on August 15, 2016. The Committee now recommends RSP Architects and seeks the approval of the Destination Medical Center Corporation and the City of Rochester, for final negotiation of the terms and conditions of engagement and funding determination.

RESOLUTION

**NOW, THEREFORE, BE IT RESOLVED**, by the Destination Medical Center Corporation Board of Directors, that the Board accepts the recommendation of the Heart of the City Community Advisory Committee and approves RSP Architects as the design team for public space in the Heart of the City.

**BE IT FURTHER RESOLVED**, that the Board requests regular updates from the design team as it undertakes its work.

**BE IT FURTHER RESOLVED**, that the Board hereby transmits this Resolution to the City of Rochester and requests its consideration and approval of RSP Architects and completion of the negotiations for the terms and conditions of engagement.



## Planning Update: Saint Marys Place/Second Street Infrastructure

To: DMCC Board of Directors  
From: DMC EDA Staff  
Date: August 19, 2016

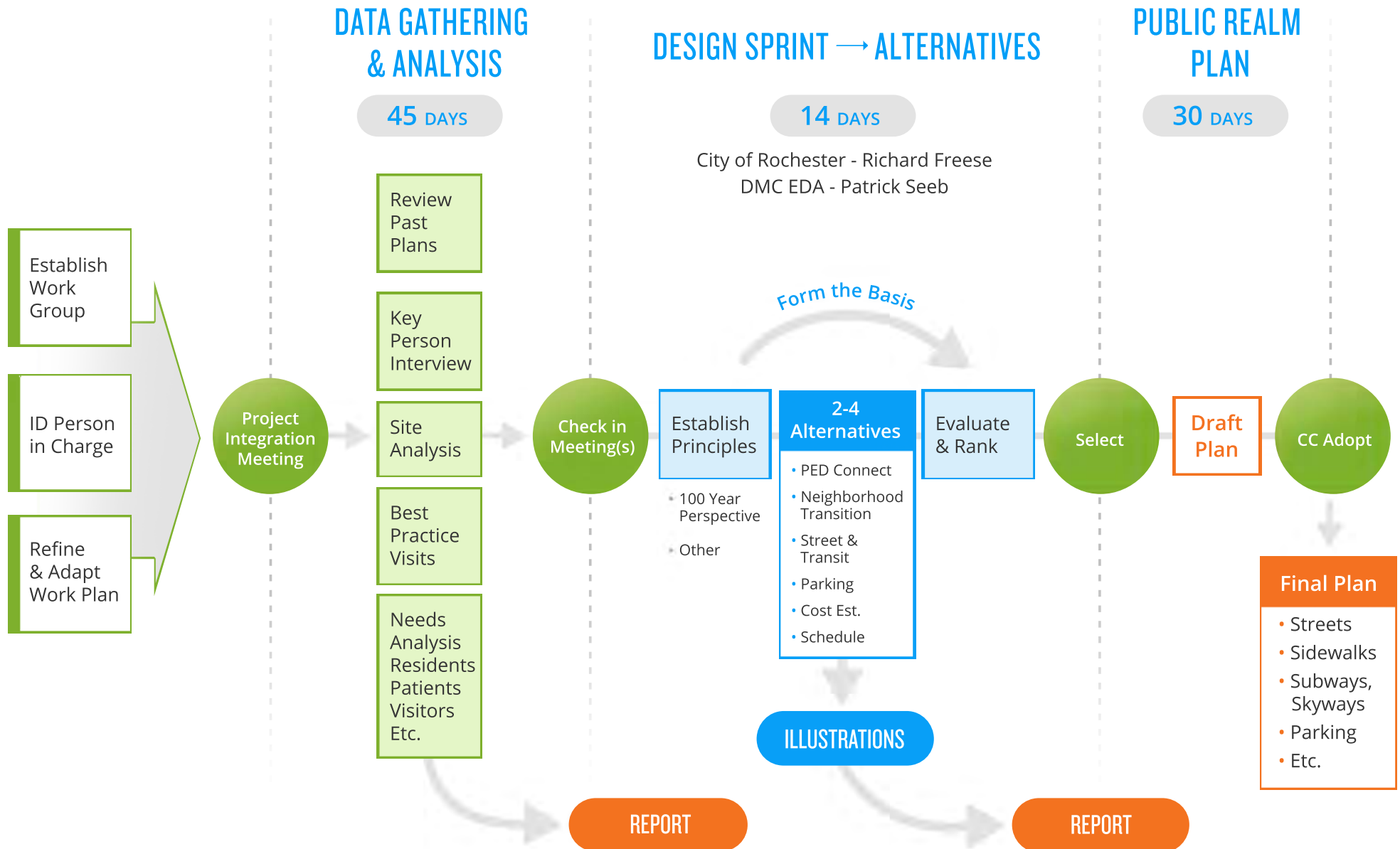
### **Background:**

The public design process initiated in the Saint Marys Place subdistrict continues to move forward. In late June, members of the Saint Marys Place working group—including property owners, neighborhood association leaders, developers, as well as City, DMC EDA, and Mayo Clinic staff—participated in a site visit to Minneapolis and Saint Paul. The site visit, which focused on transit-oriented development and public spaces along the Green Line light rail transit, stretched from Rice Park and the Saint Paul RiverCentre to Nicollet Mall.

The group also visited Latitude 45, an Alatus, LLC development similar to the proposed Alatus-Pompeian project west of Mayo Clinic Hospital, Saint Marys campus.

### **Next Steps:**

DMC EDA, City of Rochester, and Metropolitan Design Center staff have been planning the details of a 2-3 week “design sprint” scheduled to begin in late September.



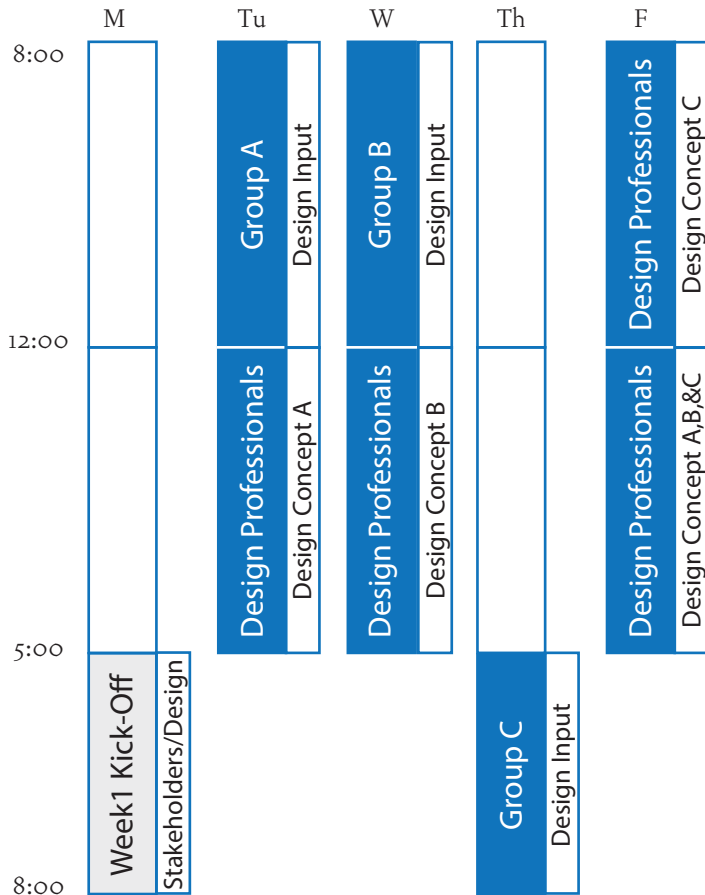


# St. Marys Place | 2nd Street

## Public Realm Design Process - Design Sprint → Alternatives

August 11, 2016 DRAFT

### Week 1: September 26-30

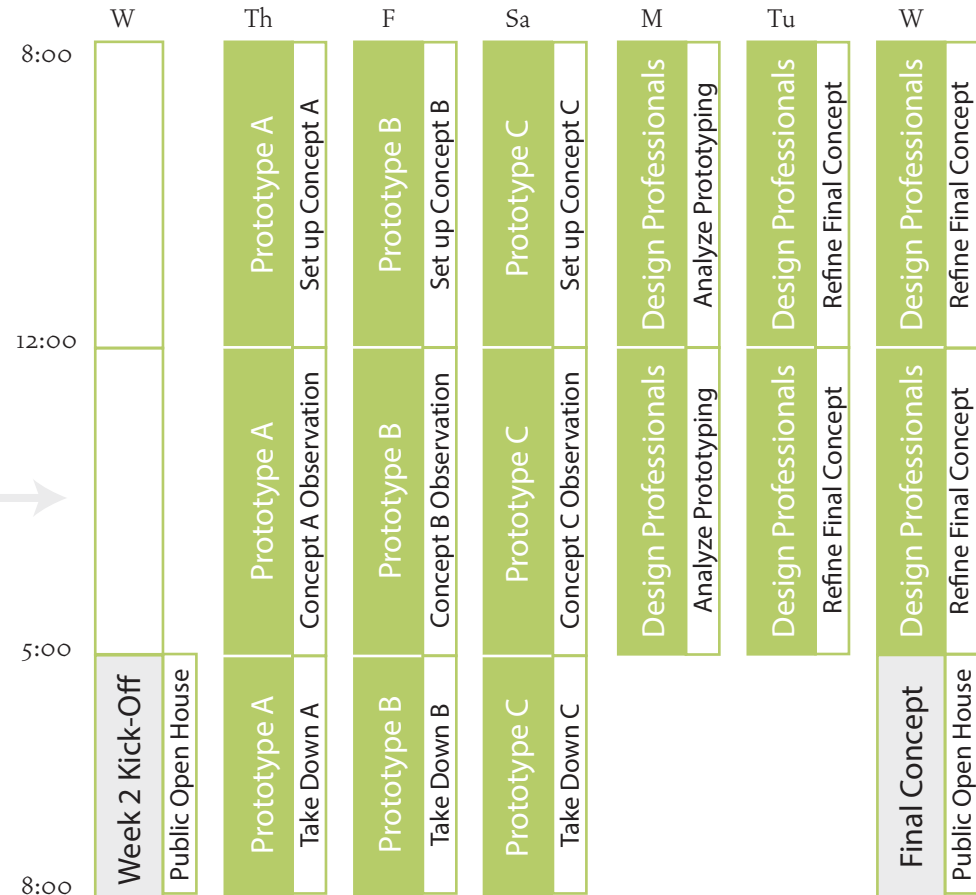


### October 3-11

Finalize  
3  
Concepts

Prepare  
For  
Prototypes

### Week 2: October 12-19



#### Stakeholder Groups:

##### Group A: Design for the patient/visitor/employee experience

Mayo (2 People), Neighborhood (2 People), Business (2 People), City (2 People)

##### Group B: Design for the local business/developers experience

Mayo (2 People), Neighborhood (2 People), Business (2 People), City (2 People)

##### Group C: Design for the neighborhood/livability experience

Mayo (2 People), Neighborhood (2 People), Business (2 People), City (2 People)

#### Design Professionals:

##### Meeting Facilitators

MDC, Saint Paul Riverfront Corp., SEH

##### Urban Designer/Landscape Architects

MDC, Saint Paul Riverfront Corp., SEH

##### Graphic Visualization Support

MDC, SEH

##### Engineers

City, Stantec

September						
Su	M	Tu	W	Th	F	Sa
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

October						
Su	M	Tu	W	Th	F	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

July 2016



**July 2016**  
**Monthly Report**  
**Destination Medical Center**  
**Economic Development Agency**



## Letter from Lisa Clarke

Dear Board Members,

On behalf of the Destination Medical Center Economic Development Agency (DMC EDA), I am pleased to provide you with the DMC EDA July 2016 monthly report.

July marked an important month for DMC and demonstrated our progress through collaborations with key stakeholder groups in the DMC District. We continue to field requests from developers as evidenced by our participation in concept/development meetings related to five specific development initiatives.

Our efforts this month have been focused on the implementation phase of the DMC Development Plan, particularly in Heart of the City, Discovery Square and St. Marys Place sub-districts.

- In the **Heart of the City** RFP process, we selected three design team firms for the public realm in Heart of the City, and a final recommendation will be presented in mid-August.
- Strategic planning for the full **Discovery Square** sub district continues to move forward. Mayo Clinic will be selecting a strategic real estate developer in the coming weeks.
- We hosted a best practice tour with civic leaders and a workgroup from **St. Marys Place** sub-district to learn about strategies for streetscapes, transit and pedestrian connections – all very important considerations for the St. Marys Place sub-district development plans.

Our partnerships continue to grow in the community as evidenced by the **PlaceMakers | Prototyping** initiative – a joint business strategy of the DMC, the Rochester Downtown Alliance and the Rochester Art Center – which offers the public a glimpse into the many different ways a public space can be transformed. The **PlaceMakers | Prototyping** Festival in September will bring the community together to help create concepts on building America's City for Health by showcasing potential solutions around health and the built environment.

It is a pleasure to provide you these monthly updates. Please contact me if you have questions on this report. I appreciate your support and will continue to stay engaged with you.

Sincerely,  
Lisa Clarke

**Page:**

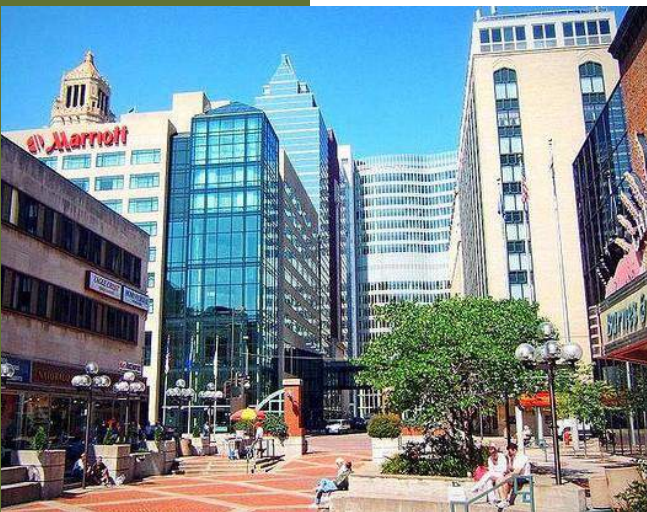
1-3	Progress Report
4-5	Communications Review
6	Major Tasks for next 60 Days August/September
7-10	2016 Financials



## Economic Development

- Near completion of data collection phase for the St. Marys Place public realm planning sessions to prepare for future private development proposals. Now scheduling the next phase called the design sprint;
- Led “best practices” site visit to Twin Cities, involving 20 Rochester civic leaders, to look at strategies for streetscapes, transit, pedestrian connections, etc;
- Participated in six project concept/development meetings related to five separate development initiatives to assist developers in meeting DMC development objectives;
- Provided in-depth review and hands-on guidance to three major development projects in an attempt to match developers’ interests/needs with DMC goals and objectives;
- Received and reviewed Heart of the City public space design proposals from six finalist firms. Met with Community Advisory Committee subcommittee to select three firms for interviews;
- Participated with the city of Rochester in presenting proposed design standards for DMC District to key constituent audiences;
- Participated in policy discussions regarding strategies for Uber (ride sharing) and Airbnb (hospitality options);
- Led the urban prototyping business strategy, in collaboration with Rochester Downtown Alliance and Rochester Art Center.





## Finance

- EDA Staff continued to develop the strategic goals for the 2017 workplan, and the budget that will support the workplan.
- DMCC and EDA Board members were identified to work with EDA Staff on preparing and reviewing the 2017 workplan and budget.

## Operations

- EDA Staff continued to work with Wilder Research to populate and visualize the DMC metrics dashboard.
- EDA Staff continued to work with the City of Rochester and the City's transportation program manager (SRF) on DMC transportation issues and studies.
- EDA Staff continued to work with the McKnight Foundation and the Center for energy and Environment ("CEE") on DMC Energy and sustainability issues.



## **Communications and Marketing**

- Held discussions on technology programs including a way-finding app for Rochester;
- Provided DMC update on KROC radio;
- Posted blogs garnering social engagement on topics including patient experience, prototyping, and Supplier Diversity Summit.

## **Outreach and Community Engagement**

- Participated in a regional economic development tour hosted by CEDA;
- Participated in a workshop hosted by DEED on market rate housing programs;
- Collaborated with the Rochester Area Chamber of Commerce, Mayo Clinic, the Diversity Council, the City of Rochester on a Supplier Diversity Summit and Business Expo to be held on August 3;
- Provided DMC update to Minnesota legislators and attended statewide policy tour with Minnesota Chamber of Commerce at IBM;
- Attended Rochester Works! meeting with Workforce Development and higher education representatives.

## **Discovery Square & Experience Accreditation**

- Collaborated with Mayo Clinic to finalize Discovery Square strategy and announcement strategy for final phase of the selection process of a real estate development firm (selection expected by end of August)
- Continued efforts to pitch the Discovery Square announcement to various trade and industry publications.
- Met with Mayo Clinic and Rochester Convention and Visitors Bureau on enhancing Patient Experience strategies in support of the Experience Accreditation program strategy Membership continues to increase.
- Posted blogs and garnered social media attention on the newest members of the Experience Accreditation program (So far, nine businesses are participating in the Experience Accreditation program, including four hotels).

## Media Review

### July Media Results:

- Over 45 media stories – some focused on Broadway at Center project and the DMC best practice tour to St. Paul.
- In July, the DMC website was visited 4,243 times with 11,107 page views.

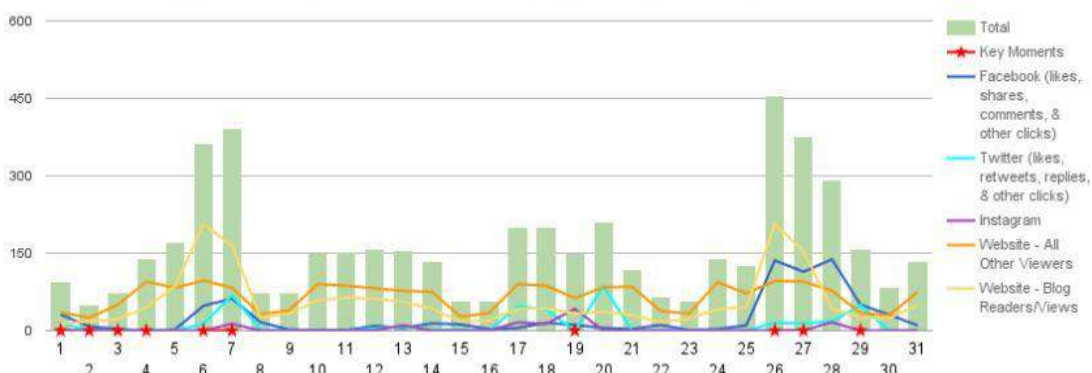
### July Social Media Results:

Key DMC moments amplified social engagement:

- Thursday, June 30th through Monday, July 4th: Voting for PlaceMakers/ Prototyping Festival.
- Thursday, July 7th: PlaceMaker participants announced at Thursdays on First.
- Tuesday, July 19th: Meet the Makers at the Rochester Art Center.
- Friday, July 29th: Patrick Seeb and Lisa Clarke took a group of local leaders to St. Paul to learn about placemaking and public transit.

July 2016:

**Content Engagement by Individual Person (days along bottom)**



### Blog:

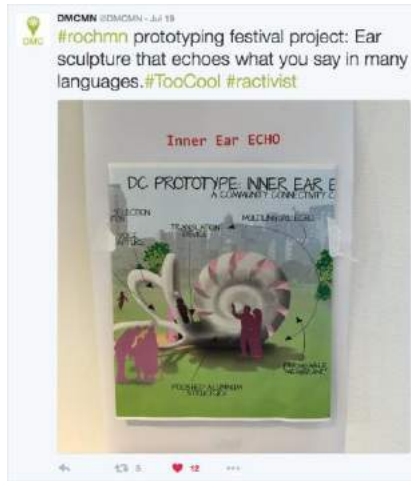
Blog activity on DMC website continues to increase. Duration time on blog continues to be above average (2:07), an indication of quality engagement and topics relative to the reader. Most popular blog posts by reading duration, top ten:

Blog	Duration
Strong start-ups and emerging ecosystems: Q&A with Jamie Sundsbak	04:42:28
From the hospital to the home: Q&A with Joselyn Raymundo	02:56:11
"We've got an app for that": Q&A with Wade Beavers	02:37:04
PlaceMakers Prototyping Festival finalists announced	02:23:53
DMC: In the News	01:57:56
Perception is reality: Enhancing the visitor experience	01:05:49
Heart of the City: Design process and the public space	01:00:32
DMC Corporation board discusses Discovery Square and design	00:54:38
PlaceMakers Pitch Night: a prototyping project preview	00:49:37

# Media Review

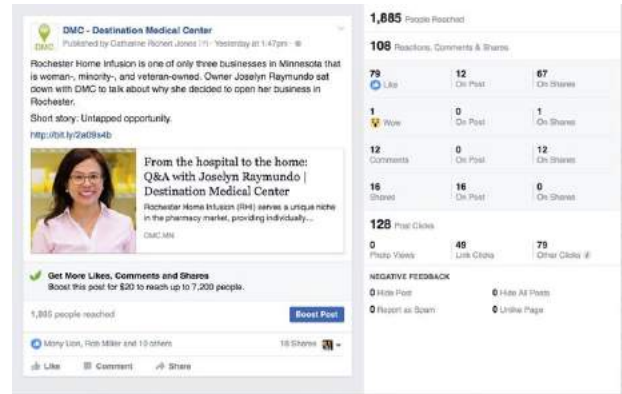
## Twitter:

Twitter followers continue to increase, and are now at 2,939 total Twitter followers.



## Facebook:

4,175 Likes with a 2.6% Engagement Rate (Industry average of 2% to 3% Engagement Rate (ER)). Most popular Facebook post:



## Competitive Analysis:

### Whose fans are more supportive?



## Major Tasks for Next 60 Days

- Conduct planning session to advance public realm/public infrastructure strategy for St. Marys Place;
- Finalize draft set of metrics to measure progress of DMC initiative, including methodology, data sources, and presentation plan;
- Recommend design team for Heart of the City public space design to DMCC and city of Rochester;
- Participate with Mayo Clinic's Discovery Square process to ensure its consistency with the DMC development plan;
- Participate as steering committee member for Chateau Theater reuse study;
- Begin strategy and planning for BIO 2017, in collaboration with DEED, Medical Alley, RAEDI, Mayo Ventures, and others to ensure a strong Minnesota presence;
- Pro-actively engage developer community to advance development opportunities;
- Host and participate in public events to grow community understanding and input for forthcoming changes in Rochester;
- Activate the marketing strategy to realize the DMC Vision;
- Advance prototyping business initiative in partnership with Rochester Downtown Alliance, Rochester Art Center, and City of Rochester;
- Provide strategic support for startup and entrepreneur community;
- Continue to develop DMC energy and sustainability planning in collaborating with the energy technical committee, while adding technical expertise with the McKnight grant funding.
- Participate in discussion on integration of DMC design guidelines for accessibility considerations in public spaces and projects.



**Master Application for Payment**  
Destination Medical Center Economic Development Agency

**Application Details**

Application Number:	<b>July 2016</b>
Application Date:	8/1/2016
Period From:	7/1/2016
Period To:	7/31/2016

**Sources of Funds:**

City Contribution	\$ 23,990.56
-	\$ -
-	\$ -
-	\$ -
<b>Total Sources</b>	<b>\$ 23,990.56</b>

**Uses of Funds:**

EDA Staff Costs	\$ -
EDA Operational Costs	\$ 2,832.00
Econ Dev Outreach & Support	\$ -
Professional Services	\$ 21,158.56
Miscellaneous Costs	\$ -
<b>Total Uses</b>	<b>\$ 23,990.56</b>

**Statement of Project**

Original 2016 Budget	\$ 2,988,188.00
Current 2016 Budget	\$ 2,988,188.00
<hr/>	
Total completed to date via MAP process	\$ 576,753.23
Retainage to Date	\$ -
Total completed via MAP process less retainage	\$ 576,753.23
Less previous Map requests	\$ 552,762.67
<b>Current MAP Request Amount Due</b>	<b>\$ 23,990.56</b>
<hr/>	
2016 operational expenses funded to date	\$ 367,881.38
<b>Total 2016 City Contribution</b>	<b>\$ 944,634.61</b>
<i>% of 2016 Budget</i>	<i>31.6%</i>

**Approvals**

<hr/>	
EDA:	Date
<hr/>	
DMCC:	Date
<hr/>	

## Master Application for Payment

Destination Medical Center Economic Development Agency

Master Application For Payment Detail: July 2016

8/1/2016

DMC EDA P&L Description	Vendor	Contract #	Previous Billings	Current Work in Place	Total Work to Date
<b>EDA Staff Costs</b>			<b>\$ 1,803.15</b>	<b>\$ -</b>	<b>\$ 1,803.15</b>
Payroll	Smart-Fill	NA	\$ 1,803.15	\$ -	\$ 1,803.15
<b>EDA Operational Costs</b>			<b>\$ 20,711.62</b>	<b>\$ 2,832.00</b>	<b>\$ 23,543.62</b>
Website, Drafting, Hosting	Brandhoot	4043	\$ 19,260.00	\$ 2,832.00	\$ 22,092.00
Website, Drafting, Hosting	Brandhoot	NA	\$ 210.00	\$ -	\$ 210.00
IT Hardware & Support	Data Smart	4044	\$ 1,241.62	\$ -	\$ 1,241.62
<b>Econ Dev Outreach &amp; Support</b>			<b>\$ 21,655.00</b>	<b>\$ -</b>	<b>\$ 21,655.00</b>
Conferences, Meetings, Travel & Sponsorships	DEED	NA	\$ 5,000.00	\$ -	\$ 5,000.00
Outreach, Print & Collateral	Fuse Digital	4042	\$ 2,025.00	\$ -	\$ 2,025.00
Outreach, Print & Collateral	Journal Communications	NA	\$ 8,755.00	\$ -	\$ 8,755.00
Conferences, Meetings, Travel & Sponsorships	Minnesota Chamber of Commerce Exec	NA	\$ 450.00	\$ -	\$ 450.00
Conferences, Meetings, Travel & Sponsorships	RCTC	NA	\$ 600.00	\$ -	\$ 600.00
Conferences, Meetings, Travel & Sponsorships	Rochester Area Chamber of Commerce	NA	\$ 3,950.00	\$ -	\$ 3,950.00
Conferences, Meetings, Travel & Sponsorships	Rochester Downtown Alliance	NA	\$ 750.00	\$ -	\$ 750.00
Conferences, Meetings, Travel & Sponsorships	Rochester Trolley & Tour Company	NA	\$ 125.00	\$ -	\$ 125.00
<b>Professional Services</b>			<b>\$ 435,672.80</b>	<b>\$ 2,158.56</b>	<b>\$ 456,831.36</b>
Other Contracting Services	Brandhoot	4016	\$ 4,367.52	\$ -	\$ 4,367.52
Other Contracting Services	Catharine Jones	4058	\$ 5,235.00	\$ 1,950.00	\$ 7,185.00
Marketing Communications & Advertising	Clarity Coverdale Fury (CCF)	4052	\$ 100,000.00	\$ 6,755.00	\$ 106,755.00
Marketing Communications & Advertising	Clarity Coverdale Fury (CCF)	NA	\$ 3,700.00	\$ -	\$ 3,700.00
Financial Reporting Services	CliftonLarsonAllen	NA	\$ 2,950.00	\$ -	\$ 2,950.00
Financial Reporting Services	Lund Tax & Accounting	NA	\$ 720.00	\$ -	\$ 720.00
Other Contracting Services	Deluxe	NA	\$ 643.02	\$ -	\$ 643.02
Other Contracting Services	EJ Photography	NA	\$ 350.00	\$ -	\$ 350.00
Other Contracting Services	Gina Osmond	NA	\$ 1,312.50	\$ -	\$ 1,312.50
Other Contracting Services	Himle Rapp	4056	\$ 97,878.00	\$ -	\$ 97,878.00



### Master Application for Payment

Destination Medical Center Economic Development Agency

Master Application For Payment Detail: July 2016			8/1/2016		
Other Contracting Services	Imagebridge Design	NA	\$ 23,100.00	\$ 360.00	\$ 23,460.00
Other Contracting Services	Inspire MN, LLC	4041	\$ 43,277.50	\$ 7,157.50	\$ 50,435.00
Other Contracting Services	Majestic Tents & Events	NA	\$ 1,230.31	\$ 308.63	\$ 1,538.94
Other Contracting Services	MarketaBelle	4055	\$ 20,328.00	\$ -	\$ 20,328.00
Other Contracting Services	Mayo Clinic	NA	\$ -	\$ 3,877.43	\$ 3,877.43
Other Contracting Services	Medical Alley	NA	\$ 1,575.00	\$ -	\$ 1,575.00
Other Contracting Services	Michael Best	NA	\$ 200.00	\$ -	\$ 200.00
Other Contracting Services	Momentum	NA	\$ 2,000.00	\$ -	\$ 2,000.00
Other Contracting Services	Nelsen BioMedical	4057	\$ 53,713.95	\$ -	\$ 53,713.95
Other Contracting Services	Nelson Nygaard	NA	\$ 1,235.00	\$ -	\$ 1,235.00
Other Contracting Services	Our City	NA	\$ 16,260.00	\$ -	\$ 16,260.00
Other Contracting Services	St Paul River Front Corporation	NA	\$ 4,997.00	\$ 750.00	\$ 5,747.00
Other Contracting Services	Terra Eclipse, Inc.	NA	\$ 21,600.00	\$ -	\$ 21,600.00
Other Contracting Services	Wilder Research	4054	\$ 16,500.00	\$ -	\$ 16,500.00
Other Contracting Services	University of Minnesota	4053	\$ 12,500.00	\$ -	\$ 12,500.00
<b>Miscellaneous Costs</b>			<b>\$ 72,920.10</b>	<b>\$ -</b>	<b>\$ 72,920.10</b>
Insurance & Taxes	Aon Risk Services		\$ 72,920.10	\$ -	\$ 72,920.10
<b>Project Total</b>			<b>\$ 552,762.67</b>	<b>\$ 23,990.56</b>	<b>\$ 576,753.23</b>

**Master Application for Payment**  
 Destination Medical Center Economic Development Agency

Master Application For Payment Detail: July 2016

8/1/2016

Vendor Name	Description	Contract #	Invoice #	Invoice Date	Invoice Amount
Brandhoot	Website Maintenance Agreement	4043	1452	7/1/2016	\$ 2,832.00
Catharine Jones	Communications Support (July)	4058	5	7/31/2016	\$ 1,950.00
Clarity Coverdale Fury	Project Order #2	4052	PO #02	7/11/2016	\$ 6,755.00
Image Bridge	Design Support	4061	16095	8/1/2016	\$ 360.00
Inspire MN	Communications Support (July)	4041	110-1	7/31/2016	\$ 5,477.50
Inspire MN	Event Support (Event Support)	PO #1021	110-2	7/31/2016	\$ 1,680.00
Majestic Tents and Events	Event Items (Chairs, Tent, Table)	N/A	O4982	7/26/2016	\$ 308.63
Mayo Clinic	EDA Office Furniture	N/A	163205	6/3/2016	\$ 3,877.43
Saint Paul Riverfront Corporation	Table at 22nd Annual Great River Gathering	N/A	GRG-5	5/18/2016	\$ 750.00
<b>Total Invoices</b>					<b>\$ 23,990.56</b>

## Discovery Square

To: DMCC Board of Directors  
From: DMC EDA Staff  
Date: August 19, 2016

### **Background:**

In June, Mayo Clinic announced plans to secure a development partner for a significant private investment in Discovery Square. A select group of developers were invited to submit proposals to become Mayo Clinic's development partner.

### **Next Steps:**

A Letter of Intent is in the process of being drafted with a goal of announcing the development partner at the end of August.

Date: July 1, 2016

To: Lisa Clarke, Destination Medical Center

From: Barbara Nelsen PhD, Nelsen Biomedical

Re: **BIO 2016 Discovery Square**  
Results, Reports and Associated Presentations and Documents

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*Nelsen Biomedical thanks you for the opportunity to begin research and planning on Discovery Square at the BIO 2016 conference. We have assembled all reports and documents, with accompanying data sets into this Final Deliverable for ease of reference. The Table of Contents will direct you to the correct location, by name, for relevant information included in this Compendium.*

## **Executive Summary**

DMC's participation in the 2016 BIO International Conference was planned to begin to address the broader objectives required to support the greater initiative, specifically focused on Discovery Square. These included:

1. **Broaden the Visibility and the Build Knowledge about DMC and Discovery Square**  
Objectives: Increase awareness of DMC and Discovery Square to the greater life science community
2. **Research- The Requirements, The Resources, and The Resonance Needed for Discovery Square Growth and Success**  
Objectives: Begin developing a matrix of key requirements and best practices for developing a vibrant Life Science Hub
3. **Develop- Key External Relationships for Discovery Square and DMC in the Life Sciences**  
Identification and initiation of key relationship development (organizations, individuals, countries and other stakeholders)

## **Initial Results and Information**

1. **Broaden the Visibility and the Build Knowledge about DMC and Discovery Square**
  - a. Pavilion Outreach included video, one-pagers, and informal discussions about Minnesota, Rochester, Mayo Clinic and Discovery Square. Mary

Welder and Jamie Rothe acting as DMC spokespersons stationed at the Pavilion. Numbers and receptiveness of people introduced to Discovery Square through these activities should be provided to DMC from these team members.

- b. DMC/Mayo Clinic Reception June 7. This small, VIP reception included Dr. Otley, Dr. Decker, and Lisa Clarke introducing Discovery Square to C-suite leaders in life science and media. With approximately 75 attendees, and more than 190,000 people reached through live or online broadcasts, and the story picked up by local regional and national news (AP) this event successfully launched Discovery Square onto the national stage.

Photos of the event were taken by a professional photographer and provided to DMC by Big3Bio. *In addition, a recap of the event will be distributed through Big3Bio to its readership of approximately 10,000 life science leaders.*

- c. Attendance at larger BIO receptions, informal and planned meetings provided additional opportunities to share information about Discovery Square.

## 2. **Begin Research- The Requirements, The Resources, and The Resonance Needed for Discovery Square Growth and Success.**

Individual meetings, site visits, a round table discussion and surveys were completed to gain information on best practices, benchmark others, and develop messaging.

**Floor surveys** were completed for all Pavilions providing messaging on their life science hubs. Surveys were designed to:

- Gather information on how other regions define their value-proposition to drive innovation in their area
- Identify common themes amongst regions
- Learn what successful hubs both do and say

Surveys contained 5 themes: Incentives, Infrastructure, Life Science Ecosystem, Quality of Life, and Location. Of these themes, personnel at regional pavilions were most knowledgeable in discussing Life Science Ecosystem category.

In our discussions with 17 states about their value propositions, we found that:

- 100% leverage top universities, research institutions, and hospitals
- 94% said that their region has significant funding and investors as well as programs to support development and commercialization
- 82% have experienced management and workforce and federal funding
- 76% claim to be an industry hub with lots of companies and strategic partners



- 41% say that their region has a vibrant entrepreneurial and start-up community

When analyzing the data, we found some common themes in the messaging of big versus small innovation hubs. In general, big hubs are more quantitative because the quantities are impressive, whereas smaller hubs are more qualitative because quantities are not impressive. For example, big hubs highlighted numbers of top hospitals, research institutions, universities, and life science companies, in addition to private and federal investments in billions of dollars. Smaller hubs focused on easy access/central location, affordable cost of living, low cost of rent/lease in flexible space and incentives for starting a business in their state. *It is critical that DMC develop a message that differentiates Discovery Square from other hubs, providing information on its unique value-proposition to sectors within life sciences.*

**Individual and Round Table Discussions, Incubator and Accelerator Tours** provided insights on how to grow life science hubs and support start-up companies and entrepreneurs. Notable insights included:

- Today you don't have to do everything locally, you can borrow (e.g. borrow VC funds). You used to have to do everything local and it would take 30+ years to develop.
- *You don't have to move all of Mayo with respect to changing the culture or increasing entrepreneurial activity.* You just need to find the 10% that are most likely to be your movers and shakers.
- *Culture convening work doesn't need to wait.* Start to cultivate 10% of people who need to change.
- Create early successes. Success breeds success. Create role models and case studies to draw in people/companies.
- *Develop a bench of successful serial entrepreneurs*
- *Bring in business creators;* you cannot depend on internal folks.
- Other countries have very special programs to bring people to their area. When they have a need they do a global search and \$5M start-up package.
- Being over-crowded, subsidized rent, free food, intentional and accidental collisions, curated collections of cross-sector capabilities; all of these enhance innovation and commercialization.
- You need to get messaging through to people outside Minnesota.
- Affordable, flexible space is required for entrepreneurs
  - Month to month leases
  - Considerable discounts, subsidized rents



**3. Begin to Develop- Key External Relationships for Discovery Square and DMC in the Life Science.** Individual meetings, site visits and a round table discussion were used to begin to develop relationships with future partners and advisors. Beyond the valuable information and insights gained from discussions with these individuals and groups, *we recommend near-term follow up be planned with those who may act as advisors, steering committee members, or key participants* in the successful planning and development of Discovery Square. Individuals of high priority include:

- Barbara Goodman, iBio Institute
- Mark Trusheim, MIT
- Christa Bleyleben, MassGlobal Partners
- Ketil Widerberg, General Manager Oslo Cancer Cluster

Those with initial discussions through Nelsen Biomedical but not present at BIO for follow up of high priority include:

- Johannes Freuhauf, CEO Lab Central
- Susan Wyndham-Bannister, former CEO Mass Life Science Center

Individuals for latter follow-up with insights into incubators and accelerators and potential partnering on these activities include:

- Lesley Stolz or Melinda Richter (JLabs)
- Ryan Bethencourt, IndieBio

## Summary

The knowledge gained at BIO regarding regional marketing strategies used to attract innovation is a useful first step in developing a market, vision and strategy for Discovery Square. Moving forward it will be important for DMC to clearly identify a target group(s) in order to create an effective value proposition for Discovery Square. For example, target groups may include Cell Therapy, Healthcare IT, Big Data plays, diagnostics, healthcare management or others. Target groups may include start-ups or companies expanding their presence in the US. Once identified, we propose further market research to reveal specific infrastructure, resource and service requirements that are integral to the success of these groups. This will facilitate key decisions surrounding the build out of Discovery Square that will in turn cultivate a unique distinctive identity to attract the target group.

Initial benchmarking and insights into best practices through site visits and discussions with those instrumental in growing life science incubators, accelerators, and hubs should be expanded. “Create early successes. Success breeds success” Christa Bleyleben, Managing Partner at MassGlobal Partners. Early successes will serve as role models and case studies that will draw in more people and companies to strategically grow the innovation hub. DMC should develop a plan based on best practices that can be imported successfully to achieve their goals in the unique geography of Rochester, Minnesota. *A*

*first step here would include developing an external advisory group of experts beginning with several key individuals introduced during BIO 2016.*

Lastly, we note that attendance at future conference such as BIO are valuable additions to planning and promoting Discovery Square; but early planning, additional resources and clearly defined responsibilities will increase the ROI of these activities. In addition, if a BIO 2017 presence is anticipated, we strongly recommend the team begin now to pitch and confirm a keynote session or fireside chat similar to that initiated by J Rothe for 2016 (see Appendix). The executive team of BIO was very excited about the proposed fireside chat, and it would provide an exceptional opportunity to share the story and updates on Discovery Square to an audience of 500 life science leaders live next year.

## Marketing Update

To: DMCC Board of Directors  
From: DMC EDA Staff  
Date: August 19, 2016

### **Background:**

Clarity Coverdale Fury (CCF) presented final media and creative plan to DMC Staff on August 11. DMC wants to raise its national profile while demonstrating momentum in Rochester. This phase of the DMC marketing strategy focuses on a coordinated paid media effort and creative supplemented by public relations, communications (newsletter and social media) and outreach strategies.

### **Progress:**

Work completed by CCF consists of the following deliverables:

1. **Brand Messaging:** Developing a collective message about the value proposition of Rochester and the economic drivers for DMC
2. **Marketing Plan:** Creating a marketing plan which will help drive results of the DMC priorities, including realizing the economic development potential of DMC, generating market demand, and building local to international support
3. **Media and Creative Plan:** Gaining national attention for DMC with desired audiences; demonstrating progress being made every day in Rochester; driving traffic to dmc.mn; implementing creative assets and toolkit through integrated marketing and communication channels.

### **Audiences:**

The target audiences are engaged at varying levels, from awareness to action. The timeline prioritizes the audiences:

- Those already invested
- Local, regional and national business partners
- Mayo Clinic Strategic Partners
- Bioscience and other start ups
- Investors and Developers

### **Next Steps:**

Phase II – Execution of the Marketing Plan

CCF has presented a final marketing plan proposal for Phase Two to be reviewed and approved by the DMC EDA.

The execution of the marketing plan includes communication strategies, timeline and scope of work for the marketing deliverables from June 2016 through 2017:

- Finalize targeted media and communication plan
- Network and leverage partnerships through business partners
- Promote proof points locally, nationally and internationally

## Prototyping Event

To: DMCC Board of Directors  
From: DMC EDA Staff  
Date: August 19, 2016

### **Background:**

DMC has been working with Rochester Downtown Alliance and Rochester Art Center on a new program concept for Rochester called PlaceMaker | Rochester Prototyping Festival.

This is a year-long initiative that began in January and will conclude with a final report and analysis in December, punctuated by numerous public events and activities, the most visible of which is the September 15-17 public display of project installations held in conjunction with Mayo Clinic Center for Innovation's Transform Conference.

Prototyping is a business strategy used to evaluate the impact of a project or methodology before investing in the generally high cost of final design and installation. This approach is being used in the urban environment to test out new and creative solutions to city building challenges.

The theme for our program this year is Health and the Built Environment.

Twenty-three prototype proposals were submitted; 16 were selected for funding, development, and installation.

### **Next Steps:**

Preparing for the three day event in September by supporting the individual makers, launching a marketing and communications program, and organizing the event logistics.

## Metrics

To: DMCC Board of Directors  
From: DMC EDA Staff  
Date: August 19, 2016

### **Background:**

All indicators and baseline metrics for the DMC dashboard have been identified and compiled. Wilder Research has been a valued partner in gathering the metrics and DMC EDA staff have had several calls with Wilder Research staff to discuss the results of their work.

DMC EDA continues to refine the presentation format for the dashboard, and we have identified the Central Corridor Funder's Collaborative "Central Corridor Tracker" for Minneapolis and Saint Paul's Green Line Light Rail Transit (LRT) as a model to emulate.

### **Next Steps:**

- 1) Design review of the dashboard
- 2) Publish dashboard
- 3) Examine models for interactive dashboard webpage





# DMC

A Global Destination  
for Health & Healing

# METRICS Dashboard 2015





## DMC Metrics Dashboard: Year I

Destination Medical Center is a one-of-a-kind, \$5.6 billion economic development initiative in Rochester, Minnesota. It is the largest public-private partnership in state history, designed to position Minnesota as a global center for the highest quality medical care and to generate high-value jobs, new tax revenue, and businesses.

The DMC plan was adopted in April 2015 and the Destination Medical Economic Development Agency (DMC EDA) was formed to provide the staffing and services to support the DMC Corporation and to implement the DMC plan working with the City of Rochester.

### DMC Mission

*With Mayo Clinic at its heart, the Destination Medical Center initiative is the catalyst to position Rochester, Minnesota as the world's premier destination for health and wellness; attracting people, investment opportunities, and jobs to America's City for Health and supporting the economic growth of Minnesota, its bioscience sector, and beyond.*

### About the Dashboard

The DMC Metrics Dashboard uses a set of goals, outcomes, and indicators to showcase the impact that the DMC initiative has on the DMC District, the City of Rochester, and the State of Minnesota over time.

**"Goals"** are the five goals of the DMC Development Plan, which have been consolidated into four dashboard goals for ease of data collection and reporting, are the foundation of the DMC Metrics Dashboard.

**"Outcomes"** are the quantifiable results that will demonstrate the achievement of the DMC goals.

**"Indicators"** are the reliable data sources that will illustrate realization of the outcomes.

The DMC EDA has created the DMC Metrics Dashboard to follow a set of indicators that will demonstrate the success of the mission and vision of the DMC initiative. The 2015 DMC Metrics Dashboard provides baseline data from which to measure annual indicator changes. DMC EDA retained Wilder Research on the creation and data population of the DMC Metrics Dashboard.

## DMC Metrics Dashboard Goals

**1 Comprehensive Strategic Plan**  
Create a comprehensive strategic plan with a compelling vision that harnesses the energy and creativity of the entire community.

**2 Attract Private Investment**  
Leverage the public investment to attract more than \$5 billion in private investment to Rochester and the region.

**3 Create Jobs & Generate Tax Revenue**  
Strengthen the local economy.

**4 Become the Destination for Health & Wellness**  
Achieve the highest quality patient, companion, visitor, employee, and resident experience, now and in the future.

**Goal 1: Create a comprehensive strategic plan with a compelling vision that harnesses the energy and creativity of the entire community**

Outcome A: Rochester-area citizens are informed and engaged in on-going DMC planning

Indicator		Baseline 2012	2014 / 2015	Geography
1	Public meetings convened by DMC	TBD	TBD / 11	NA
2	DMC-hosted events	TBD	TBD / 15	NA
3	Presentations by DMC staff and ambassadors in community meetings	TBD	TBD / 126	NA
4	Community engagement via social media and web (Facebook & twitter followers, website visitors)	TBD	TBD / 39,200	NA
5	Hosted Community Leader/Stakeholder Meetings	TBD	TBD / 22	NA

Outcome B: Government officials are informed and engaged in on-going DMC planning

Indicator		Baseline 2012	2014 / 2015	Geography
1	Meetings with State Legislators, County Commissioners, and other officials	TBD	TBD	NA

**Goal 2: Leverage the public investment to attract more than \$5 billion in private investment to Rochester and the region**

Outcome A: Public support will be used to leverage more than \$5.0 billion of Private Investor in DMC over 20 years

Indicator		Baseline 2012	2014 / 2015	Geography
1	Private investment (annual amount)	TBD	TBD / \$85.7 million	DMC District

Outcome B: \$585.0 Million in contributions from the state and local governments

Indicator		Baseline 2012	2014 / 2015	Geography
1	City of Rochester contribution	TBD	\$9.85 Million / TBD	DMC District

Outcome C: Impactful Real Estate development will increase in DMC district

Indicator		Baseline 2012	2014 / 2015	Geography
1	Health & Bio-Tech (square feet)	TBD	TBD / 9.6 million	DMC District + Mayo

2	Retail & Office (square feet)	TBD	TBD / 15.4 million	City of Rochester
3	Hotel (keys)	TBD	TBD / 5,706	DMC District
4	Residential (units)	TBD	TBD / 46,231	City of Rochester

Outcome D: Entrepreneurial activity increases

Indicator		Baseline 2012	2014 / 2015	Geography
1	Number of business establishments in Discovery Square	TBD	TBD	DMC District
2	Patent filings by Mayo	TBD	TBD / 111	NA

Outcome E: New businesses are established in each DMC district

Indicator		Baseline 2012	2014 / 2015	Geography
1	Chamber business members	TBD	TBD / 1,495	Greater Rochester Area
2	New business establishments	TBD	TBD	DMC District

### ***Goal 3: Strengthen the local economy***

Outcome A: Create approximately 35,000 - 45,000 new jobs in the Rochester area

Indicator		Baseline 2012	Timeline 2014 / 2015	Geography
1	Total Employment	2.6 million	2.7 million / TBD	Minnesota
		91,020	92,345 / TBD	Olmsted County
		85,144	86,102 / TBD	City of Rochester
		36,516	36,823 / TBD	DMC District
2	Employment in Healthcare and Social services	435,386	454,509 / TBD	Minnesota
		40,325	40,266 / TBD	Olmsted County
		39,897	39,829 / TBD	City of Rochester
		29,516	29,837 / TBD	DMC District
3	Employment in Educational Services	216,094	218,917 / TBD	Minnesota
		4,680	5,122 / TBD	Olmsted County
		3,852	4,225 / TBD	City of Rochester
		250	TBD	DMC District
4	Employment in Leisure and Hospitality	261,491	269,420 / TBD	Minnesota

		7,983	8,309 / TBD	Olmsted County
		7,469	7,799 / TBD	City of Rochester
		1,983	2,138 / TBD	DMC District
5	Employment in Professional, Scientific, and Technical Services	131,386	141,736 / TBD	Minnesota
		1,562	1,558 / TBD	Olmsted County
		1,475	1,460 / TBD	City of Rochester
		485	469 / TBD	DMC District
6	Employment in Construction	101,595	114,261 / TBD	Minnesota
		2,926	3,359 / TBD	Olmsted County
		2,070	2,299 / TBD	City of Rochester
		220	228 / TBD	DMC District
7	Construction MBE Goals	TBD	TBD	DMC District
8	Established business with satellite offices	TBD	TBD	DMC District
9	Number of higher education students (2 year and 4 year institutions)	10,628	TBD	City of Rochester
10	Number of workforce development programs	TBD	7 / TBD	City of Rochester

Outcome B: Generate approximately \$7.5 - \$8.0 billion in new net tax revenue over 35 years

Indicator		Baseline 2012	Timeline 2014 / 2015	Geography
1	State tax revenues	\$14.6 billion	TBD	Minnesota
2	County tax revenues	\$579 million	TBD	Olmsted County
3	City tax revenues	TBD	TBD	City of Rochester
4	School district tax revenues	TBD	TBD	City of Rochester

***Goal 4: Achieve the highest quality patient, companion, visitor, employee, and resident experience, now and in the future***

Outcome A: More people visit Rochester

Indicator		Baseline 2012	2014 / 2015	Geography
1	Annual Total of Hotel Stays (Rooms booked)	1.1 million	1.2 million / 1.3 million	City of Rochester
2	Average Hotel Occupancy (Percent of available rooms booked)	57.9%	62.1% / 61.9%	City of Rochester
3	Number of rooms available to rent	5,270	5,419 / 5,706	City of Rochester
4	Number of convention center events	358	367 / 274	City of Rochester
5	Number of convention center attendees	316,312	303,087 / 288,603	City of Rochester
6	Number of "National Patients"	TBD	TBD / 115,748	DMC District

Outcome B: Increase recreational and leisure opportunities				
Indicator		Baseline 2012	2014 / 2015	Geography
1	Arts and culture events	663	790 / 893	City of Rochester
2	Arts and culture event attendees	449,585	358,156 / 494,376	City of Rochester
3	Sporting events	69	73 / 80	City of Rochester
4	Sporting event attendees	92,700	118,900 / 114,550	City of Rochester
5	Outdoor recreation: Number of parks	112	TBD	City of Rochester
		5	TBD	DMC District
6	Outdoor recreation: Park acreage	3,661	TBD	City of Rochester
		60.3	TBD	DMC District
7	Outdoor cafes in the DMC district	TBD	TBD	DMC District
Outcome C: Create a healthier environment for residents, patients, and visitors				
Indicator		Baseline 2012	2014 / 2015	Geography
1	Obesity Rate	25.7%	25.5% / 27.6%	Minnesota
		TBD	TBD / 28%	Olmsted County
2	Diabetes Rate	7.3%	7.4% / 8.1	Minnesota
		TBD	13% / TBD	Olmsted County
3	Vaccination Rate (Childhood Vaccination Series)	TBD	TBD	Minnesota
		TBD	82% / TBD	Olmsted County
4	Number of Park & Rec activities (or programs)	TBD	TBD	City of Rochester
5	Number participating in park and rec activities	TBD	TBD	City of Rochester
6	Nice ride usage (biking)	TBD	TBD	DMC District
7	Percentage of days air quality is "good"	76.6%	85.5% / 89.5%	Olmsted County
8	Energy from renewable hydro sources (Mega Watt Hours)	13,032	12,749 / 12,835	City of Rochester
9	Energy from renewable photovoltaic sources: Net Metering Customers	TBD	33 / 56	City of Rochester
10	Energy from renewable wind sources: Net Metering Customers	TBD	0.003 / 0.003	City of Rochester
Outcome D: History is protected				
Indicator		Baseline 2012	2014 / 2015	Geography
1	Number of National Register of Historic Places within Rochester	14	TBD	City of Rochester
Outcome E: Improved transportation system				
Indicator		Baseline 2012	2014 / 2015	Geography

1	Proportion of residents with a commute time of less than 30 minutes	70%	68.4% / TBD	Minnesota
		88.1%	87.4% / TBD	Olmsted County
		89.3%	90.6% / TBD	City of Rochester
2	Transit system ridership	1.74 million	1.67 / 1.8 million	City of Rochester
3	Number of transit stops	590	TBD / 616	City of Rochester
4	Transit weekday operation run time (hours per day)	TBD	TBD / 12.5	City of Rochester
5	Transit weekend operation run time (hours per day)	TBD	TBD / 10.25	City of Rochester
6	Mode shift goal progress (% not commuting to work via car)	13%	13.5% / TBD	Minnesota
		12.9%	15.1% / TBD	Olmsted County
		14.8%	17.1% / TBD	City of Rochester

Outcome F: Housing options are affordable for all ranges of incomes

Indicator		Baseline 2012	2014 / 2015	Geography
1	Share of households paying less than 30% of their income for housing	69.9%	71.7% / TBD	Minnesota
		74.2%	76.5% / TBD	Olmsted County
		73.7%	74.7% / TBD	City of Rochester
2	Share of homeowners paying less than 30% of their income for housing	76.7%	79.2% / TBD	Minnesota
		82.5%	84.6% / TBD	Olmsted County
		83.9%	84.5% / TBD	City of Rochester
3	Share of renters paying less than 30% of their income for housing	51.8%	51.7% / TBD	Minnesota
		50.6%	53.7% / TBD	Olmsted County
		49.0%	52.3% / TBD	City of Rochester



# Context Data

## Population & Demographics (part 1)- total population, and by age

	2012	2014
<b>Minnesota</b>		
Total population	5,380,443	5,457,125
Number of households	2,111,943	2,129,195
<i>Number of households (Margin of Error)</i>	<i>+/-6,274</i>	<i>+/-6,975</i>
Age (Children, Workforce age, Older adults)		
0-17	1,277,800	1,283,108
18-64	3,371,429	3,396,232
65+	729,910	777,833
<b>Olmsted</b>		
Total population	147,048	150,199
Number of households	57,099	58,607
<i>Number of households (Margin of Error)</i>	<i>+/-1,268</i>	<i>+/-997</i>
Age (Children, Workforce age, Older adults)		
0-17	36,681	36,965
18-64	90,914	92,567
65+	19,471	20,755
<b>Rochester</b>		
Total population	108,814	111,007
Number of households	43,101	44,661
<i>Number of households (Margin of Error)</i>	<i>+/-1,150</i>	<i>+/-1,030</i>
Age (Children, Workforce age, Older adults)		
0-17	26,018	25,991
18-64	68,492	69,297
65+	14,484	16,110
<b>DMC District (all)</b>		
Total population	-	3,255
Number of households	-	1,942
<i>Number of households (Margin of Error)</i>	-	<i>71</i>
Age (Children, Workforce age, Older adults)		
0-17	-	314
18-64	-	1,860
65+	-	1,081

## Population & Demographics (part 2)- by race/ethnicity

	2012		2014	
<b>Minnesota</b>				
Race & ethnicity	#	%	#	%
Total Population	5,380,443	100%	5,457,125	100%
White (non-hispanic)	4,424,944	82.2	4,437,012	81.3
American Indian	56,230	1	56,934	1
Asian	226,902	4.2	250,352	4.6
Black	287,165	5.3	312,432	5.7
Some Other Race	73,363	1.4	85,069	1.6
Two or More Races	136,449	2.5	143,035	2.6
Hispanic (of any race)*	264,025	4.9	276,440	5.1
<b>Olmsted</b>				
Race & ethnicity				
Total Population			147,431	100.0%
White (non-hispanic)			121,524	82.4%
American Indian			192	0.1%
Asian			8,271	5.6%
Black			7,494	5.1%
Some Other Race			1,087	0.7%
Two or More Races			3,681	2.5%
Hispanic (of any race)*			6,501	4.4%
<b>Rochester</b>				
Race & ethnicity				
Total Population			109,252	100.0%
White (non-hispanic)			85,287	78.1%
American Indian			180	0.2%
Asian			7,765	7.1%
Black			7,237	6.6%
Some Other Race			938	0.9%
Two or More Races			3,180	2.9%
Hispanic (of any race)*			5,871	5.4%
<b>DMC</b>				
Race & ethnicity				
Total Population	-	-	3,255	100%
White (non-hispanic)	-	-	2,382	73.2
American Indian	-	-	16	0.5
Asian	-	-	262	8
Black	-	-	385	11.8
Some Other Race	-	-	15	0.5
Two or More Races	-	-	100	3.1
Hispanic (of any race)*	-	-	131	4

## Population & Demographics (part 3)- Household Income levels

	2012		2014	
<b>Minnesota</b>				
	#	%	#	%
Total Households	2,111,943	100.0%	2,129,195	100.0%
Less than \$24,999	414,907	19.6%	394,539	18.5%
\$25,000 to \$49,999	485,589	23.0%	463,417	21.8%
\$50,000 to \$99,999	702,081	33.2%	698,652	32.8%
\$100,000 or more	509,366	24.1%	572,587	26.9%
Median Income (nominal dollars) \$	58,906	-	61,481	-
Median Income (2014 dollars) \$	60,728	-	61,481	-
<b>Olmsted</b>				
Total Households	57,099	100.0%	58,607	100.0%
Less than \$24,999	9,458	16.6%	8,295	14.2%
\$25,000 to \$49,999	12,508	21.9%	11,486	19.6%
\$50,000 to \$99,999	19,900	34.9%	19,452	33.2%
\$100,000 or more	15,233	26.7%	19,374	33.1%
Median Income (nominal dollars) \$	63,803	-	69,731	-
Median Income (2014 dollars) \$	65,776	-	69,731	-
<b>Rochester</b>				
Total Households	43,101	100.0%	44,661	100.0%
Less than \$24,999	7,843	18.2%	6,466	14.5%
\$25,000 to \$49,999	9,286	21.5%	9,758	21.8%
\$50,000 to \$99,999	15,157	35.2%	14,759	33.0%
\$100,000 or more	10,815	25.1%	13,678	30.6%
Median Income (nominal dollars) \$	61,741	-	64,726	-
Median Income (2014 dollars) \$	63,650	-	64,726	-
<b>DMC</b>				
Total Households	-	-	1,942	100.0%
Less than \$24,999	-	-	853	43.9%
\$25,000 to \$49,999	-	-	461	23.7%
\$50,000 to \$99,999	-	-	409	21.0%
\$100,000 or more	-	-	221	11.4%
Median Income (nominal dollars)	-	-	\$ 33,340	-
Median Income (2014 dollars)	-	-	\$ 33,340	-

# Context Data

## Population & Demographics (part 4)- Population in Poverty

	2012			2014		
	Population for whom poverty status is determined	below poverty	% below poverty	Population for whom poverty status is determined	below poverty	% below poverty
<b>Minnesota</b>	5,257,443	598,371	11.4%	5,332,552	611,354	11.5%
<b>Olmsted</b>	144,303	15,138	10.5%	148,036	15,223	10.3%
<b>Rochester</b>	106,462	13,397	12.6%	109,328	11,686	10.7%
<b>DMC</b>				2,909	697	24.0%

## Population & Demographics (part 5)- Unemployment Rate

	2012			2015		
	Civilian labor Force 16+	Unemployed	Unemployment Rate (%)	Civilian labor Force 16+	Unemployed	Unemployment Rate (%)
<b>Minnesota</b>	2,958,272	165,129	5.6	3,010,366	111,502	3.7
<b>Olmsted</b>	82,879	3,646	4.4	83,552	2,479	3
<b>Rochester</b>	60,846	2,664	4.4	61,366	1,846	3
<b>DMC</b>						

## Population & Demographics (part 6)- Educational Attainment

	2012		2014	
	#	%	#	%
<b>Minnesota</b>				
Total Population 25+	3,600,744	100%	3,672,583	100%
Less than high school graduate	270,170	7.5%	272,508	7.4%
High school graduate (includes equivalency)	952,141	26.4%	943,377	25.7%
Some college or associate's degree	1,183,093	32.9%	1,198,164	32.6%
Bachelor's degree	807,626	22.4%	834,094	22.7%
Graduate or professional degree	387,714	10.8%	424,440	11.6%
<b>Olmsted County</b>				
Total Population 25+	98,846	100%	102,187	100%
Less than high school graduate	5,998	6.1%	6,220	6.1%
High school graduate (includes equivalency)	20,925	21.2%	20,377	19.9%
Some college or associate's degree	32,675	33.1%	32,169	31.5%
Bachelor's degree	24,558	24.8%	23,501	23.0%
Graduate or professional degree	14,690	14.9%	19,920	19.5%
<b>City of Rochester</b>				
Total Population 25+	73,541	100%	76,697	100%
Less than high school graduate	4,642	6.3%	5,315	6.9%
High school graduate (includes equivalency)	14,557	19.8%	14,842	19.4%
Some college or associate's degree	23,798	32.4%	22,599	29.5%
Bachelor's degree	18,684	25.4%	17,782	23.2%
Graduate or professional degree	11,860	16.1%	16,159	21.1%
<b>DMC</b>				
Total Population 25+	-	-	2,651	100%
Less than high school graduate	-	-	289	10.9%
High school graduate (includes equivalency)	-	-	620	23.4%
Some college or associate's degree	-	-	607	22.9%
Bachelor's degree	-	-	455	17.2%
Graduate or professional degree	-	-	680	25.7%

TO: Jim Bier, Treasurer  
Kathleen Lamb, Attorney

FR: Dale Martinson, Assistant Treasurer

Date: August 18, 2016

RE: July 2016 Financial Budget Summary



The attached summary for July reflects expenditures to date totaling \$ 981,148 of the 2016 budget of \$4,260,812. The total remaining 2016 budget of \$ 3,279,664 represents 77% of the original budget remaining with 5 months (42%) of the year remaining.

In the DMCC direct costs section, the \$2,279 outlay in July was primarily attorney fees and building rental.

The second page of this summary now reflects DMCC approved CIP project costs that are being implemented by the City. Total capital expenditures of \$7,050,629 primarily represents the Chateau Theater purchase as well as the various transit studies underway. This is our first attempt at this so please offer any suggestions you might have as to format.

The DMC EDA costs are billed both through Master Application for Payments (MAPs) for outside contractors and through working capital loan advances for the EDA payroll and other operational expenses. DMC EDA Payroll and Operational expenses paid through July amounted to \$316,701 with contract payments through the MAP process totaling \$552,762. Details of those contract payments including remaining contract commitments can be found on the third through fifth pages of the summary as provided by the DMC EDA.

An additional MAP request for was submitted in early August for July expenses in the amount of \$23,991. These costs are not reflected in the totals of the May report.

Please feel free to contact me with any questions or concerns.

Destination Medical Center Corporation  
**Financial Budget Summary**  
 July 2016

	2016 Approved Approved Budget	Curent Month July 2016	July 2016 YTD	Amount Remaining	Percent Remaining
<b>DMCC Board Expenses</b>	36,612		573	36,039	98%
<b>General Administrative Services</b>	180,600	5,317	27,988	152,612	85%
<b>Professional Services</b>	780,600	39,054	83,123	697,477	89%
<b>City Expenses</b>	275,000	-	-	275,000	100%
<b>Subtotal DMCC</b>	<b>1,272,812</b>	<b>44,371</b>	<b>111,684</b>	<b>1,161,128</b>	<b>91%</b>
<b>Third Party Costs - DMC EDA *</b>					
Payroll, Staff, Administration & Benefits-EDA	777,000	61,534	318,504	458,496	59%
DMC EDA Operational Costs	163,000	3,336	20,712	142,288	87%
Economic Development Outreach & Support	495,000		21,655	473,345	96%
Professional Services	1,148,000	98,257	435,673	712,327	62%
Miscellaneous Expenses	405,000		72,920	332,080	82%
<b>Subtotal EDA</b>	<b>2,988,000</b>	<b>163,126</b>	<b>869,464</b>	<b>2,118,536</b>	<b>71%</b>
<b>Total DMCC 2016</b>	<b>4,260,812</b>	<b>207,497</b>	<b>981,148</b>	<b>3,279,664</b>	<b>77%</b>
* Note: An additional EDA July Request for May totalling \$23,990.56 was outstanding as of 7/31/2016 and paid in August.				DMCC Working Capital Note EDA Working Capital Note	1,000 50,000

**DMCC Authorized CIP Projects  
Managed by the City of Rochester**

As Of July 31,2016

DMCC Project	DMCC Project Revenues	DMCC Project Expenditures to Date	DMCC Project Budget
8611C- - Sn/S12AvSW/NW<2StSW>2StNW		3,827	300,000
8612C- - WZmbrRvrSn/SRlflin<CookPk>CCDr			200,000
8613C- - Chateau Theatre Bldg Purchase	502,655	6,159,794	500,000
8614C- - DMCTransit&InfrastrctrPgrmMgmt		393,788	500,000
8617C- - Broadway @ Center Parking Ramp			10,500,000
8618C- - SharedParkngStudy&PrgmDevlpmnt		142,865	200,000
8620C- - City Loop Plan		108,904	200,000
8621C- - Transit Circulator Study		116,099	538,535
8623C- - DMCC Street Use Study		125,351	775,465
Totals	502,655	7,050,629	13,714,000

**Master Application for Payment**  
Destination Medical Center Economic Development Agency

**Application Details**

Application Number:	<b>June 2016</b>
Application Date:	7/1/2016
Period From:	6/1/2016
Period To:	6/30/2016

**Sources of Funds:**

City Contribution	\$ 101,592.62
-	\$ -
-	\$ -
-	\$ -
<b>Total Sources</b>	<b>\$ 101,592.62</b>

**Uses of Funds:**

EDA Staff Costs	\$ -
EDA Operational Costs	\$ 3,336.00
Econ Dev Outreach & Support	\$ -
Professional Services	\$ 98,256.62
Miscellaneous Costs	\$ -
<b>Total Uses</b>	<b>\$ 101,592.62</b>

**Statement of Project**

Original 2016 Budget	\$ 2,988,188.00
Current 2016 Budget	\$ 2,988,188.00
<hr/>	
Total completed to date via MAP process	\$ 552,762.67
Retainage to Date	\$ -
Total completed via MAP process less retainage	\$ 552,762.67
Less previous Map requests	\$ 451,170.05
<b>Current MAP Request Amount Due</b>	<b>\$ 101,592.62</b>
<hr/>	
2016 operational expenses funded to date	\$ 316,701.11
<b>Total 2016 City Contribution</b>	<b>\$ 869,463.78</b>
<i>% of 2016 Budget</i>	<i>29.1%</i>

**Approvals**

EDA:	Date
DMCC:	Date



**Master Application for Payment**  
Destination Medical Center Economic Development Agency

Master Application For Payment Detail: June 2016

7/1/2016

DMC EDA P&L Description	Vendor	Contract #	Previous Billings	Current Work in Place	Total Work to Date
<b>EDA Staff Costs</b>			<b>\$ 1,803.15</b>	<b>\$ -</b>	<b>\$ 1,803.15</b>
Payroll	Smart-Fill	NA	\$ 1,803.15	\$ -	\$ 1,803.15
<b>EDA Operational Costs</b>			<b>\$ 17,375.62</b>	<b>\$ 3,336.00</b>	<b>\$ 20,711.62</b>
Website, Drafting, Hosting	Brandhoot	4043	\$ 15,924.00	\$ 3,336.00	\$ 19,260.00
Website, Drafting, Hosting	Brandhoot	NA	\$ 210.00	\$ -	\$ 210.00
IT Hardware & Support	Data Smart	4044	\$ 1,241.62	\$ -	\$ 1,241.62
<b>Econ Dev Outreach &amp; Support</b>			<b>\$ 21,655.00</b>	<b>\$ -</b>	<b>\$ 21,655.00</b>
Conferences, Meetings, Travel & Sponsorships	DEED	NA	\$ 5,000.00	\$ -	\$ 5,000.00
Outreach, Print & Collateral	Fuse Digital	4042	\$ 2,025.00	\$ -	\$ 2,025.00
Outreach, Print & Collateral	Journal Communications	NA	\$ 8,755.00	\$ -	\$ 8,755.00
Conferences, Meetings, Travel & Sponsorships	Minnesota Chamber of Commerce Exec	NA	\$ 450.00	\$ -	\$ 450.00
Conferences, Meetings, Travel & Sponsorships	RCTC	NA	\$ 600.00	\$ -	\$ 600.00
Conferences, Meetings, Travel & Sponsorships	Rochester Area Chamber of Commerce	NA	\$ 3,950.00	\$ -	\$ 3,950.00
Conferences, Meetings, Travel & Sponsorships	Rochester Downtown Alliance	NA	\$ 750.00	\$ -	\$ 750.00
Conferences, Meetings, Travel & Sponsorships	Rochester Trolley & Tour Company	NA	\$ 125.00	\$ -	\$ 125.00
<b>Professional Services</b>			<b>\$ 337,416.18</b>	<b>\$ 98,256.62</b>	<b>\$ 435,672.80</b>
Other Contracting Services	Brandhoot	4016	\$ 4,367.52	\$ -	\$ 4,367.52
Other Contracting Services	Catharine Jones	4058	\$ 3,780.00	\$ 1,455.00	\$ 5,235.00
Marketing Communications & Advertising	Clarity Coverdale Fury (CCF)	4052	\$ 50,000.00	\$ 50,000.00	\$ 100,000.00
Marketing Communications & Advertising	Clarity Coverdale Fury (CCF)	NA	\$ 3,700.00	\$ -	\$ 3,700.00
Financial Reporting Services	CliftonLarsonAllen	NA	\$ 2,950.00	\$ -	\$ 2,950.00
Financial Reporting Services	Lund Tax & Accounting	NA	\$ 720.00	\$ -	\$ 720.00
Other Contracting Services	Deluxe	NA	\$ 643.02	\$ -	\$ 643.02
Other Contracting Services	EJ Photography	NA	\$ 350.00	\$ -	\$ 350.00
Other Contracting Services	Gina Osmond	NA	\$ 1,312.50	\$ -	\$ 1,312.50
Other Contracting Services	Himle Rapp	4056	\$ 81,545.83	\$ 16,332.17	\$ 97,878.00

## Master Application for Payment

Destination Medical Center Economic Development Agency

Master Application For Payment Detail: June 2016			7/1/2016		
Other Contracting Services	Imagebridge Design	NA	\$ 18,960.00	\$ 4,140.00	\$ 23,100.00
Other Contracting Services	Inspire MN, LLC	4041	\$ 35,525.00	\$ 7,752.50	\$ 43,277.50
Other Contracting Services	Majestic Tents & Events	NA	\$ 1,230.31	\$ -	\$ 1,230.31
Other Contracting Services	MarketaBelle	4055	\$ 18,108.00	\$ 2,220.00	\$ 20,328.00
Other Contracting Services	Medical Alley	NA	\$ 1,575.00	\$ -	\$ 1,575.00
Other Contracting Services	Michael Best	NA	\$ 200.00	\$ -	\$ 200.00
Other Contracting Services	Momentum	NA	\$ 2,000.00	\$ -	\$ 2,000.00
Other Contracting Services	Nelsen BioMedical	4057	\$ 37,357.00	\$ 16,356.95	\$ 53,713.95
Other Contracting Services	Nelson Nygaard	NA	\$ 1,235.00	\$ -	\$ 1,235.00
Other Contracting Services	Our City	NA	\$ 16,260.00	\$ -	\$ 16,260.00
Other Contracting Services	St Paul River Front Corporation	NA	\$ 4,997.00	\$ -	\$ 4,997.00
Other Contracting Services	Terra Eclipse, Inc.	NA	\$ 21,600.00	\$ -	\$ 21,600.00
Other Contracting Services	Wilder Research	4054	\$ 16,500.00	\$ -	\$ 16,500.00
Other Contracting Services	University of Minnesota	4053	\$ 12,500.00	\$ -	\$ 12,500.00
<b>Miscellaneous Costs</b>			<b>\$ 72,920.10</b>	<b>\$ -</b>	<b>\$ 72,920.10</b>
Insurance & Taxes	Aon Risk Services		<b>\$ 72,920.10</b>	<b>\$ -</b>	<b>\$ 72,920.10</b>
<b>Project Total</b>			<b>\$ 451,170.05</b>	<b>\$ 101,592.62</b>	<b>\$ 552,762.67</b>

**Master Application for Payment**  
 Destination Medical Center Economic Development Agency

Master Application For Payment Detail: June 2016

7/1/2016

Vendor Name	Description	Contract #	Invoice #	Invoice Date	Invoice Amount
Brandhoot	Website Maintenance Agreement	4043	1455	6/1/2016	\$ 3,336.00
Catharine Jones	Communications Support (June)	4058	4	6/30/2016	\$ 1,455.00
Clarity Coverdale Fury	Project Order #5 (Description)	4052	PO #5	6/30/2016	\$ 50,000.00
Himle Rapp	June Strategy Support	4056	616	7/5/2016	\$ 16,332.17
Image Bridge	Design Support	4061	16080	6/30/2016	\$ 4,140.00
Inspire MN	Communications Support (June)	4041	109-1	6/30/2016	\$ 4,515.00
Inspire MN	Event Support (Bio 2016 - June)	PO# 1020	109-3	6/30/2016	\$ 1,592.50
Inspire MN	Event Support (June)	PO# 1020	109-2	6/30/2016	\$ 1,645.00
Marketabelle	Social Media Management (June)	4055	4	6/30/2016	\$ 2,148.00
Marketabelle	Social Media Management (June)	4055	4	7/1/2016	\$ 72.00
Nelsen Biomedical	Bio 2016 Conference Contract & Bio Support	4057	1046	6/30/2016	\$ 16,356.95
<b>Total Invoices</b>					<b>\$ 101,592.62</b>