



**DMC**  
Destination Medical Center

In the middle of  
**EVERYWHERE**



## RESOURCE GUIDE:

A Guide to Building and Development  
for Destination Medical Center



# DMC RESOURCE GUIDE

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## WELCOME

Thank you for your interest in Destination Medical Center (DMC). The Destination Medical Center Economic Development Agency (DMC EDA) is pleased to provide the “Resource Guide: A Guide to Building and Development for Destination Medical Center” in Rochester, Minnesota.

DMC sets in motion a new future for Rochester as one of the most economically vibrant, densely settled cities in the Upper Midwest. With Mayo Clinic at its heart, the Destination Medical Center (DMC) initiative is the catalyst to position Rochester, Minnesota, as the world's premier destination center for health and wellness. DMC is attracting people, investment, and jobs to “America's City for Health” and support the economic growth of Minnesota including its life science sector.

Rochester is to become the epicenter of this economic boom with a dramatic transformation in cultural and entertainment offerings, recreational and community amenities, hospitality, and transportation infrastructure. The Destination Medical Center initiative puts you in the middle of it all. We are working in coordination with the City of Rochester, and both the DMC EDA and the City are available to guide you through this process.

In this guide, you will find tools and resources to assist you as you consider development in DMC. However, we realize that every development project is different and encourage you to contact the DMC EDA at [info@dmc.mn](mailto:info@dmc.mn) or call (507) 216-9720 for your development-related needs.

Thank you for your interest in DMC. We look forward to working with you.

Sincerely,

Lisa Clarke  
Executive Director  
Destination Medical Center Economic Development Agency

NOTE: The Resource Guide is divided into sections and provides relevant information on DMC development and a market overview. Please keep in mind that the process described in this guide is intended to gather and evaluate data and help the DMC Corporation and City of Rochester make informed decisions about DMC public funding investments. The DMC EDA staff is charged with facilitating this process and partnering with you and the City of Rochester to make the DMC vision a reality.

## DESTINATION MEDICAL CENTER—A UNIQUE OPPORTUNITY

### Creating a Global Destination for Health & Wellness

Picture a compass in your hand with the Destination Medical Center (DMC) putting you in the middle of everywhere – investment, growth, health, education, community, innovation, medicine, culture, recreation. Great cities are great destinations. They are vibrant places where people come together to work, live, and share experiences. They are centers for culture. They are places that are attractive to residents and visitors alike. Finally, they are places that engage individuals in ways that meet and often exceed their expectations. Broad involvement by residents and community groups of Rochester has been and will always be central to the plan's success.

The DMC initiative passed into law in May 2013, providing \$585 million in state and local funding over a 20-year period to support public-infrastructure projects aligned with the DMC vision. DMC, a public-private partnership between the State of Minnesota, the City of Rochester, Olmsted County, and Mayo Clinic, is the largest economic development initiative in Minnesota and one of the largest in the country.

#### DMC Mission:

With Mayo Clinic at its heart, the DMC initiative will be the catalyst to position Rochester, Minnesota, as the world's premier destination center for health and wellness. DMC will attract people, investment, and jobs to America's City for Health and support the economic growth of Minnesota and its life science sector.



#### DMC Vision:

To provide a high-quality patient, companion, visitor, and community member experience to become the world's premier destination medical community.

#### DMC Goals:

- **Create a comprehensive strategic plan** with a compelling vision that harnesses the energy and creativity of the entire community.
- **Leverage the public investment** (\$585 million) to attract more than \$5 billion in private investment to Rochester and the region.
- **Create approximately 30,000 new jobs**, with workforce development strategies that support growth.
- **Generate approximately \$7.5 – \$8.0 billion in new net tax revenue** over 35 years.
- **Achieve the highest quality experience** for patients, companions, visitors, employees, and residents, now and in the future.

For more information, contact the DMC EDA at [info@dmc.mn](mailto:info@dmc.mn) or call (507) 216-9720.



## DMC—A PRIVATE-PUBLIC PARTNERSHIP

The DMC initiative has been structured as a private-public partnership with balanced responsibilities and governance between the primary stakeholders. This outline summarizes the collaboration of these parties throughout the DMC Development Plan.

### ► DMC CORPORATION

#### GOVERNANCE & FINANCE

- Governed by Board of Directors
- Project Oversight
- Insures Compliance with Statutory Intent
- Approves Annual Operating Budget

#### IMPLEMENTATION

- Project Oversight
- Review/Approval of Project Applications and Funding Requests
- With City, Reporting to State

### ► CITY OF ROCHESTER

#### GOVERNANCE & FINANCE

- Governed by City Council
- Funds City Investment (Public Infrastructure Projects)
- Serves as Fiscal Agent for Project
- Approves Projects through Seats on DMC Corporation Board and Separate City Council Approval
- Approves Annual Operating Budget
- Funds Administrative Costs

#### IMPLEMENTATION

- Proposes City Projects for DMC Funding
- Oversees Construction of City Projects
- Ongoing Operations and Maintenance of City Projects
- With EDA, Facilitates Projects/DMC Funding Requests
- With DMC Corporation, Reporting to State

### ► STATE OF MINNESOTA

#### GOVERNANCE & FINANCE

- Governed by Governor and Legislature
- Funds State Investment
- Certification of Investments

#### IMPLEMENTATION

- Oversight through Annual Reporting and Certifications

### ► DMC EDA

#### GOVERNANCE & FINANCE

- Governed by Board of Directors;
- The DMC Corporation, including Accounting and Reporting Functions
- No Approval Rights

#### IMPLEMENTATION

- Provides Ongoing Services in Accordance with DMC Act
- Recommends Strategic Priorities and Projects in Each Phase of Development
- Facilitates the Implementation of the Development Plan Strategies, Projects and Investments
- Assists in Project Applications and Funding Requests
- Supports DMC Corporation, including Project Management, Development, Advisory Services, and Marketing
- Coordination with the City, County, Mayo Clinic, and Other Stakeholders
- Ongoing Community Engagement and Project Communications
- Refresh Development plan every 5 years

### ► OLMSTED COUNTY

#### GOVERNANCE & FINANCE

- Governed by County Board
- Funds County Investment (Transit Infrastructure)
- Approves Projects through Seat on DMC Corporation Board

#### IMPLEMENTATION

- Proposes County Projects for DMC Funding
- Oversees Construction of County Projects
- Ongoing Operations and Maintenance of County Projects

## DEVELOPMENT REVIEW PROCESS

This section provides an overview of the funding application/approval process that will be followed by the DMC Corporation and City of Rochester in the review and approval of projects seeking DMC funding.

The deliberative process for identifying, evaluating, and ultimately approving or denying public infrastructure projects within DMC was designed to provide **efficiency, timeliness, and consistency** to all applicants for DMC funds. The DMC Development Plan establishes a detailed framework to identify and prioritize development in the market and to approve public infrastructure projects. Application for DMC funding can be found on the DMC website at [dmc.mn/devapplication](http://dmc.mn/devapplication).

### DMC DEVELOPMENT PLAN

The DMC Development Plan is intended to transform Rochester into a dynamic, urban center with places that foster lasting experiences, create an active and attractive environment, and boost the economy. These places are organized into six sub-districts:

#### DMC SUB-DISTRICTS:

##### Discovery Square

A new address for the future of life-science, research, education, and technological innovation, Discovery Square will be a keystone to the DMC economic development strategy.

##### Heart of the City

The heart of the downtown, this sub-district will create a true center of the city, a crossroads where Mayo Clinic, commercial, hospitality, retail, and residential meet.

##### Central Station

Central Station will be a cornerstone of the plan for future growth in Rochester. The location is ideal as a transit hub to support the community, visitors, and patients.

##### Downtown Waterfront

The downtown waterfront will transform the perception of Rochester as a medical campus into a vibrant destination city.

##### Saint Marys Place

Saint Marys Place will establish a civic square and monumental gateway at one of the primary entry points to Rochester.

##### UMR and Recreation Area

This sub-district will incorporate the University of Minnesota Rochester (UMR) master plan and the northern edge of Soldier's Field as an anchoring element to the DMC Development District and strategies for growth.

*The full version of the DMC Development Plan can be found on the DMC website at <http://dmc.mn/investors-developers/>.*

## ELIGIBILITY REQUIREMENTS

For a project to be eligible for DMC funding, the project must be:

- (1) Within the DMC District and
- (2) A public infrastructure project.

### DMC Development District

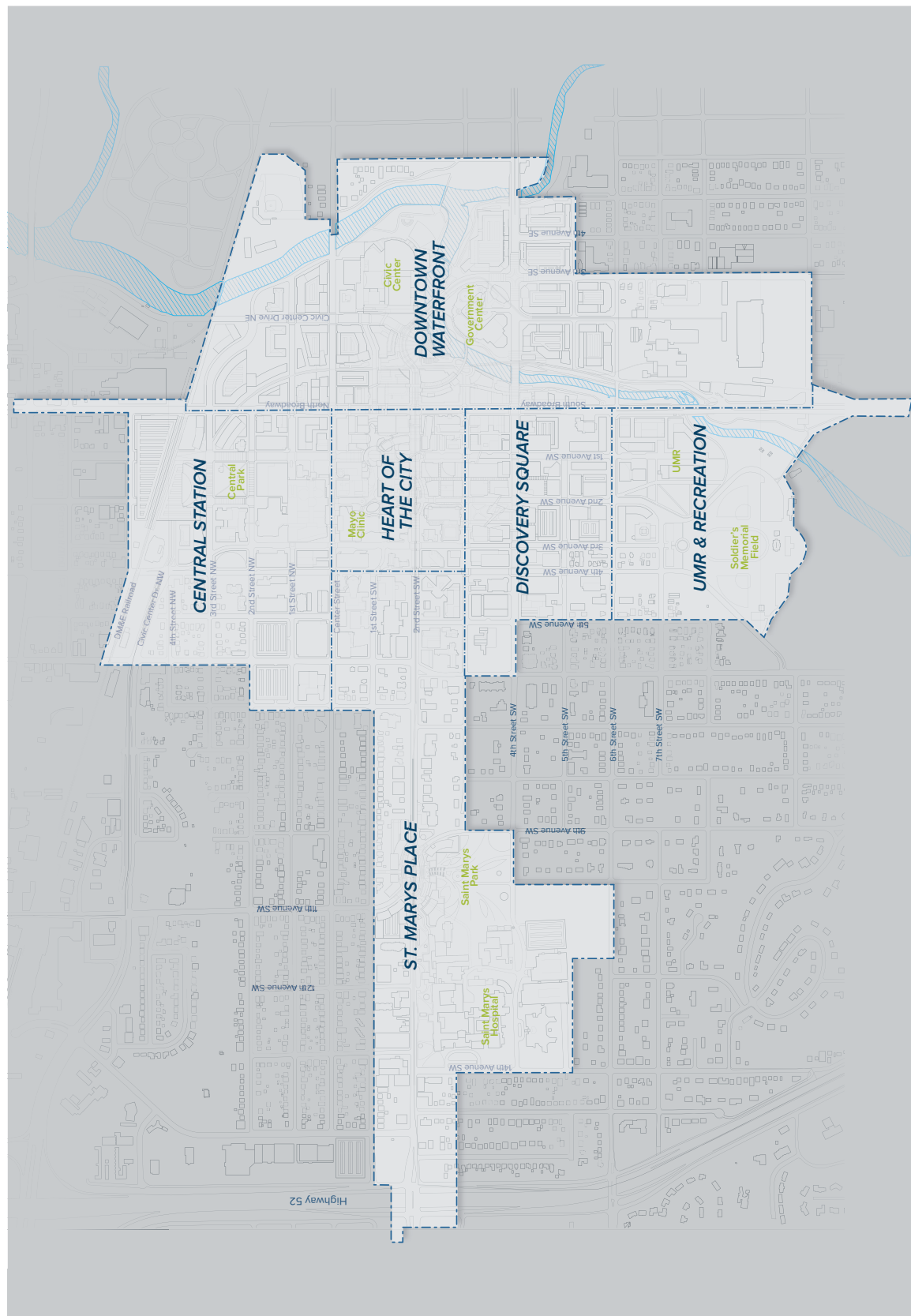
View the DMC Development District Program Map on page 8 or at <http://dmc.mn/maps/>.

### Public Infrastructure Project

Public infrastructure project refers to a project financed in part or in whole with public money to support the development plans, as identified in the DMC Development Plan. A public infrastructure project may:

- (1) Acquire real property and other assets associated with the real property.
- (2) Demolish, repair, or rehabilitate buildings.
- (3) Remediate land and buildings as required to prepare the property for acquisition or development.
- (4) Install, construct, or reconstruct elements of public infrastructure required to support the overall development of the destination medical center development district, including, but not limited to, streets, roadways, utility systems and related facilities, utility relocations and replacements, network and communication systems, streetscape improvements, drainage systems, sewer and water systems, subgrade structures and associated improvements, landscaping, facade construction and restoration, wayfinding and signage, and other components of community infrastructure.
- (5) Acquire, construct or reconstruct, and equip parking facilities and other facilities to encourage intermodal transportation and public transit.
- (6) Install, construct or reconstruct, furnish, and equip parks, cultural, and recreational facilities, facilities to promote tourism and hospitality, conferencing and conventions, and broadcast and related multimedia infrastructure.
- (7) Make related site improvements, including, without limitation, excavation, earth retention, soil stabilization and correction, and site improvements to support the destination medical center development district.
- (8) Prepare land for private development and to sell or lease land.
- (9) Provide costs of relocation benefits to occupants of acquired properties.
- (10) Construct and equip all or a portion of one or more suitable structures on land owned by the City for sale or lease to private development, provided, however, that the portion of any structure directly financed by the city as a public infrastructure project must not be sold or leased to a medical business entity.

## DMC DEVELOPMENT DISTRICT PROGRAM MAP





## DMC APPLICATION AND APPROVAL PROCESS

### BACKGROUND

The DMC Economic Development Agency (EDA) is responsible for implementing the DMC Development Plan over the next 20 years and working with private developers and investors to help facilitate projects and private investments that support the DMC vision.

DMC EDA's services offer developers the opportunity to:

- Walk through the specifics of the application process
- Present their projects in an informal setting under what are considered to be development reviews.

The first two development review projects that a project sponsor will be required to attend are:

- (1) Project Concept Review
- (2) Pre-Development Review

### PURPOSE OF REVIEW

The intent of these development reviews is to:

- Advise and inform procedural requirements and project- related issues associated with DMC funding projects
- Provide all possible DMC forms of assistance applicable to the project
- Exchange information with the appropriate parties.

To ensure productivity during these reviews, the DMC EDA has prepared checklists outlining the information required at each respective meeting:

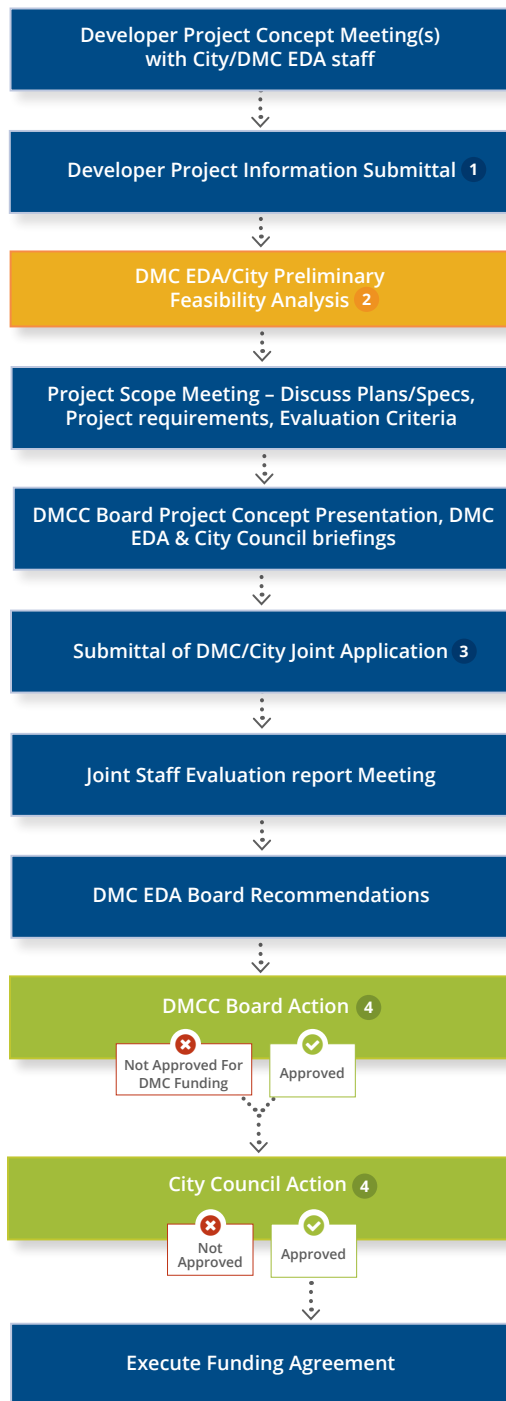
- The Project Concept Review Checklist
- The Pre-Development Review Checklist
- DMC Development Process Flow

The DMC Application for Funding can be found on the DMC website at [dmc.mn/devapplication](http://dmc.mn/devapplication).



## DEVELOPMENT APPLICATION PROCESS:

### DMC/CITY PROJECT FINANCING PROCESS



### CITY LAND USE PROCESS

(Example: Incentive or Restricted Development)

\*May be concurrent with financing process



- 1 See proposed DMC Development project Preliminary Feasibility Analysis Information Checklist
- 2 Projects determined not to be eligible for DMC Funding may still possibly be considered for City project funding
- 3 Joint application must be submitted 60 days in advance of the DMCC Board Meeting
- 4 DMCC Board and City Council action on project financing generally will not occur prior to City's preliminary land use / zoning approval for incentive or Restricted Developments, or prior to Site Development Plan approval.

- 1 Determination of zoning requirements and appropriate application process (likely Incentive or Restricted Development)
- 2 Development Informational Meeting shall be no more than 30 days prior to submittal of zoning application

## I. PROJECT CONCEPT REVIEW CHECKLIST

The developer will be asked to provide an overview of the proposed project during the Project Concept Review. Although it is not required, the developer is strongly encouraged to submit, in advance, a project summary adequately defining the following:

☐ **General Project Description:**

- ☐ Project Scope
- ☐ Project Type
- ☐ Proposed Buildings and Structures
- ☐ Traffic Consideration/Access from Adjacent Roadways
- ☐ Any Existing Facilities on Site

☐ **Project Location**

☐ **Project Ownership/Legal Structure**

☐ **Project Status (design/engineering/financing/construction)**

☐ **Preliminary Sources and Uses Document**

## 2. PRE-DEVELOPMENT REVIEW CHECKLIST

The developer is required to submit a written project document adequately defining the following information:

- ☐ **General Project Description:**
  - Refined Information from Prior Meeting
- ☐ Preliminary Market Studies, if any
- ☐ Preliminary Job Projections
- ☐ Preliminary Sources & Uses of Funds
- ☐ Preliminary Planning Documents  
(concept design, preliminary feasibility analysis, etc.)
- ☐ Preliminary Traffic Considerations
- ☐ Preliminary “But For” Analysis
- ☐ Preliminary Project Schedule
- ☐ Estimated Funding Request



## PROJECT EVALUATION CRITERIA

DMC evaluation criteria will be utilized by the DMC Corporation and the City of Rochester in the review and approval of projects undertaken in accordance with the DMC Development Plan. The DMC EDA may engage third parties to assist with various background research and analysis of projects.

### 1. Does the project include a plan for achieving the DMC vision and goals? Is it critical to driving the strategies included in the Development Plan?

- a. Is the project consistent with the stated DMC goals and specifically contributing to job creation?
  - Does the project meet one or more of the goals and objectives established for the DMC Development Plan?
- b. Is the project consistent with the DMC vision?
  - Is the project part of a bold and aspirational concept for the future?
  - Does the project fit with the principles of the vision?
  - Does the project provide a framework for growth in this sub-district?
  - Does the project build infrastructure to support growth and drive investment? Would the investment occur without the public infrastructure to be funded? Is the proposed public infrastructure solely for the benefit of the project or does it also support the broader vision of the DMC District?
  - Will the public funding accelerate private investment in the DMC Development District or applicable sub-district?
  - Does the project provide a catalyst or anchor for an approved strategy? Can the project reasonably be expected to catalyze or anchor development in one of the six sub-districts?
  - Can the project reasonably be expected to catalyze necessary transportation/transit strategies?

### 2. Does the project include a plan for achieving consistency with the DMC Development Plan (and any updates thereto) and other relevant planning documents?

- a. Is the project consistent with the DMC Planning Documents?
  - Is the project consistent with the DMC Development Plan, Transportation Master Plan, and/or Infrastructure Master Plan?
  - Is the project consistent and/or supportive of the Finance Plan, Business Development Plan, and other implementation strategies of DMC?
- b. Is the project consistent with the City/County Planning Documents?
  - Is the project consistent with the Rochester Downtown Master Plan or Capital Improvement Plan (CIP)?
  - If a Transit/Transportation project, is the project consistent with the Rochester-Olmsted Council of Governments long-range Transportation Plan?
- c. Does the project support sustainability principles as a core objective in the development and operations of the project?

### 3. Does the project include a plan that is financially viable?

- a. Projects are required to provide a preliminary finance plan with their applications. The information required includes:
  - Project summary (e.g., concepts, detailed program, project team.)
  - Total project budget.
  - Sources of funding, demonstrating a verifiable gap that justifies DMC funding
  - Project operating pro-forma, including an overview of any operations and maintenance funding that may be required.
  - A project plan and/or market study supporting the demand/need for the project.
  - Demonstration of financial capacity to support the project.
- b. The project-specific finance plan will be evaluated based upon the following criteria:
  - Is the project supported by current market conditions and comprehensive feasibility studies?
  - Does the project leverage additional private funds, maximizing the use of DMC funds?
  - Is the preliminary project finance plan comprehensive and viable based upon project team and financial capacity?
  - Is the project inclusive of an operation and maintenance pro forma?
  - Is there a verifiable gap for funding based upon a reasonable return on private investment?
  - Is the proposed operating structure sustainable?
  - Does the project impose any financial obligations on DMC or the City of Rochester for ongoing operational or maintenance support?

### 4. Is the project consistent with adopted strategies and/or one or more projects for the current implementation phase of the DMC Initiative?

The DMC Development Plan outlines projects and strategies that are recommended as the focus in each phase of the DMC initiative. These recommendations and the list of anticipated projects shall be reaffirmed and/or updated each year in the DMC Capital Investment Plan that is incorporated as part of the DMC's annual budget process and as necessitated by private investment in the DMC District.

Criteria will include:

- Is the project part of an approved strategy and current focus? Is the project outlined as an approved strategy for the project within the DMC Development Plan?
- Is the project recommended as a focus for the particular phase of the project in the DMC Development Plan?
- Is the project consistent with the DMC Capital Improvement Plan (CIP)?
- If public, is the project specifically listed in the DMC CIP? Or is the project necessary to facilitate a DMC-related strategy?
- If private, is the project otherwise compatible with the planned public improvements in the DMC CIP?

## **5. Does the project include a plan for achieving local small, minority-, and women-owned business project requirements and other project requirements, as applicable?**

The DMC is established to drive economic and fiscal benefits to state and local jurisdictions and to benefit the community as a whole. Each project will be evaluated for its ability to realize and/or support growth occurring within the DMC District.

The information that will be required to make the evaluation will include:

- Agreement to execute the DMC Development Agreement, the terms of which shall be provided in the form to all applicants.
- Agreements will include requirements of the DMC initiative (e.g., American Made Steel, Minority Business Enterprise, Women Business Enterprise Construction Targets).

## **6. Does the project include a plan to comply with or support the economic-fiscal goals and objectives of the DMC?**

The DMC is established to drive economic and fiscal benefits to state and local jurisdictions and to benefit the community as a whole. Each project will be evaluated for its ability to realize and/or support growth occurring within the DMC District.

The information that will be required to make the evaluation will include:

- a. Job Projections
  - Construction jobs
  - Permanent operating jobs, if applicable
- b. Tax-base projections (through 2049), if applicable
- c. Capacity or other support to demand (e.g., public works)

The economic-fiscal analysis will be evaluated based on the following criteria :

- Does the project generate substantial economic-fiscal gain based upon job projections?
- Does the project generate substantial economic-fiscal gain based upon tax-base projections?
- Does the project maximize the opportunity for investment by attracting other private capital?
- Does the project support the economic strategies of the project by providing civic/cultural uses and/or public amenities that support strategic growth in the DMC Development Plan?
- Does the project align with district and/or specific business development and economic development strategies that are adopted as part of the DMC Development Plan?

## 7. Other Considerations

A written summary will be provided by the developer for other considerations that the DMC Corporation Board may take into account when evaluating projects. These Include:

### a. Is the project inside the DMC Development District?

To be funded, projects must be within the boundaries of the DMC District. The DMC Corporation and the City of Rochester may consider expanding the DMC District to support the execution of specific projects or strategies that are outside of the current boundaries. The DMC Corporation and City of Rochester may choose to do this by amending the current Development District or creating a new district, which may or may not be contiguous to the existing DMC District.

An amendment can happen at any time, but it is recommended that it only be done with an accompanying project request.

The criteria to be considered include:

- Limited to the area required to support the project request.
- Consistent with the core strategies and planning documents.
- Essential to the strategies and/or catalytic to growth under the DMC Development Plan.

### b. Are there specific policies the DMC Corporation wishes to include/consider as implementation of the DMC Development Plan moves forward?

During the implementation phase of the DMC initiative, the DMC Corporation and/or City of Rochester may wish to provide special consideration to projects with certain social and/or community benefits that are not specifically required by the DMC Legislation. The prioritization of these considerations within the DMC Development Plan and the role of the DMC Corporation and/or City in implementing these considerations will be dependent upon many factors, including:

- The completion of certain planning efforts, including but not limited to, the City Comprehensive Plan
- The adoption of policies and/or ordinances by the city and/or Olmsted County
- Identifying sources of funding to support programs and/or operations
- Other implementation or operational considerations.

The DMC Corporation Board may direct the EDA to work with the city, county, and community organizations to develop and recommend specific policies, ordinances, and programs that may incentivize the integration of these types of benefits in the DMC Development District.



## FINANCING

### DMC FINANCIAL FRAMEWORK

The DMC prescribes a process by which DMC funds may be allocated to public infrastructure projects in accordance with the DMC Development Plan as approved in April 2015, whether public or private, and financed in part or in whole with public money.

Public infrastructure projects are identified in the model as:

- **General Infrastructure Projects** that are inclusive of both public works and development projects.
- **Transportation Infrastructure Projects.**

These categories are used to identify not only the type of project, but also the type of DMC funds assumed to be expended on these projects.

### DMC FUNDING IS GAP FINANCING

DMC funding is gap financing, which supports the extraordinary costs of creating and sustaining a global destination.

### DMC IS A PRIVATE-PUBLIC MODEL FOR INVESTMENT

The most innovative element of the DMC strategy is that **private investment leads the public investment**. Private development and investment is coupled with public funds to support the strategic initiatives of the plan (e.g., catalytic developments, shared parking, transit spaces, public spaces and amenities). The DMC law requires the private sector to meet a \$200 million threshold investment to activate the DMC funding program. Ongoing private investment is required to secure the \$585 million in public investment over the defined 20-year period.

The DMC Application for Funding can be found on the DMC website at [dmc.mn/devapplication](http://dmc.mn/devapplication).

# USE OF FUNDS

## GENERAL INFRASTRUCTURE PROJECTS

General infrastructure projects anticipated in Phase 1 may include, but are not limited to, the following:

- Non-Transit Streets and Sidewalks
- Public Utilities
- Parcel Development
- Development
- Civic Uses, Public Spaces, Cultural Amenities
- Shared Parking



## TRANSIT INFRASTRUCTURE PROJECTS

Transit/Transportation infrastructure projects anticipated in Phase 1 may include, but are not limited to, the following:

- Transit
- Transit/Streets and Bridges
- Transit Stations and Parking
- Active Transportation
- Signage and Wayfinding



## SUPPLEMENTAL FUNDING

Successful cities and destinations draw from significant federal, state, local, and charitable resources to implement the vision and specific project objectives. To be truly successful, DMC cannot rely solely on DMC funds or allocations from the City of Rochester, Olmsted County, Mayo Clinic, or local developers to achieve the vision.

The following is an initial listing of federal and state funding/grant programs that have been identified as potential funding sources and for which certain DMC projects may be eligible. A comprehensive funding resource manual can be provided by the DMC Economic Development Agency upon request.

### FEDERAL FUNDING SOURCES

- US Department of Commerce
  - Public Works
  - Economic Adjustment Assistance
- US Department of Treasury
  - Low-Income Housing Tax Credit
  - New Market Tax Credit
- US Department of the Interior
  - Historic Preservation Tax Incentives
  - Land and Water Conservation Fund
- US Department of Transportation
  - Fixed-Guideway Capital Investments Grants
  - Urbanized Area Formula Grants
  - Bus and Bus Facilities Grants
  - Tiger Discretionary Grants
  - Transportation Alternatives Program
- US Department of Housing and Urban Development
  - Community Development Block Grants
  - Home Investment Partnership Program
- US Department of Homeland Security
  - EB-5 Immigrant Investor Program

### STATE FUNDING SOURCES

- Department of Employment and Economic Development
  - Job Creation Fund
- Economic Assistance Programs
  - Brownfield Tax Incentive
- Department of Employment and Economic Development
  - Contamination Cleanup Grant and Contamination Investigation and Response Action Plan Development Grant Programs





## Rochester Market Summary

With Mayo Clinic at its heart, the Destination Medical Center initiative will be a catalyst to position Rochester, Minnesota, as the world's premier “**destination for health and wellness.**”





## ROCHESTER MARKET SUMMARY

**ROCHESTER IS THE #1  
BEST PLACE TO LIVE**  
in the United States 2016

Livability.com

**TOP 10 BEST**  
**Affordable Places to Live**

Livability.com

**One of the 10 Easiest Cities  
to Find a Job**

ZipRecruiter

**#1 Best City for Women in  
the Workforce 2016**

Nerd Wallet

**MINNESOTA IS THE  
#1 STATE for DOING BUSINESS**

CNBC

**TOP 10 BEST STATES  
for Business and Careers**

Forbes



**Mayo Clinic Ranked as  
BEST HOSPITAL**

2016-17 U.S. News & World Report



In the middle of  
**EVERYWHERE**

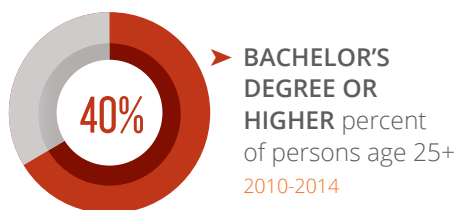
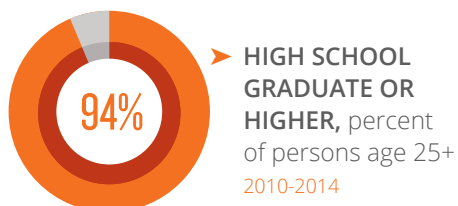
**Destination  
Medical  
Center**

Rochester, Minnesota is its own special place. It spawned the world-renowned Mayo Clinic, home to those leading the way in life science discoveries and health care innovations. It's the place people go to get better. Where developers are building an epicenter fueled by economic boom and dramatic growth. Where entrepreneurs come to find their place and discover the next big thing. The Destination Medical Center (DMC) initiative puts you in the middle of it all. DMC is a unique 20-year economic development initiative. The \$5.6 billion plan is the largest in Minnesota's history. With the expansion of Mayo Clinic and DMC growth, Rochester is a global destination for health and wellness and so much more. DMC sets in motion a new future for Rochester, America's City for Health, as one of the most economically vibrant, energized cities in the Upper Midwest.

## EDUCATION/TRANSPORTATION PROFILE

## WORKFORCE

## EDUCATIONAL LEVEL



**57,729**  
EMPLOYED

**2.8%**  
UNEMPLOYMENT  
RATE  
OLMSTED COUNTY

**45** 2 & 4 YEAR INSTITUTIONS  
OF HIGHER LEARNING

LOCATED WITHIN A 90-MILE RADIUS

## DISTANCE TO MAJOR CITIES NEARBY

MINNEAPOLIS/ST PAUL, MN:	86 MILES
DES MOINES, IA:	210 MILES
DULUTH, MN:	227 MILES
MADISON, WI:	208 MILES

► **28,000** COMMUTE  
TO WORK AT MAYO CLINIC

**COMMUTE  
TIME** 15 MINUTES

AVERAGE COMMUTE  
TO WORK

## HIGHER EDUCATION

The presence of the **Mayo Clinic College of Medicine and Science** and its five schools is a major asset and offers opportunities to expand research initiatives and attract life science students and programs.

- **MAYO CLINIC SCHOOL OF MEDICINE**  
One-third of graduates stay to practice in Minnesota
- **UNIVERSITY OF MINNESOTA – ROCHESTER (UMR)**  
Unique curriculum focused on health and medicine
- **ROCHESTER COMMUNITY AND TECHNICAL COLLEGE (RCTC)**
- **MAYO CLINIC SCHOOL OF CONTINUOUS PROFESSIONAL DEVELOPMENT**
- **MAYO CLINIC GRADUATE SCHOOL OF BIOMEDICAL SCIENCES**  
Ph.D. and Master's programs – 270+ enrollment
- **MAYO CLINIC GRADUATE SCHOOL OF GRADUATE MEDICAL EDUCATION**
- **MAYO CLINIC SCHOOL OF HEALTH SCIENCES**  
Mayo Clinic's technical school – 1,600+ enroll annually
- **WINONA STATE UNIVERSITY**
- **AUGSBURG COLLEGE**
- **ST. MARY'S UNIVERSITY OF MINNESOTA**

## TRANSPORTATION ASSETS

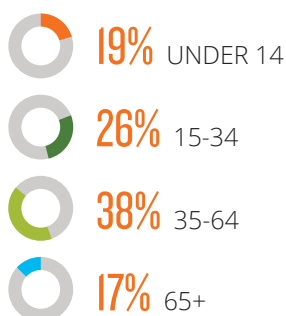
- CONNECTED SKYWAY AND PEDESTRIAN SUBWAY TO DOWNTOWN BUSINESSES AND ATTRACTIONS
- SHUTTLE SERVICES TO ROCHESTER AND MINNEAPOLIS AIRPORT
- CITY BUS LINE
- ROCHESTER INTERNATIONAL AIRPORT



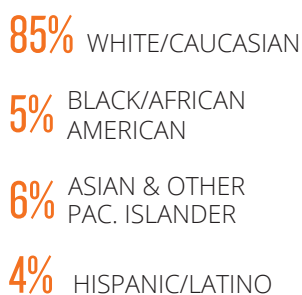
## COMMUNITY PROFILE

### DEMOGRAPHICS

#### AGE



#### RACE/ETHNICITY



Source: U.S. Census Bureau, American Community Survey

**10%** OF POPULATION IS FOREIGN BORN

**12%** ENGLISH AS A SECOND LANGUAGE

**80+ LANGUAGES**

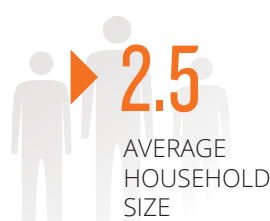
MORE THAN 80 DIFFERENT LANGUAGES ARE SPOKEN IN ROCHESTER

### NUMBER OF HOUSEHOLDS

**89,480**

Median  
**MONTHLY OWNER COSTS**, with a mortgage

**\$1,444**



**\$67,089**

ROCHESTER MEDIAN HOUSEHOLD INCOME

**\$53,657**

US MEDIAN HOUSEHOLD INCOME (2014 US Census ACS)

**73.9%**  
HOMEOWNERSHIP RATE



**\$171,200**

MEDIAN VALUE OF OWNER-OCCUPIED HOUSING UNITS



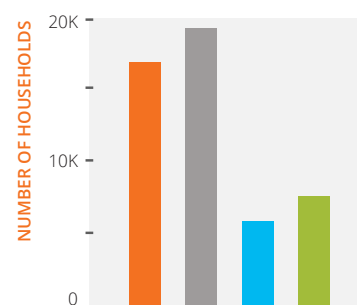
### POPULATION

**112,225**

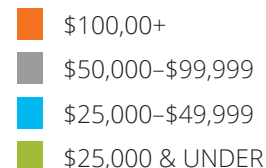
ROCHESTER, MN (2015 US Census)

**216,460**

ROCHESTER METRO AREA (2015 US Census)



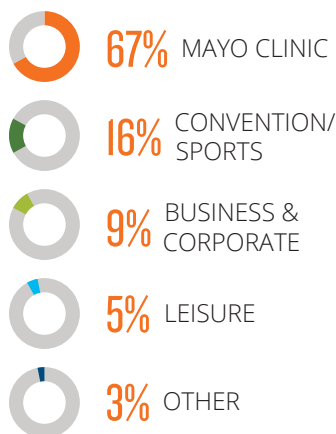
### HOUSEHOLD INCOME



## ECONOMIC PROFILE

### MAYO CLINIC IMPACT

1.5 MILLION PATIENTS EACH YEAR FROM MORE THAN 140 COUNTRIES



**3 MILLION**  
ANNUAL VISITORS\*

**12,346 BUSINESSES**



### EMPLOYMENT

ESTIMATED ACCESS TO A LABOR POOL THAT EXCEEDS 150,000

FASTEST GROWING SECTOR:

**MEDICAL TECHNOLOGY**

**36,000** HEALTH CARE RELATED JOBS

**12,000** TOURISM JOBS\*



**MEDICAL TECHNOLOGY DEVELOPMENT IS A FOCAL POINT FOR DMC**

- THE NUMBER ONE EMPLOYMENT OPPORTUNITY is health care and its related technology.
- ROCHESTER'S SECOND LARGEST INDUSTRY is travel, hospitality and tourism.
- OTHER SIGNIFICANT EMPLOYMENT includes agriculture, which is represented by 1,400 working farms in Olmsted County, education, government, retail and more than 150 manufacturing firms.

**2,000–2,700\***  
NEW JOBS IN ROCHESTER FROM CONSTRUCTION ON AVERAGE ANNUALLY

**\$427 MILLION\***  
2014 GROSS TOURISM SALES IN ROCHESTER

\* Rochester Convention and Visitors Bureau



**Major Investments to Fuel the Growth**  
DMC IS THE LARGEST ECONOMIC DEVELOPMENT INITIATIVE IN THE STATE OF MN.

**\$3.5 BILLION**  
MAYO CLINIC OVER THE NEXT 20 YEARS

**\$2.1 BILLION**  
ADDITIONAL PRIVATE INVESTMENTS

**\$585 MILLION**  
PUBLIC INVESTMENTS

## FREQUENTLY ASKED QUESTIONS/RESOURCES

### WHAT IS DMC?

With Mayo Clinic at its heart, Destination Medical Center (DMC) is a 20-year economic development initiative to position Rochester, Minnesota, as the world's premier destination for health and wellness.

With more than \$5 billion in projected private investments over the next 20 years, DMC will provide the public financing necessary to build the public infrastructure and other projects needed to support the vision. DMC represents the largest economic development initiative in Minnesota and one of the largest in the United States.

### WHO IS INVOLVED WITH DMC?

DMC is built upon a collaboration with a variety of supporters, partners, and stakeholders. Organizations and community members working together and sharing ideas play a vital role in making DMC a reality. They include the State of Minnesota; Olmsted County; the City of Rochester, and other local jurisdictions; Mayo Clinic; Rochester Area Economic Development, Inc.; Rochester Area Chamber of Commerce; Rochester Downtown Alliance; Rochester Convention and Visitors Bureau; the University of Minnesota–Rochester; a mix of arts, cultural, and civic groups; and many more.

### WHAT IS THE DMC TIMELINE?

The DMC Development Plan—a 20-year development plan that serves as a strategic business plan and framework for implementation of the initiative—was adopted in April 2015. DMC is currently in the implementation phase. Priorities identified include Discovery Square, Heart of the City, and Transportation.

### WHAT TYPES OF PROJECTS ARE INVOLVED IN DMC?

The DMC vision is: “To provide a high-quality patient, companion, visitor, and community member experience to become the world's premier destination medical community.” Downtown Rochester will be an epicenter of growth in development and services to create a vibrant, world-class destination community. The growth will be centered around key DMC development areas:

- Livable City/Retail/Dining
- Sports, Recreation, and Nature, Hospitality/Convention
- Commercial Research and Technology
- Health and Wellness
- Learning Environment
- Arts and Culture/Civic/Entertainment
- Transportation

### WHAT ARE THE PUBLIC INVESTMENTS IN DMC?

A total of \$585 million was allocated by state statute for this initiative. It breaks down as follows:

- State of Minnesota—\$424 million
  - Following an initial \$200 million of private investments, including required local matching contributions, the state will pay \$2.75 million annually for general infrastructure and \$0.45 million for transit infrastructure for every \$100 of private money spent to continue to build Rochester as a global medical destination.
- City of Rochester—\$128 million
- Olmsted County—\$33 million

Public dollars will not be used to pay for Mayo Clinic buildings and/or programs.

## CONTACTS

The DMC Economic Development Agency is your central point of contact for your development-related needs within the DMC District. If you have a development-related question, please contact the DMC EDA at [info@dmc.mn](mailto:info@dmc.mn) or call (507) 216.9720.

We hope that your experience with DMC is a pleasant one.

### FOR MORE INFORMATION

Destination Medical Center .....	dmc.mn
RAEDI Rochester Area Economic Development .....	raedi.com
City of Rochester .....	rochestermn.gov
Rochester Convention and Visitors Bureau .....	rochester cvb.org
Journey to Growth .....	j2gm.com
Rochester Area Chamber of Commerce .....	rochestermnchamber.com

### DMC EDA STAFF

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**DMC Economic Development Agency, 195 South Broadway,  
Rochester, MN 55904**

## AWARDS & RECOGNITION

### World Renowned And Globally Recognized

The City of Rochester and the State of Minnesota are continually recognized as some of the best places to live in America. With the world-renowned Mayo Clinic in Rochester's backyard, DMC creates a unique opportunity to position Rochester, Minnesota, as a truly global destination for healing and wellness, drawing patients and visitors to Minnesota and stimulating additional growth of the state's biosciences and technology sectors.

### ROCHESTER RANKS AS:

- **#1 best City for Women in the Workforce**  
– *NerdWallet (2016)*
- **#1 Among the Top 100 Best Places to Live in America**  
– *Livability (2016)*
- **Top Ten Best Affordable Places to Live**  
– *Livability (2016)*
- **One of the 50 Best Cities for Entrepreneurs**  
– *Livability (2016)*
- **One of the Ten Best Job Markets**  
– *ZipRecruiter (2015)*
- **One of the Top 20 Best Places for Tech Jobs**  
– *NerdWallet (2015)*

### MAYO CLINIC RANKS AS:

- **#1 Best Hospital in the Nation**  
– *US News & World Report (2016-17)*

### MINNESOTA RANKS AS:

- **One of the Top 20 Best States for Business & Careers**  
– *Forbes (2015)*
- **#1 in the United States in Child Wellbeing**  
– *Annie E. Casey Foundation (2015)*





DMC Economic Development Agency  
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