



DESTINATION MEDICAL CENTER CORPORATION (DMCC)

BOARD OF DIRECTORS MEETING

9:30 A.M. THURSDAY, April 27, 2017

MAYO CIVIC CENTER - ROCHESTER



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DESTINATION MEDICAL CENTER CORPORATION (DMCC)
 BOARD MEETING
 Thursday, April 27, 2017
 9:30 A.M.
 AGENDA

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XII. Meeting Schedule:	
A. Next Regular Meeting: July 13, 2017 at 9:30 A.M.	
XIII. Adjournment	

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DESTINATION MEDICAL CENTER CORPORATION (DMCC)
BOARD OF DIRECTORS

MINUTES

Wednesday, February 8, 2017

- I. Call to Order. Chair Tina Smith called the meeting to order at 9:30 a.m. at the Mayo Civic Center, Riverview Suite, located at 30 Civic Center Drive SE, Rochester, MN 55904.
- II. Roll Call. In attendance were Chair Tina Smith, R.T. Rybak, Council Member Mark Hickey, Susan Park Rani, Commissioner Jim Bier, and Mayor Ardeell Brede.
- III. Approval of Agenda. Commissioner Bier moved approval of the Agenda. Ms. Park Rani seconded.

Ayes (6), Nays (0), Motion carried.

- IV. Approval of Minutes: December 15, 2016. Commissioner Bier moved approval of the Minutes of the meeting held on December 15, 2016. Council Member Hickey seconded.

Ayes (6), Nays (0), Motion carried.

- V. Public Comment Period.

Jamie Sunsback, a tenant in the Conley-Maass building, commended the opportunity for start-up businesses.

Paula Harden, a disability advocate, noted lack of clarity about the goals of DMC with respect to transit.

- VI. Chair's Report. Chair Smith noted the reappointments of Susan Park Rani and R.T. Rybak to six-year terms on the DMCC, and thanked them for their continued service. Chair Smith next noted the significant updates on transportation in Board materials, and recommended scheduling an informal transportation working session, to have in-depth discussions of the transportation studies and plans. Ms. Park Rani noted the volume of work and requested more time to digest it.

Finally, Chair Smith made mention of the recent NFL-related competition award earned by GoRout, a Rochester-based technology start-up company.

- A. Resolution A: Approving the Establishment of an Executive Committee and Outline of Duties. Ms. Park Rani moved approval. Mayor Brede seconded.

Ayes (6), Nays (0), Motion carried.

- B. Resolution B: Approving the February 15 Report to the Legislature. The Report was prepared by the City of Rochester and the DMCC and was approved by City of Rochester Common Council on Monday, January 30, 2017. Council Member Hickey moved approval by the DMCC. Commissioner Bier seconded.

Ayes (6), Nays (0), Motion carried.

VII. Public Hearing.

- A. Proposed Modification of the Development District with Respect to the Alatus Project, Located on 2nd Street SW. Chair Smith formally called to order the public hearing for the proposed modification of the development district.

Mark Bransford, a Rochester resident, presented comments on behalf of Judge Kevin Lund and offered his own comments regarding the height, density and traffic that will be generated by the proposed Alatus development, and stated that the City's Second Street Corridor plan, and the proposed DMC Design Guidelines were being ignored

Hearing no other persons wanting to present remarks, Chair Smith closed the public hearing.

- B. Resolution C: Approval of the Proposed Modification of the Development District. Mayor Brede moved approval of Resolution C. Ms. Park Rani seconded. Mr. Rybak and Ms. Park Rani both spoke to the need for parking and transit solutions.

Ayes (6), Nays (0), Motion carried.

VIII. Project Update (City of Rochester, EDA). EDA Executive Director Lisa Clarke began by providing an update on the DMC website and the status of the EDA finance director and energy/sustainability director positions.

- A. Transportation Management: Findings and Recommended Next Steps. Ms. Clarke, EDA Director of Economic Development and Placemaking Patrick Seeb, SRF Consulting representatives Beth Bartz and Ken Holte, and City of Rochester Director of Public Works Richard Freese presented the transportation update.

Mr. Freese reviewed the evaluation framework, containing four accounts: economy, health and wellness, delivery and community and experience. Mr. Rybak noted that he was pleased with the addition of community and experience, and health and wellness as criteria. Chair Smith was pleased that people are at the center of this evaluation rather than cars.

Ms. Bartz outlined the four integrated transit studies: transit circulation, street use and operations, parking and demand management, and the city loop. Several options for transit circulation, including elevated systems, have been examined, and Mr. Freese noted that First and Second Avenues SW are interrupted by plazas and planning for Heart of the City. Mr. Rybak asked the team to reconsider if First Avenue could serve as north-south route from Soldiers Field or other southern points. Mr. Rybak suggested thinking beyond only "practical" options when more innovative solutions may be more suitable. Commissioner Bier noted that the Board, with a variety of perspectives and experience, may be sending mixed signals to the transportation teams.

Ms. Bartz discussed street use and operations. Portal capacity has been reviewed by the planning team recently and suggested parking opportunities in new areas may be needed, including parking east or north of downtown. These new parking areas, however, may be

remote and on the immediate periphery of downtown. The teams have collected a lot of information, and Mr. Freese is working with Mayo Clinic to determine its peak patient and vehicle volume times. Council Member Hickey noted the emphasis on multi modal transportation and, when noting that some concepts included the elimination of vehicle lanes, stated that artificially eliminating traffic lanes may not be the best option. This concern was echoed by Commissioner Bier. Ms. Park Rani noted needs of workers and residents in 50 years need to be met and that multimodal options need to be present. Mr. Freese suggested that the widespread use of buses and other multiple-rider systems could eliminate large numbers of vehicles and that the planning assumptions seek to achieve the DMC mode-shift goal. Ms. Park Rani suggested public education and engagement is necessary to address parking/transportation goals.

Ms. Bartz next presented a parking and travel demand management update. Decongesting routes, encouraging alternative modes of transportation, and other solutions were discussed. Kimley-Horn assessed the current parking program in relation to traffic, and Rochester ranked as a top medium-sized city in terms of integrated transit use and parking management. Some possible solutions include: capturing more people outside of the entrances to downtown, effective transit, autonomous vehicles, adding vehicle lanes where necessary. In all cases, integrated solutions are needed to provide people, and not necessarily vehicle, access.

Ms. Bartz reviewed the proposed parking policies. Mr. Rybak stated his support for the policies, including establishing a full-time management authority. Mr. Freese noted Mayo Clinic has a well-managed “in-house” transit management authority and that the primary focus will be on the other 10,000 downtown employees.

Finally, Ms. Bartz presented the city loop plans. Ms. Bartz noted that locations for a city loop trail will be important and should allow for downtown user access. Ms. Bartz noted the use of a park-plus model allows users to find parking options, and a new three-dimensional model will allow planners to assess options in a “real world” environment. Mr. Freese and Ms. Bartz also discussed the upcoming milestone schedule.

- B. Use of Tax Increment Financing Funds for Transit and Public Infrastructure. City of Rochester Assistant Administrator Gary Neumann stated that, according to the DMC development plan, \$116 million in public funding will support transit but a value capture district or tax-increment financing could provide additional sources of public funding. Already the City has TIF and economic development districts, and five of eight TIF districts in downtown are already part of a larger economic development district. Excess funds from these districts can be dedicated to transit and parking.
- C. Urban on First: Proposed Titan/Opus Development between First Avenue SW and Broadway. Mr. Seeb and City of Rochester Redevelopment Director Terry Spaeth provided an update on the Titan/Opus development, a high-density apartment building with a green roof, biking amenities, and retail spaces. EDA and City staff recommend supporting the \$38 million project with \$3.8 million in tax-increment financing. Once complete, the annual property tax revenues will increase from approximately \$70,000 to \$472,000.

Resolution D: Approving Urban on First as a Public Infrastructure Project, with Conditions. Commissioner Bier moved approval. Council Member Hickey seconded.

General Counsel Kathleen Lamb proposed an amendment to the third “be it resolved,” suggesting that “90 days” be amended to state “following city approval for land use and planning, and in any event, no later than July 18, 2017.” Mayor Brede moved approval of the amendment. Ms. Park Rani seconded. The amendment was approved.

Ayes (6), Nays (0), Motion as amended carried.

- D. Mortenson Project: Proposed Project in Discovery Square. Jeremy Jacobs of M.A. Mortenson Co. highlighted the work completed since Mortenson’s selection as the developer of a portion of Discovery Square and described the work ahead. Mayo Clinic, an expected tenant of the Mortenson building, may include individualized and regenerative medicine functions in the space. Many partners will be needed— Colliers International, HOK and RSP Architects are already engaged, among others—and WMBE inclusion is a key goal. Mr. Jacobs stated that he would follow-up with a report of WMBE inclusion. Groundbreaking is expected in the fourth quarter of 2017.

E. Subdistrict Update.

1. Heart of the City: Public Realm Design. Jon Buggy of RSP Architects and Robin Ganser of Coen+Partners provided the public realm design update. The project is on schedule to provide a cost and plan estimate in July 2017. The Heart of the City Community Advisory Committee, EDA, and the City of Rochester are all engaged in the public realm planning. The RSP-led team has met with hundreds of residents and is striving to create solutions that are authentic to Rochester and serve three distinct user groups: patients/visitors, community members/business stakeholders, and visitors. Ms. Park Rani asked about the participation of WMBE- and small-businesses. 9square, owned by local architect Adam Ferrari, is a member of the design team and WMBE firms will be engaged in the build process to achieve DMC targeted business goals.

- IX. DMCC 2017 Budget: Year to Date Update. Commissioner Bier presented the update.

X. Meeting Schedule:

- A. Next Regular Meeting: April 27, 2017, at 9:30 A.M.

- XI. Adjournment. Chair Smith adjourned the meeting.

DMC Integrated Transportation Studies

DMCC Workshop Agenda

April 18, 2017 9:00 – 11:10 am

Mayo Civic Center, Rooms 110 and 111

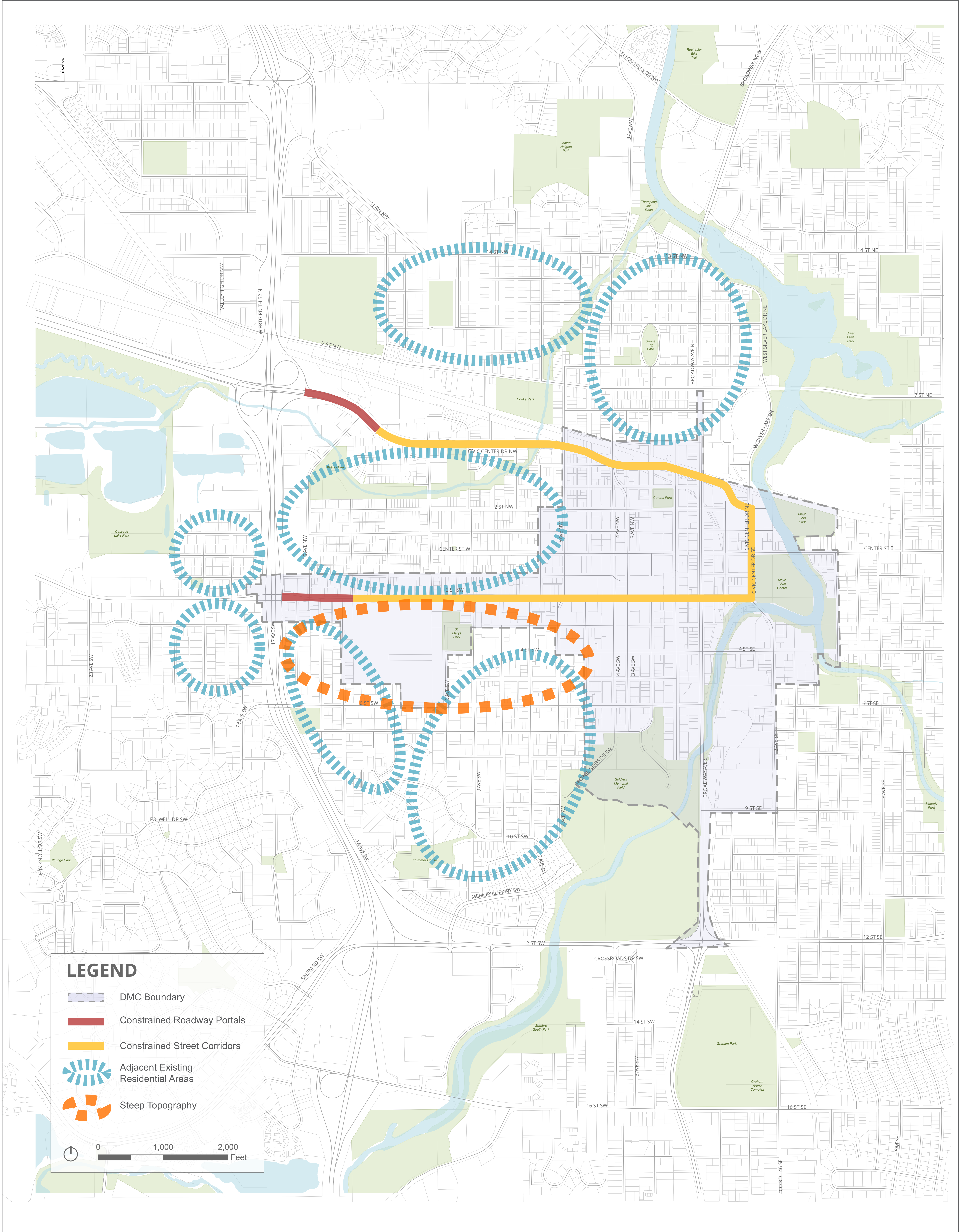
Workshop Goals:

- To obtain input that will help the City narrow the current group of scenarios to something less than 6
- To identify any “red flag” concerns so that they can be addressed

Integrated Transit Scenarios have been developed which combine a range of parking location approaches and transit alignments/modes/profiles (also in combination with City Loop route alternatives and Pedestrian Streets/protected bike lanes) to examine how they respond to DMC parking and multi-modal transportation needs. In this workshop, we will discuss how we arrived upon these scenarios and describe key elements of each, allowing ample time for questions and discussion. During the workshop we will also address the timeline and process for narrowing down these six scenarios to a single preferred alternative by the end of 2017. The workshop will conclude with a discussion of materials to be presented at the April 27 DMCC Board Meeting.

Agenda:

- 1) Introduction of Scenarios (Beth B)
 - a. Purpose of scenarios
 - b. Integrated Transit Opportunities
 - c. Integrated Transit Constraints
- 2) Review of Scenarios (Joni G)
 - a. No Build Scenario
 - b. DMC Modified Scenario
 - c. Scenario A
 - d. Scenario B
 - e. Scenario C
 - f. Scenario D
- 3) Discussion of Scenarios (All)
- 4) Timeline for narrowing down the number of scenarios (Beth)
- 5) Evaluation Framework (Tom B)
- 6) April 27 DMCC Board Meeting



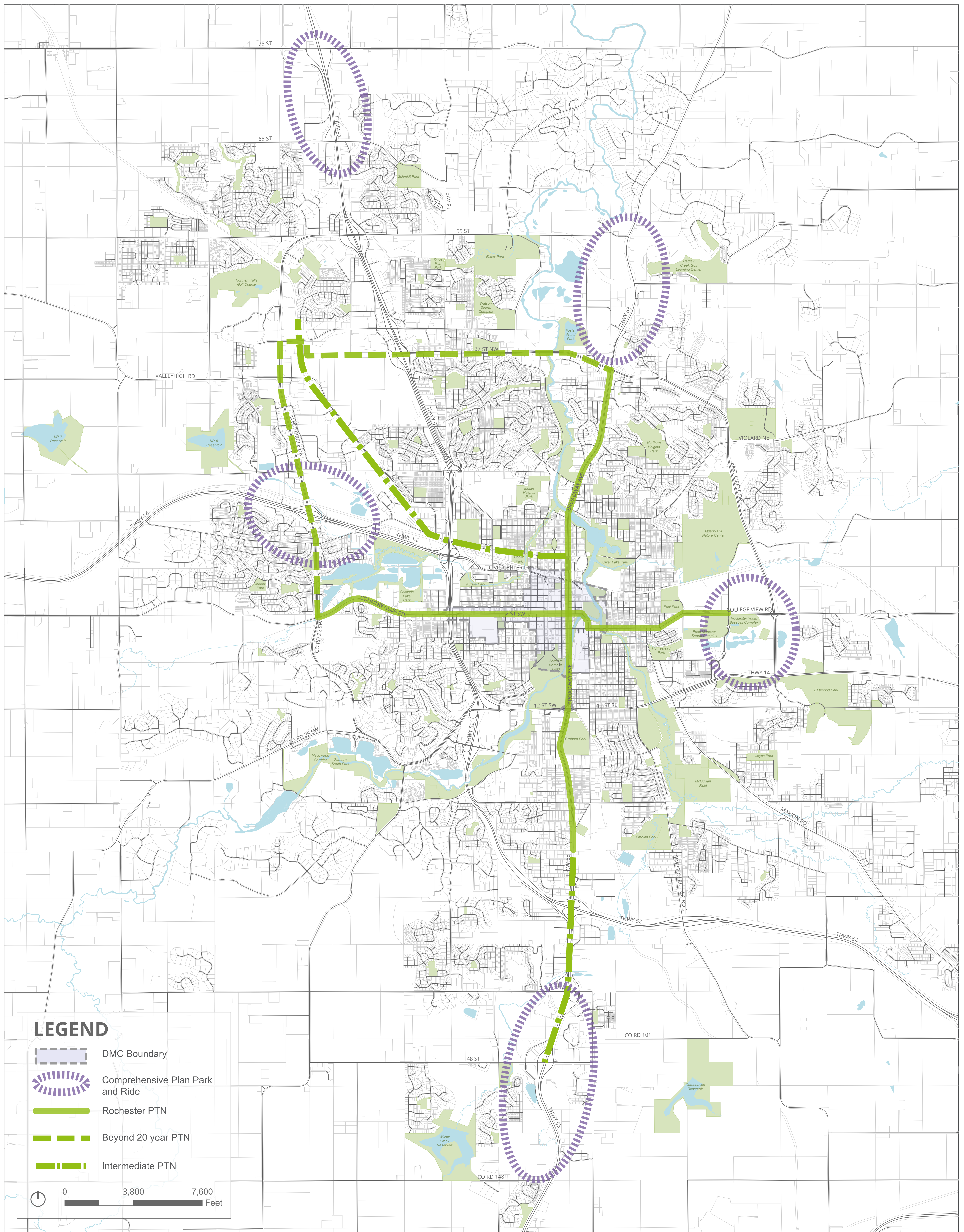
INTEGRATED TRANSIT CONSTRAINTS

J8613-23 Integrated Transit Studies

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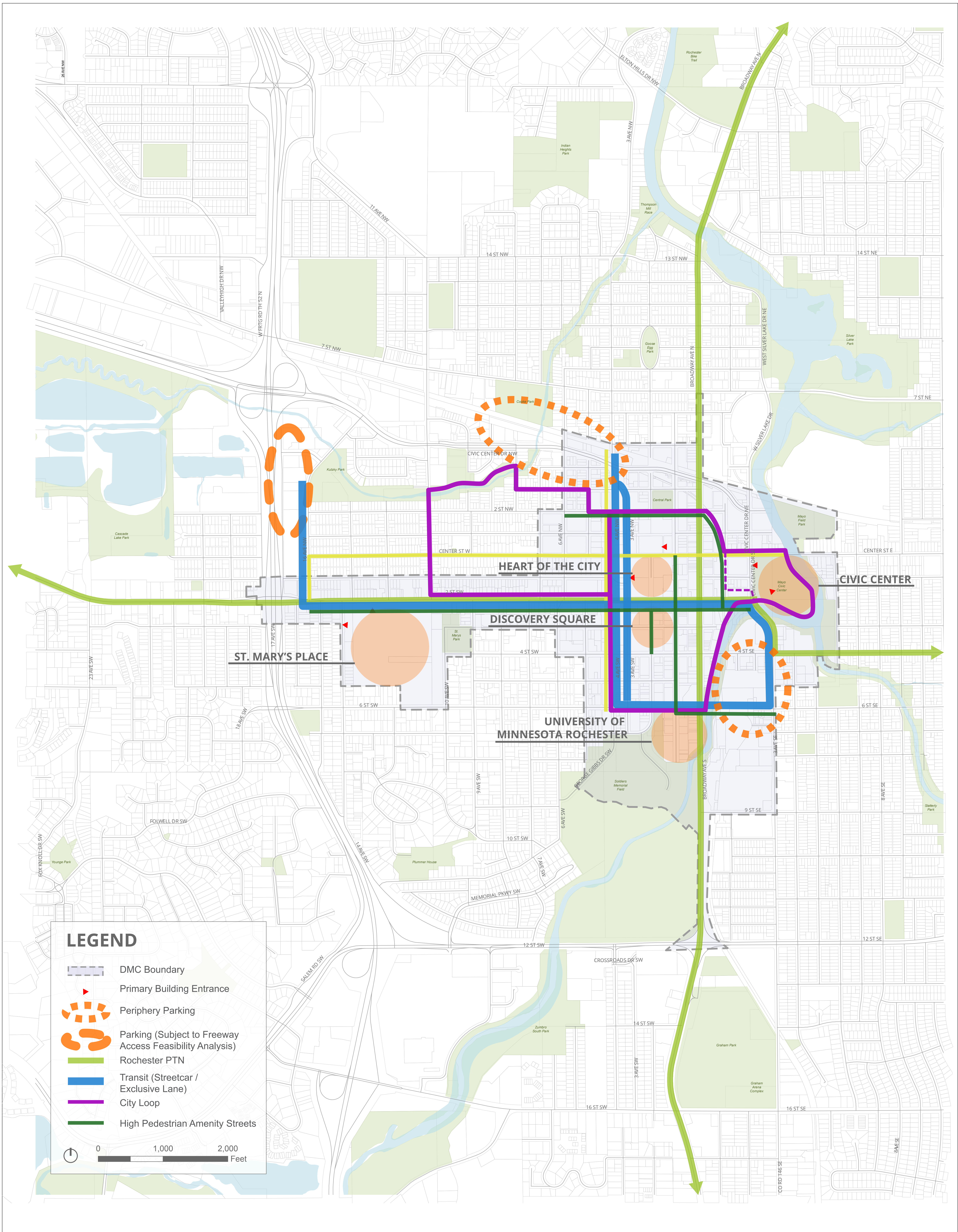
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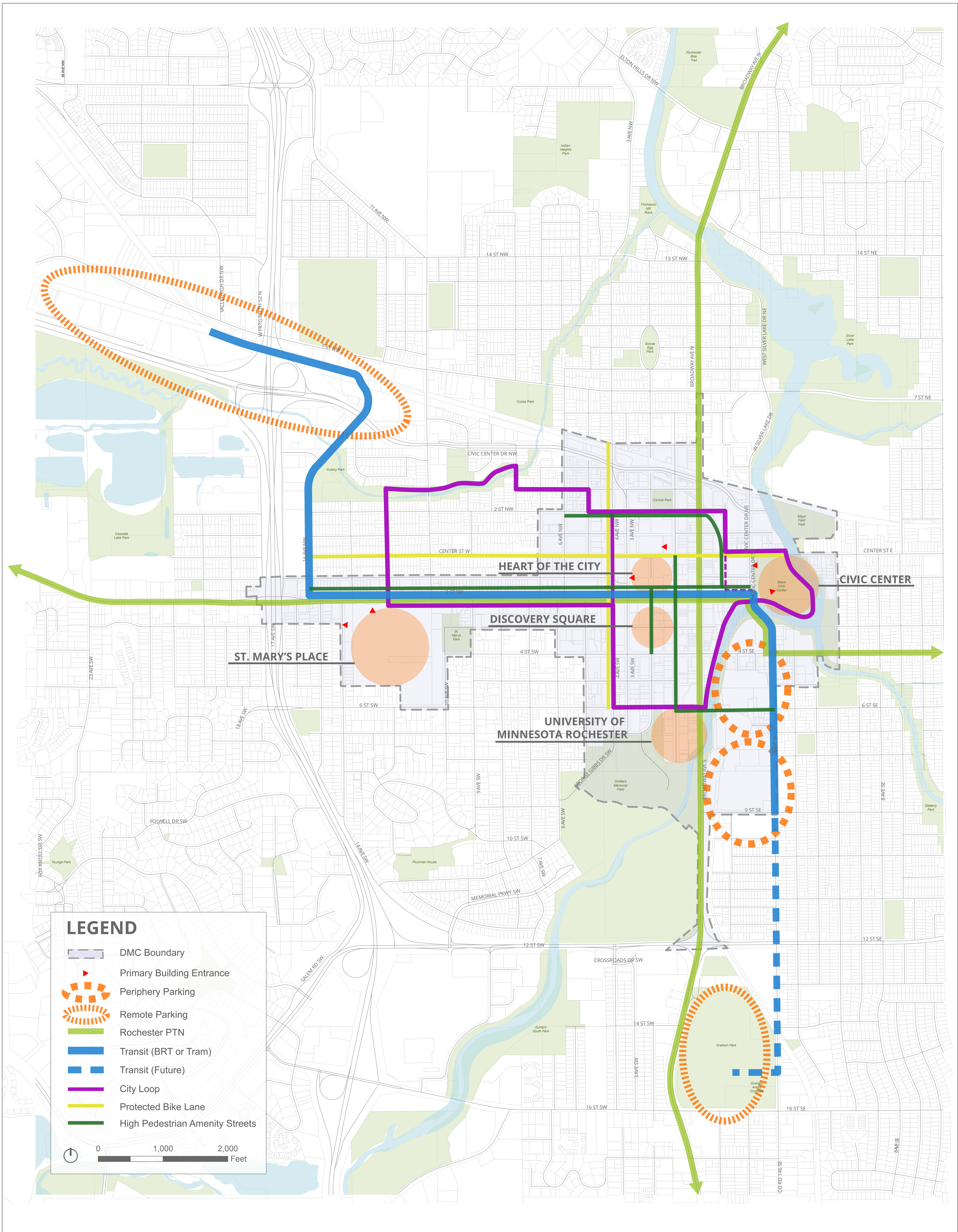
INTEGRATED TRANSIT DMC MODIFIED SCENARIO WITH PEDESTRIAN

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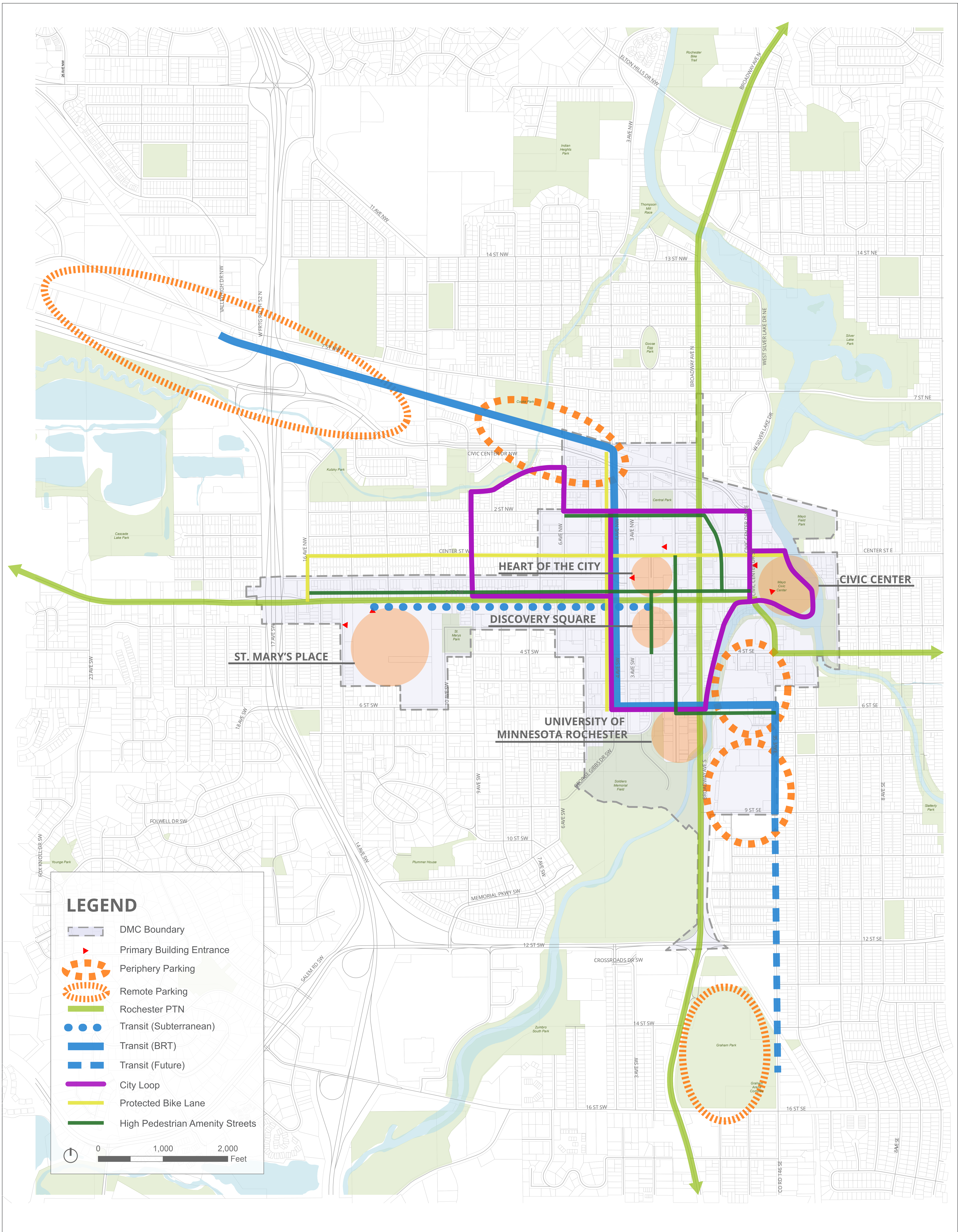
INTEGRATED TRANSIT SCENARIO A WITH PEDESTRIAN

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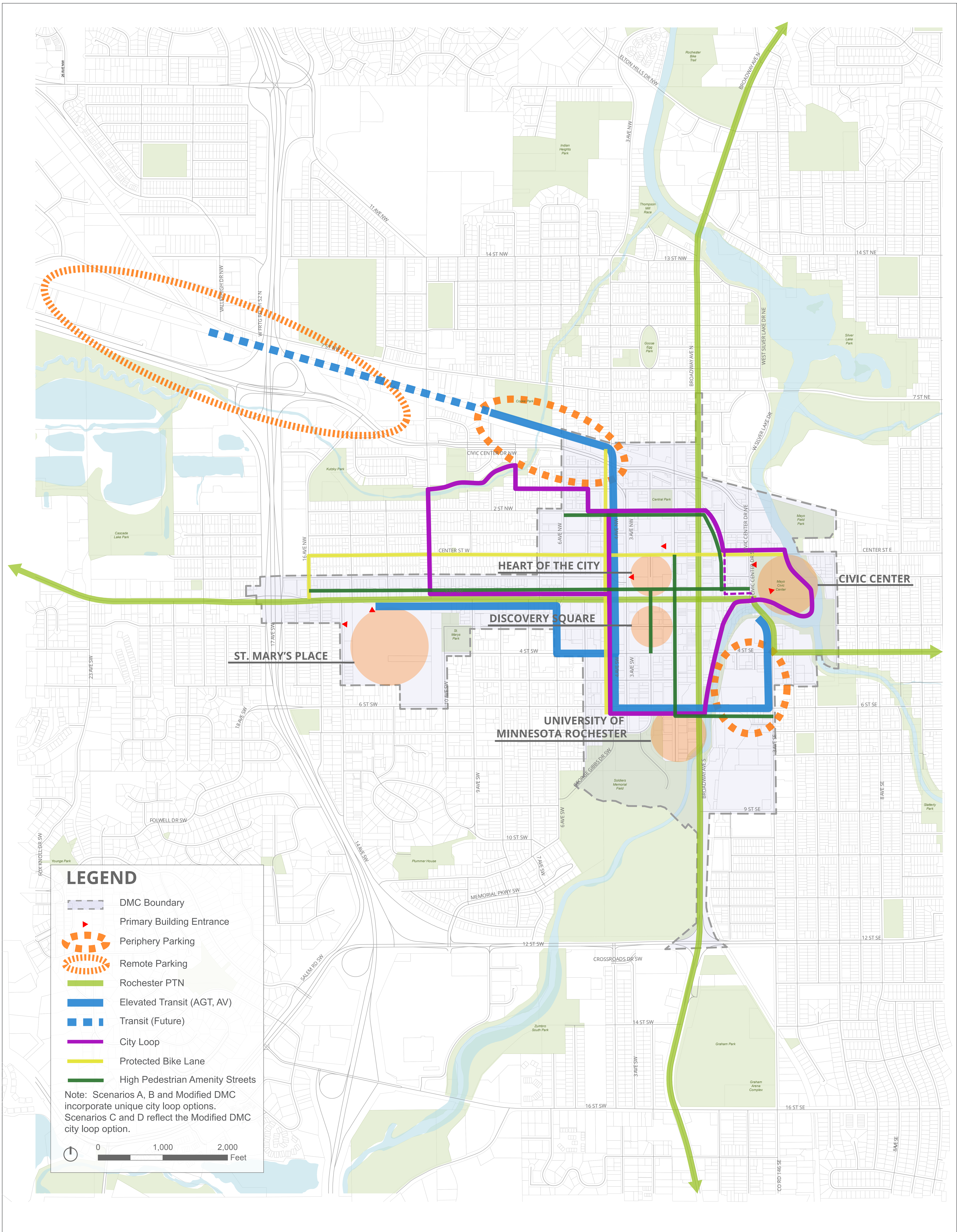
INTEGRATED TRANSIT SCENARIO B WITH PEDESTRIAN

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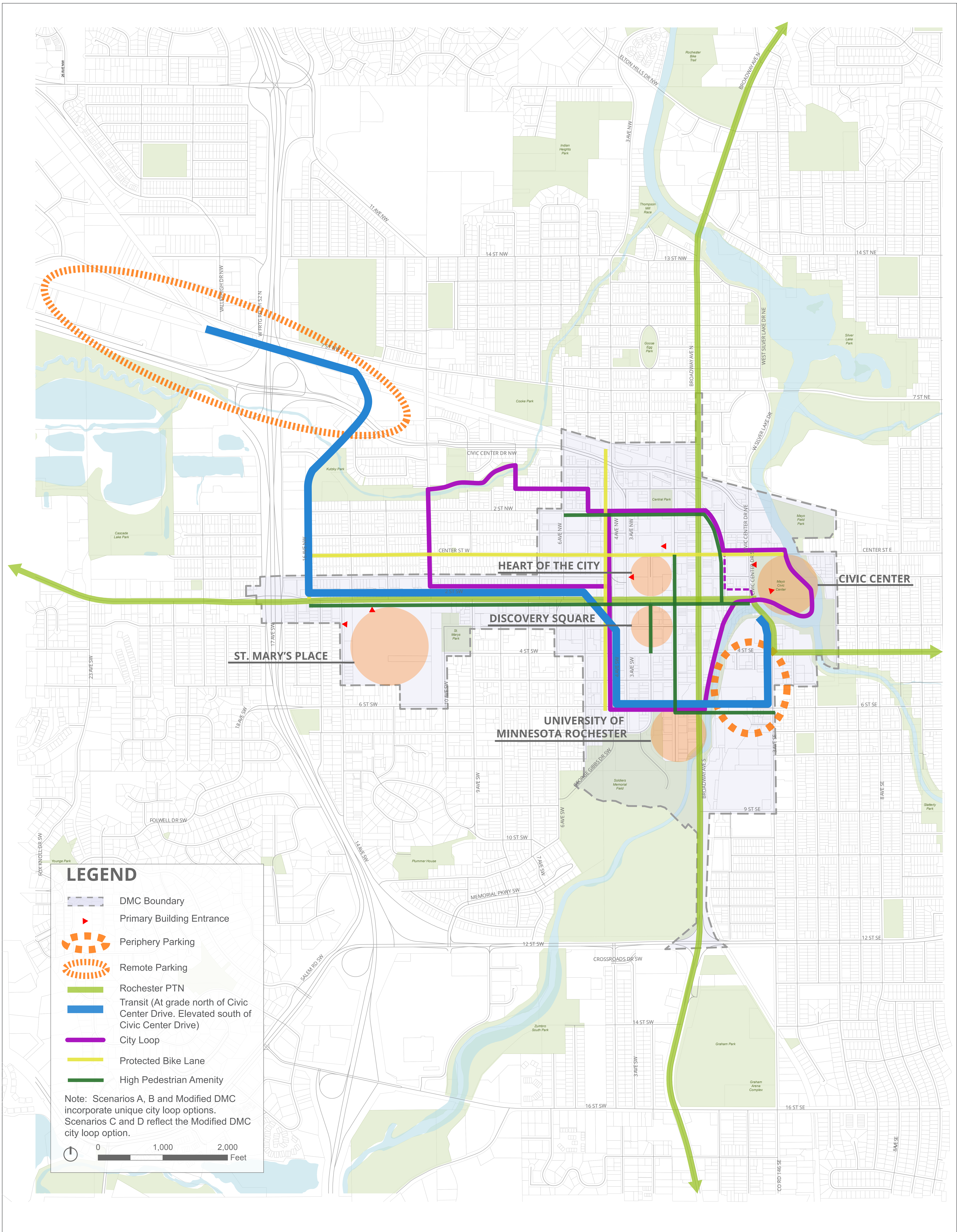
INTEGRATED TRANSIT SCENARIO C WITH PEDESTRIAN

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INTEGRATED TRANSIT SCENARIO D WITH PEDESTRIAN

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DMC Scenario Summary Matrix

Revised Apr-11-2017

Scenario	Parking Strategy* (allocation of 25,000 spaces)	Downtown Circulator Strategy	Downtown Bicycle and Pedestrian Focused Routes
No Build PTN: BRT service (shares traffic lane) on Broadway and 2nd St per Comp Plan	Remote: park & ride locations per comp plan Peripheral: None Downtown: provided per existing code requirements	No downtown circulator Primary Transit Network (PTN) as proposed in the draft Comprehensive Plan. Commuter coaches drop off/pick up at new 2017 locations.	No City Loop. Ped routes as identified in Comp Plan – 3rd St NW, east of Broadway, 6th St SW, 7th Ave SW, 2nd St NW Bike facilities as identified in Comp Plan – 6th Ave NW/SW, 3rd St SW/SE, 2nd Ave SW south of 3rd St SW, Civic Center Dr, 3rd Ave SE
DMC	Remote: park & ride locations identified on DMC Master Plan, Section 7, p. 63; cost provided on p. 64; plan also discusses regional park and rides Peripheral: Central Station (need to clarify number of spaces at this location); Figure 7.5-13 (p.71) shows two future mobility centers east and west of downtown Downtown: 16,000 net new (Fig 7.4-25, p.52)	DMC Plan, Vol II Section 7.5.2 Streetcar circulator (Fig. 7.5-1). Would also require an O&M facility. Escalated cost \$300m. (p. 74) 2nd Street service combined with park and ride transit along 2nd Street to achieve 5-minute frequency Streetcar and buses to share dedicated lanes, level boarding, off-board fare collection on transit priority streets – 3rd Ave NW/SW, 1st Ave NW/SW, 6th St SW/SE, 3rd St NW (cost p. 67) Commuter Coaches pick up/drop off at Transit Terrace. Regional express service to more than double. Additional 80-120 new commuter coaches required (p. 64)	As identified in the DMC plan – Figure 7.5-34,35 (p.121-123)
DMC Modified “Transit Terrace” Intermodal function moved to 52 Corridor north of 2nd Street. Peripheral parking (Civic Center Dr and Fullerton facilities)	Remote: park & ride locations identified on p. 63; cost provided on p. 64; plan also discusses regional park and rides Peripheral: “Transit Terrace” Intermodal function moved to 52 Corridor north of 2nd Street includes 7000 parking spaces. (pending highway access study) Downtown: 16,000 net new (Fig 7.4-25, p.52)	DMC Plan, Vol II Section 7.5.2 Streetcar circulator (Fig. 7.5-1). Would also require an O&M facility. Escalated cost \$300m. (p. 74) 2nd Street service combined with park and ride transit along 2nd Street to achieve 5-minute frequency Street car and buses to share dedicated lanes, level boarding, off-board fare collection on transit priority streets – 3rd Ave NW/SW, 4th Ave NW/SW, 4th St SW/SE (cost p. 67) Commuter Coaches pick up/drop off at “Transit Terrace” at Hwy 52 location. Regional express service to more than double. Additional 80-120 new commuter coaches required (p. 64)	Route modifications from DMC plan include: Easterly river crossing connects to 8th Ave NW. Northern leg follows 3rd St NW and 2nd St NW/NE. Northern leg of northern passage follows Center St NE. 2nd St segment extends from 11th Ave SW to 4th Ave SW. Protected bike lanes on 4th Ave NW/SW and W/E Center St High amenity pedestrian streets connecting key areas of downtown (see map)

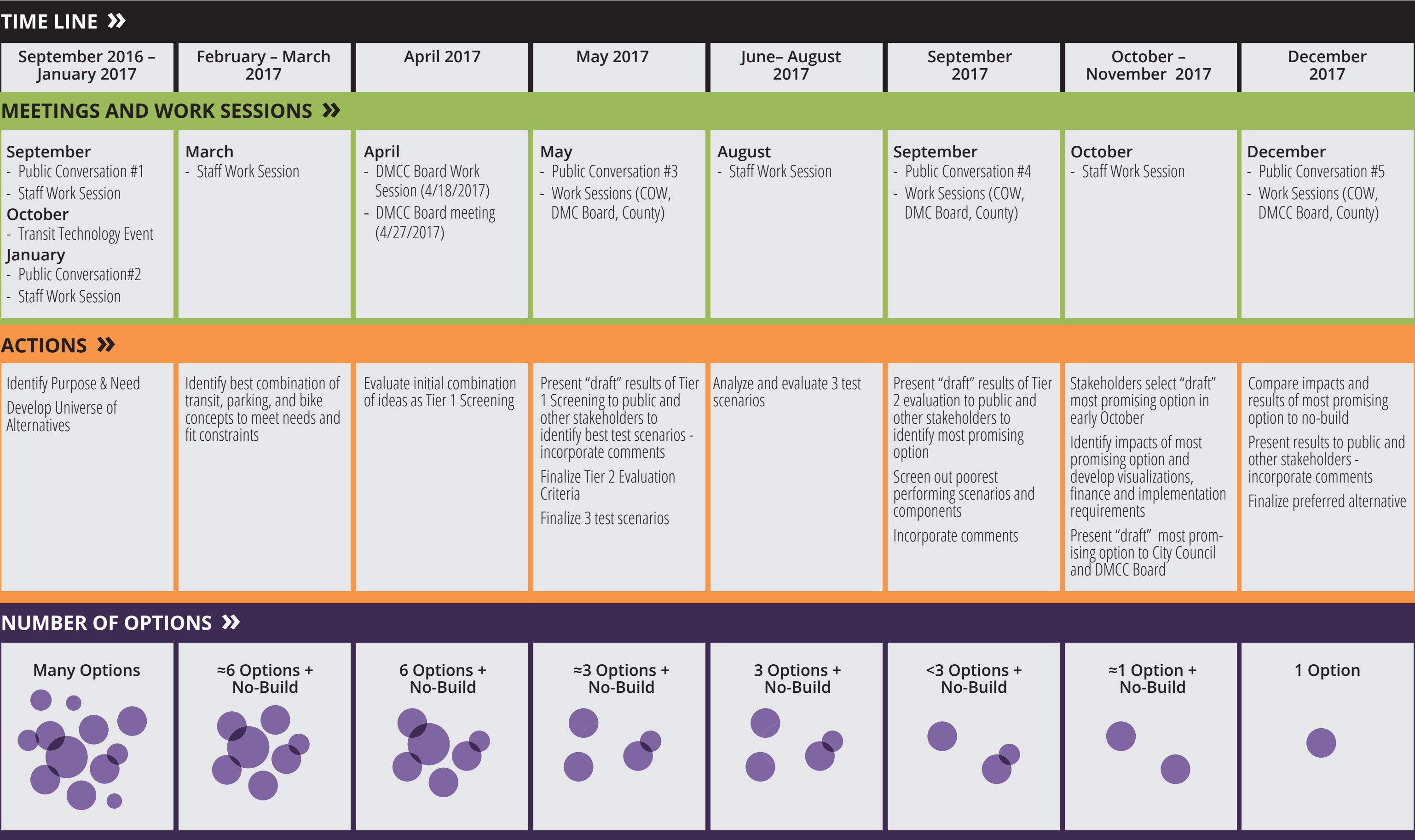
Scenario	Parking Strategy* (allocation of 25,000 spaces)	Downtown Circulator Strategy	Downtown Bicycle and Pedestrian Focused Routes
A	<p>Remote 14,500: 14/52 Intermodal Parking Facility with 7000 parking spaces; 5,500 at IBM area; 2000 at Fairgrounds</p> <p>Peripheral 1,500: 1,000 at Kmart. 500 at Fullerton</p> <p>Downtown 9,000: patients, hotel, residential, Mayo consultants, students</p>	<p>At-grade circulator east-west oriented circulator (Tram or BRT) connecting: 14/52 Intermodal Parking Facility - 16th Ave - 2nd Street-Civic Center Drive – 3rd Ave SE-south to Kmart location; Future extension to Fairgrounds parking [rational: easier access at grade; helps street activity]</p> <p>Primary Transit Network (PTN) as proposed in the draft Comprehensive Plan.</p> <p>Commuter coaches transfer at 14/52 Intermodal Parking Facility to downtown circulator OR transfer to express service at remote park and ride locations.</p>	<p>City Loop: west portion extends to 12th Ave NW/SW. North leg travels on north side of Cascade Creek. East portion on 1st Ave NE.</p> <p>Protected bike lanes on 4th Ave NW/SW and W/E Center St</p> <p>High amenity pedestrian streets connecting key areas of downtown (see map)</p>
B	<p>Remote 12,500: 14/52 Intermodal Parking Facility with 7000 parking spaces; 3,500 at IBM area; 2000 at Fairgrounds</p> <p>Peripheral 3,500: 2,000 along Civic Center Dr. (requires 1 lane expansion of Civic Center Dr in each direction); 1,000 at Kmart 500 at Fullerton</p> <p>Downtown 9,000: patients, hotel, residential, Mayo consultants, students</p>	<p>At- grade BRT north-south oriented circulator connector: 14/52 Intermodal Parking Facility – 4th Ave NW – 6th St SW/SE – 3rd Ave SE.</p> <p>Subterranean autonomous vehicle connection between downtown and St Mary's.</p> <p>Primary Transit Network (PTN) as proposed in the draft Comprehensive Plan.</p> <p>Commuter coaches transfer at 14/52 Intermodal Parking Facility to downtown circulator OR transfer to express service at remote park and ride locations.</p>	<p>City Loop: more compact route extending to 9th Avenue on the west, and stays on the south of Cascade Creek. North leg follows 4th St NW, 6th Ave NW and 2nd St NW/NE. East portion on Civic Center Dr.</p> <p>Protected bike lanes on 4th Ave NW/SW and W/E Center St</p> <p>High amenity pedestrian streets connecting key areas of downtown (see map)</p>
C	<p>Remote 12,500: 5,500 at IBM area; 7000 at 14/52;</p> <p>Peripheral 3,500: Civic Center Intermodal Parking Facility with 2,000 parking spaces (requires 1 lane expansion of Civic Center Dr. in each direction); 500 at Fullerton</p> <p>Downtown 9,000: patients, hotel, residential, Mayo consultants, students</p>	<p>Two elevated circulator routes (AGT or AV) serving west downtown (St. Marys) and east downtown (Civic Center). <u>West Elevated route serves:</u> Civic Center Intermodal Facility, Heart of the City, Discovery Square, and St. Mary's. <u>East Elevated route serves:</u> Civic Center Intermodal Facility, Heart of the City, Discovery Square, UMR, Fullerton Parking area and Civic Center. Both routes could be extended to the north in the future to access parking in 14/52 interchange area. [Rationale: relieves issues with congestion on 2nd St; maximizes opportunity for other modal use]</p> <p>Primary Transit Network (PTN) as proposed in the draft Comprehensive Plan.</p>	<p>City Loop: Either Modified DMC, A or B route would work with this scenario. Modified DMC shown to provide city loop context.</p> <p>Protected bike lanes on 4th Ave NW/SW and W/E Center St</p> <p>High amenity pedestrian streets connecting key areas of downtown (see map)</p>

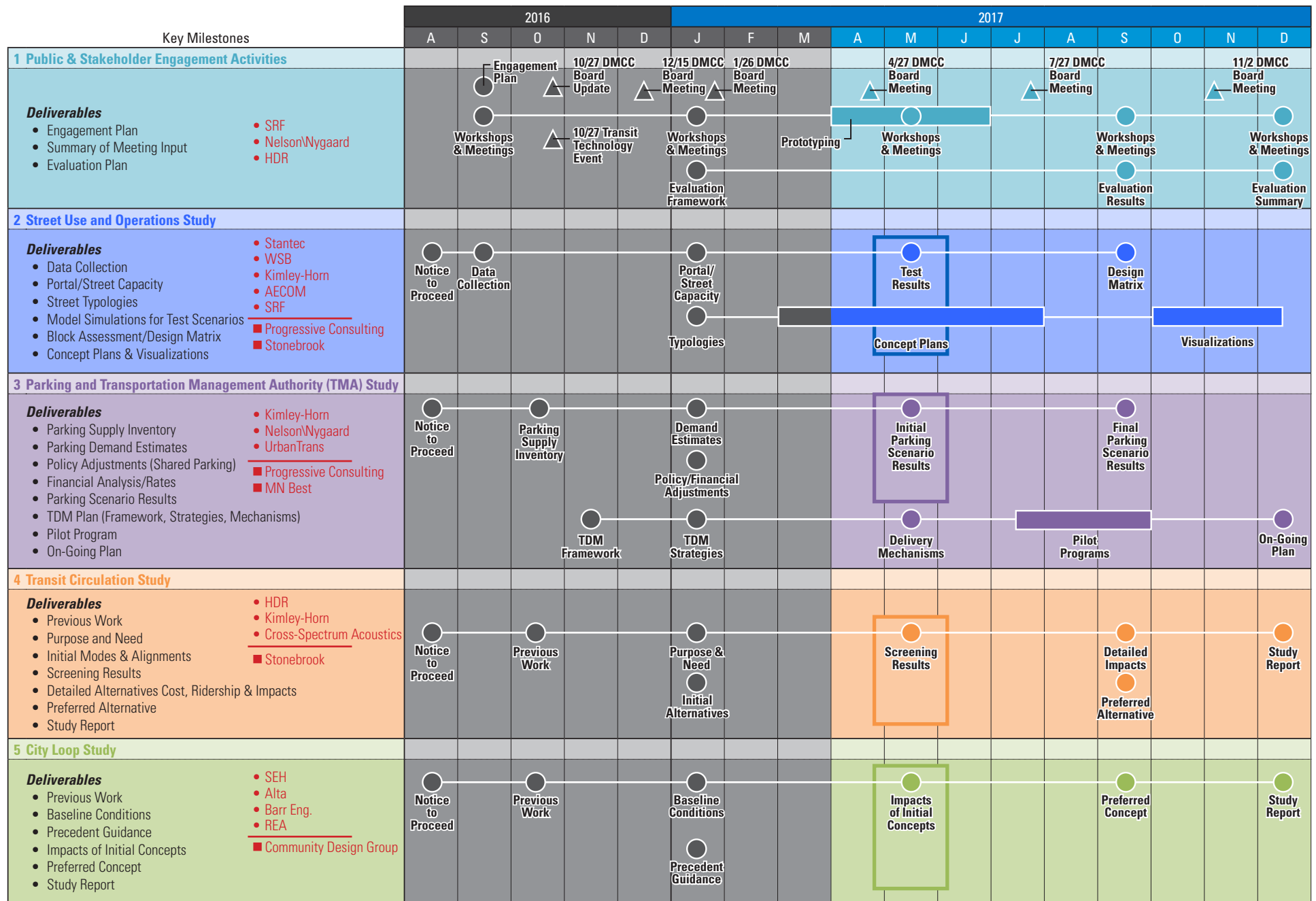
Scenario	Parking Strategy* (allocation of 25,000 spaces)	Downtown Circulator Strategy	Downtown Bicycle and Pedestrian Focused Routes
		Commuter coaches transfer at Civic Center Drive Intermodal Parking Facility to downtown circulator OR transfer to express service at remote park and ride locations.	
D	<p>Remote 15,500: 14/52 Intermodal Parking Facility with 7000 parking spaces; 8,500 at IBM area.</p> <p>Peripheral 500: 500 at Fullerton</p> <p>Downtown 9,000: patients, hotel, residential, Mayo consultants, students</p>	<p>Largely elevated east-west oriented circulator (AGT or AV) connecting the following: 14/52 Intermodal Parking Facility - 16th Ave – St Mary's - 2nd Street-4th Ave SW - Discovery Square- 6th St SW - UMR, to Fullerton parking to 3rd Ave SE - City Hall/Civic Center area.</p> <p>Primary Transit Network (PTN) as proposed in the draft Comprehensive Plan.</p> <p>Commuter coaches transfer at 14/52 Intermodal Parking Facility to downtown circulator OR transfer to express service at remote park and ride locations.</p>	<p>City Loop: Either Modified DMC, A or B route would work with this scenario. Modified DMC shown to provide city loop context.</p> <p>Protected bike lanes on 4th Ave NW/SW and W/E Center St</p> <p>High amenity pedestrian streets connecting key areas of downtown (see map)</p>

* **Peripheral** defined as within walking distance of DMC boundary – e.g. Kmart is peripheral, Fairgrounds is not; Civic Center 4th to 11th Ave is peripheral, near 14/52 interchange and beyond is not. **Downtown** is defined as within the DMC boundary.

J8618-23_201702_Scenario_Matrix





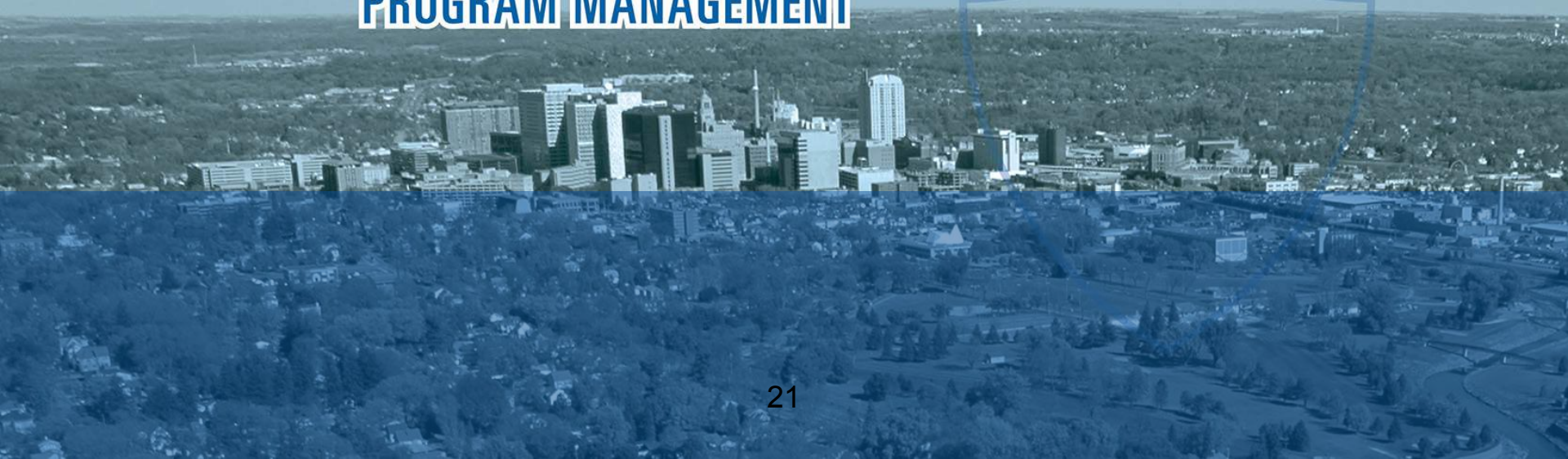




April 18, 2017

DMC

TRANSPORTATION INFRASTRUCTURE PROGRAM MANAGEMENT



Evaluation Process



April

- Transit/ Parking teams narrow circulator options
- Set complete alternatives
- Set evaluation framework



May



August

- Evaluation of alternatives complete
- Refinement of preferred elements



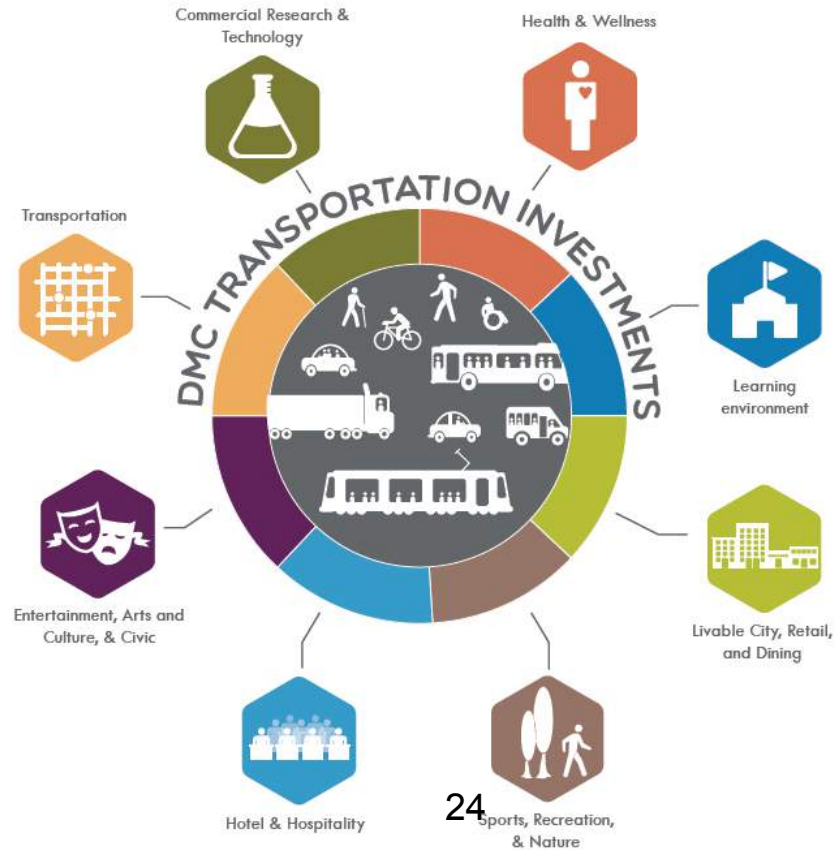
September

- Select preferred alternative

Alternatives: What Matters?

- Catalyze & Support New Development
- Improve Experience for all DMC User Groups
- Create Opportunities that Promote Health and Well Being
- Manage Commute Growth to Ensure Highest Use of Limited Real Estate

DMC Investment Foci

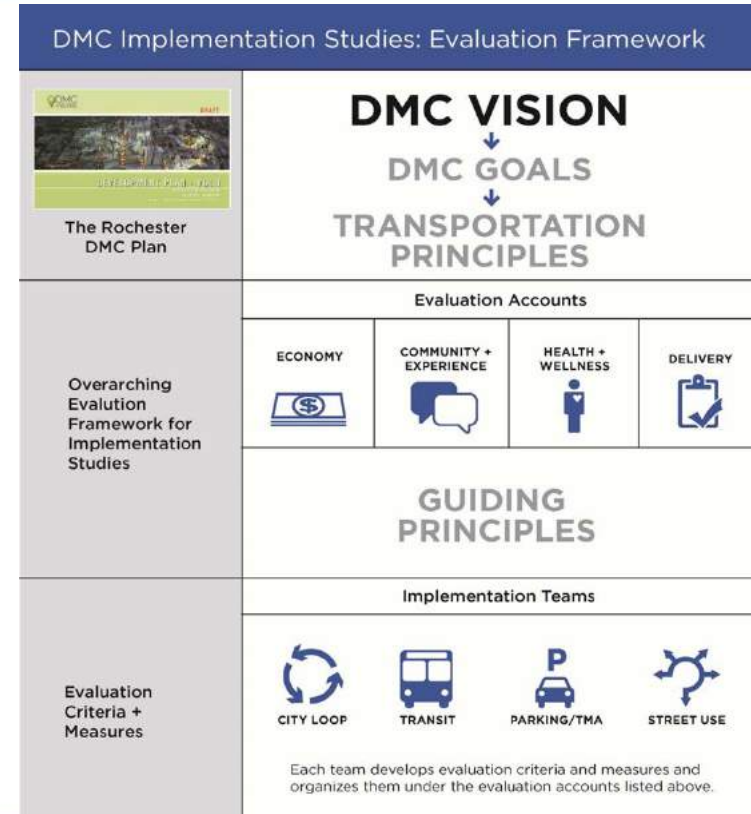


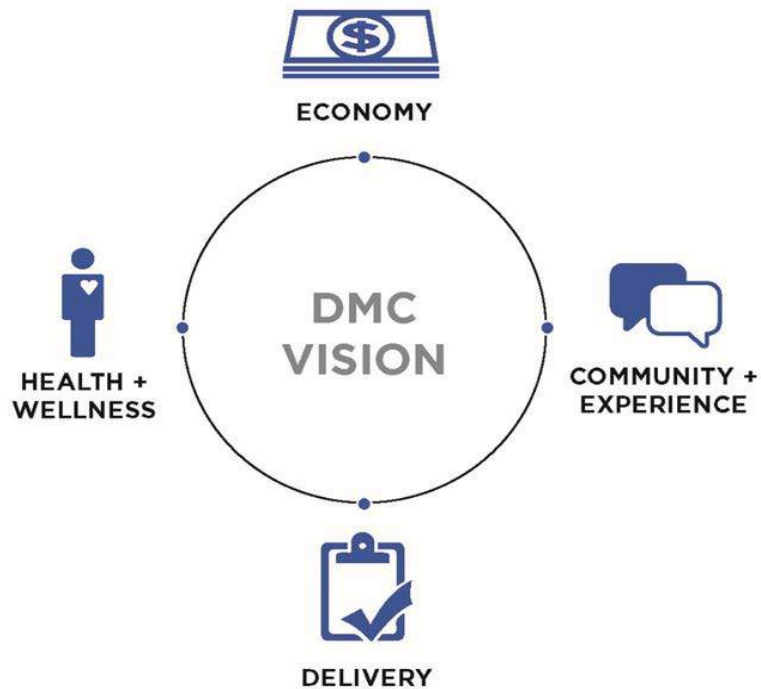
Building the DMC Vision

- *Authentic urban district* with mixed-use neighborhoods and public places
- *Compact, concentrated* development critical to achieving desired vitality
- *Pedestrian-first design* to create street level interest and maintain skyway/subway systems
- *Cohesive, connected* sub-districts
- *Integrated* public and private realms

Integrated, Value-Driven Process

- DMC Guiding Principles for Transportation organized by 4 primary “Evaluation Accounts”
- All discipline teams develop evaluation approach tied to “accounts”
- Integrated framework for evaluating short-list of alternatives



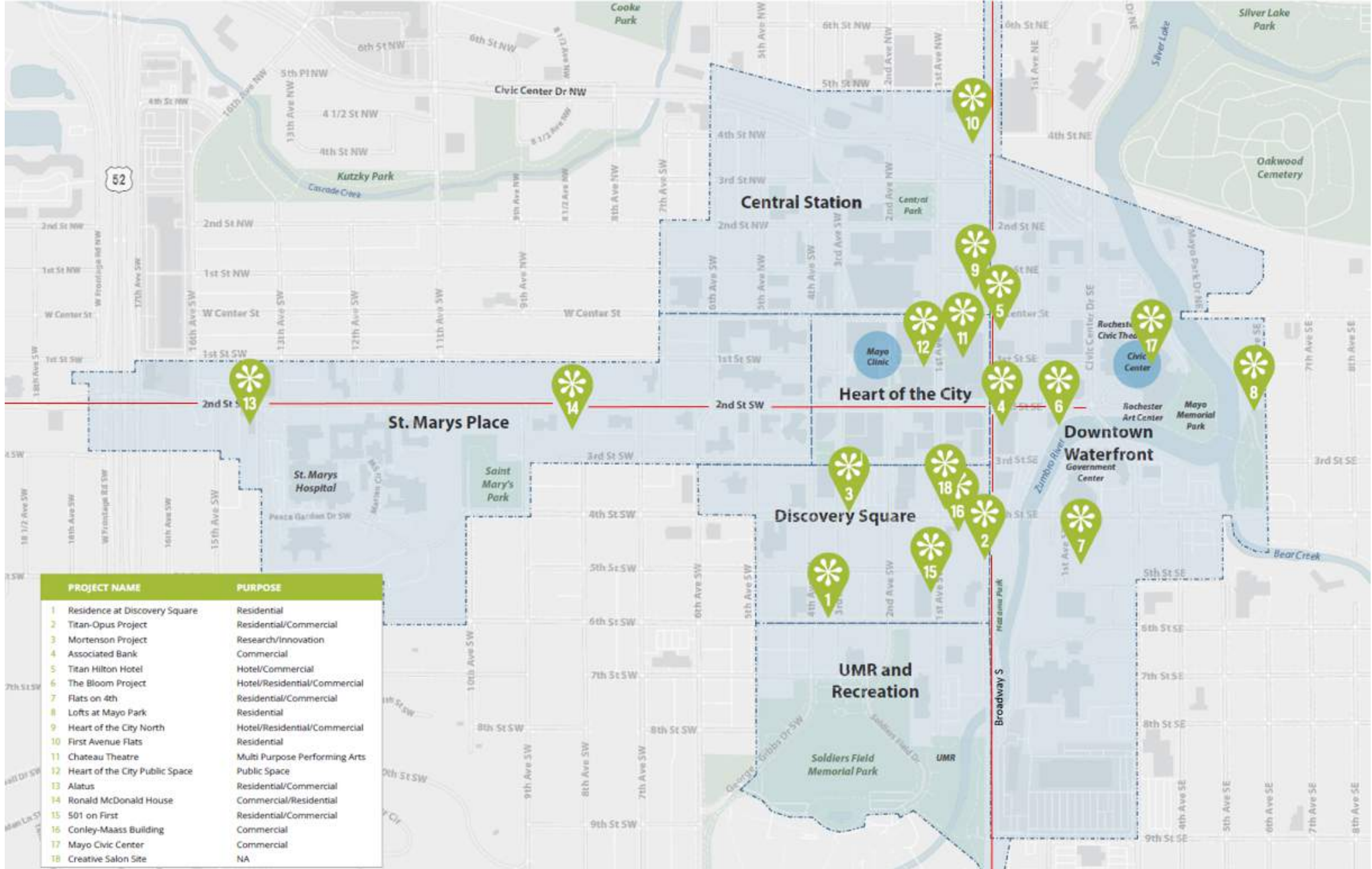


Key Outcomes

- Ensures projects/alternative are evaluated using established DMC Vision and Principles
- Ties decisions to established outcomes
- Arrays broad spectrum of costs/benefits for decision makers

Projects in the DMC District at a Glance

	Development Name	Developer	Purpose	Subdistrict	Project Address	Project Status	Anticipated Completion Date	Estimated Project Investment	DMC Funding	Joint Application Submittal Date
1	Residence at Discovery Square	Vance Sr. & Barbara Vinar	Residential	Discovery Square	Third Ave. SW and Sixth St. SW	Phase I / Predevelopment		\$ 20,000,000.00		
2	Tian-Opus Project	Titan Investments and Opus Group	Residential/ Commercial	Discovery Square	Between 1 st Ave. SW and Broadway Ave. S	Phase III / Approved		\$ 38,000,000.00	\$3,800,000	Fall 2016
3	Mortenson	M.A. Mortenson and Mayo Clinic	Research & Innovation	Discovery Square	First Ave. SW	Phase I / Predevelopment				
4	Associated Bank	Bloom Properties	Commercial	Downtown Waterfront	206 Broadway Ave. S	Under Construction	2017	\$ 7,000,000.00		
5	Titan Hilton Hotel	Titan Investments	Hotel/ Commercial	Downtown Waterfront	Broadway Ave. S and Center St. E	Under Construction	2019	\$ 125,000,000.00	\$6,500,000	Spring 2015
6	The Bloom Project	Bloom Properties and City of Rochester	Mixed-Use	Downtown Waterfront	Riverfront near Second St. SE and Broadway Ave. S	Phase I / Predevelopment		\$ 178,000,000.00		
7	Flats on 4th	Stencil Group	Residential, Affordable Housing	Downtown Waterfront	410 3rd Ave. SE	Under Construction	Fall 2017	\$ 17,000,000.00	No	
8	Lofts at Mayo Park	Pougiales Trust Properties	Residential	Downtown Waterfront	123 Sixth Ave. SE	Completed	Spring 2017	\$ 7,500,000.00	No	
9	Heart of the City North	Hammes Company	Hotel/ Residential/ Commercial	Central Station	Center St. W and First Ave. N	Tabled		\$ 98,400,000.00		Fall 2016
10	First Avenue Flats	Joseph Development	Residential, Affordable Housing	Central Station	400 1st Ave. NW	Under Construction	Spring 2017	\$ 13,700,000.00	No	
11	Chateau Theatre	City of Rochester	TBD	Heart of the City	15 1st St. SW	Phase I / Predevelopment			Yes \$	
12	Heart of the City Public Space	City of Rochester and RSP Architects	Public Space	Heart of the City	Heart of the City	Phase I / Predevelopment			Yes \$	
13	Alatus	Alatus, LLC	Residential/ Commercial	Saint Marys Place	Second St. SW and 14 th Ave. SW	Phase III / Approved		\$ 115,000,000.00	\$10,500,000	Fall 2016
14	Ronald McDonald House Rochester, MN	Ronald McDonald House Charities	Residential	Saint Marys Place	850 2nd St. SW	Phase I / Predevelopment		\$ 15,000,000.00		
15	501 on First	501 on First, LLC	Residential/ Commercial	Discovery Square	501 1st Ave. SW	Completed	Fall 2016	\$ 16,000,000.00	No	
16	Conley-Maass Building	Hunter & Traci Downs	Commercial	Discovery Square	14 4th St. SW	Completed	Fall 2016	\$ 2,200,000.00	No	
17	Mayo Civic Center Addition	Mayo Civic Center	Commercial	Downtown Waterfront	30 Civic Center Dr. SE	Completed	Spring 2017	\$ 84,000,000.00	No	
18	Creative Salon Site	Pougiales Trust Properties		Discovery Square	324 1st Ave. SW	Phase I / Predevelopment				



DESTINATION MEDICAL CENTER CORPORATION

RESOLUTION NO. ____-2017

**Commending Stevan Kvenvold and Expressing Gratitude and Appreciation
for His Service to the Destination Medical Center Corporation**

BACKGROUND RECITALS

WHEREAS, the Destination Medical Center Corporation (“DMCC”) was established by law in 2013 to exercise oversight, adopt plans and approve projects as part of an initiative by the State of Minnesota to make Mayo Clinic, and the City of Rochester, Minnesota (the “City”), a destination medical center; and

WHEREAS, since its inception, the DMCC has worked closely with the City to accomplish the goals of the law; and

WHEREAS, Stevan Kvenvold has served as City Administrator for the City and has been an integral partner in the close cooperation between the DMCC and the City; and

WHEREAS, Mr. Kvenvold offered a unique perspective to the DMCC, by virtue of his 47 years of public service to the City, including nine years as Assistant City Administrator and 38 years as City Administrator; and

WHEREAS, Mr. Kvenvold has been instrumental in the formation and early years of the destination medical center initiative and extraordinarily helpful to the DMCC; and

WHEREAS, Mr. Kvenvold had been unwavering in his stewardship of the City and in his commitment to the citizens of Rochester, as well as in his service to the DMCC and the destination medical center initiative.

NOW, THEREFORE, BE IT RESOLVED, by the Destination Medical Center Corporation Board of Directors, that it commends Stevan Kvenvold for his service to the City of Rochester, his work to advance the destination medical center initiative, and his cooperation with the Board.

BE IT FURTHER RESOLVED, that the Board expresses its gratitude and appreciation to Mr. Kvenvold for his willingness to share his significant expertise and experience with the DMCC, in its goal to make Rochester, Minnesota, America’s City for Health.

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DESTINATION MEDICAL CENTER CORPORATION

RESOLUTION NO. ____-2017

**Requiring Additional Review of Projects Upon Material Deviation
from Approvals Granted**

BACKGROUND RECITALS

A. The Destination Medical Center Corporation (“DMCC”) is authorized by Minnesota Statutes Sections 469.40 *et seq.* to approve projects in the development district for consistency with the adopted development plan, as amended (the “Development Plan”).

B. The DMCC recognizes that economic development is a dynamic process and aspects of a project may change after an approval of a project; however, a material deviation from an approval warrants further consideration by the DMCC.

C. The DMCC desires to establish a policy to ensure that any change to a project after DMCC approval is not a material deviation from such approval and that the project remains consistent with the Development Plan.

D. The DMCC contemplates that its policy will complement similar measures established by the City of Rochester (the “City”), to ensure that “as built” projects are consistent with approvals granted.

NOW, THEREFORE, BE IT RESOLVED, by the Destination Medical Center Corporation Board of Directors that the DMCC Board or Executive Committee will reconsider a prior approval of a project upon a finding presented to the DMCC from either the City or the Destination Medical Center Economic Development Agency Board of Directors (“EDA”) that any of the following conditions have occurred:

1. A material deviation from the Development Plan;
2. In the case of residential development, an increase or decrease in the number of approved dwelling units by more than 10%;
3. An increase or decrease in the floor area ratio that results in more than 10% change in building coverage on the lot;
4. A significant change in the essence or character of the project as approved. Examples include, but are not limited to:
 - a. Elimination of one of the major approved elements of the project, such as elimination of the residential, retail/commercial or hotel element;

- b. Significant changes in either the durability or quality of building materials or landscaping; or
 - c. Material deviation from approved energy and sustainability measures.
- 5. A change to a project that requires approval by the City Planning and Zoning Commission and the City Council.
- 6. A significant decrease to overall project costs.

BE IT FURTHER RESOLVED that upon a finding by either the City or EDA that one or more of the conditions set forth in this Resolution has occurred, the City or EDA, either separately or jointly, shall submit such finding in writing to the DMCC, along with a recommended course of action.

876350-3.DOCX

Public Realm Design

To: DMCC Board of Directors

From: DMC EDA Staff

Date: April 21, 2017

Overview:

The Destination Medical Center (DMC) is engaged in the design of several public realm initiatives, consistent with the DMC Development Plan. These include:

- Design Guidelines
- Heart of the City
- Chateau Theatre
- St. Marys Place
- Discovery Square

While each is a unique program of work and at a different stage of progress, all tie to the central theme of using public realm to attract private economic development, to connect each of the subdistricts to one another and advance DMC goals of walkability, health, and vitality.

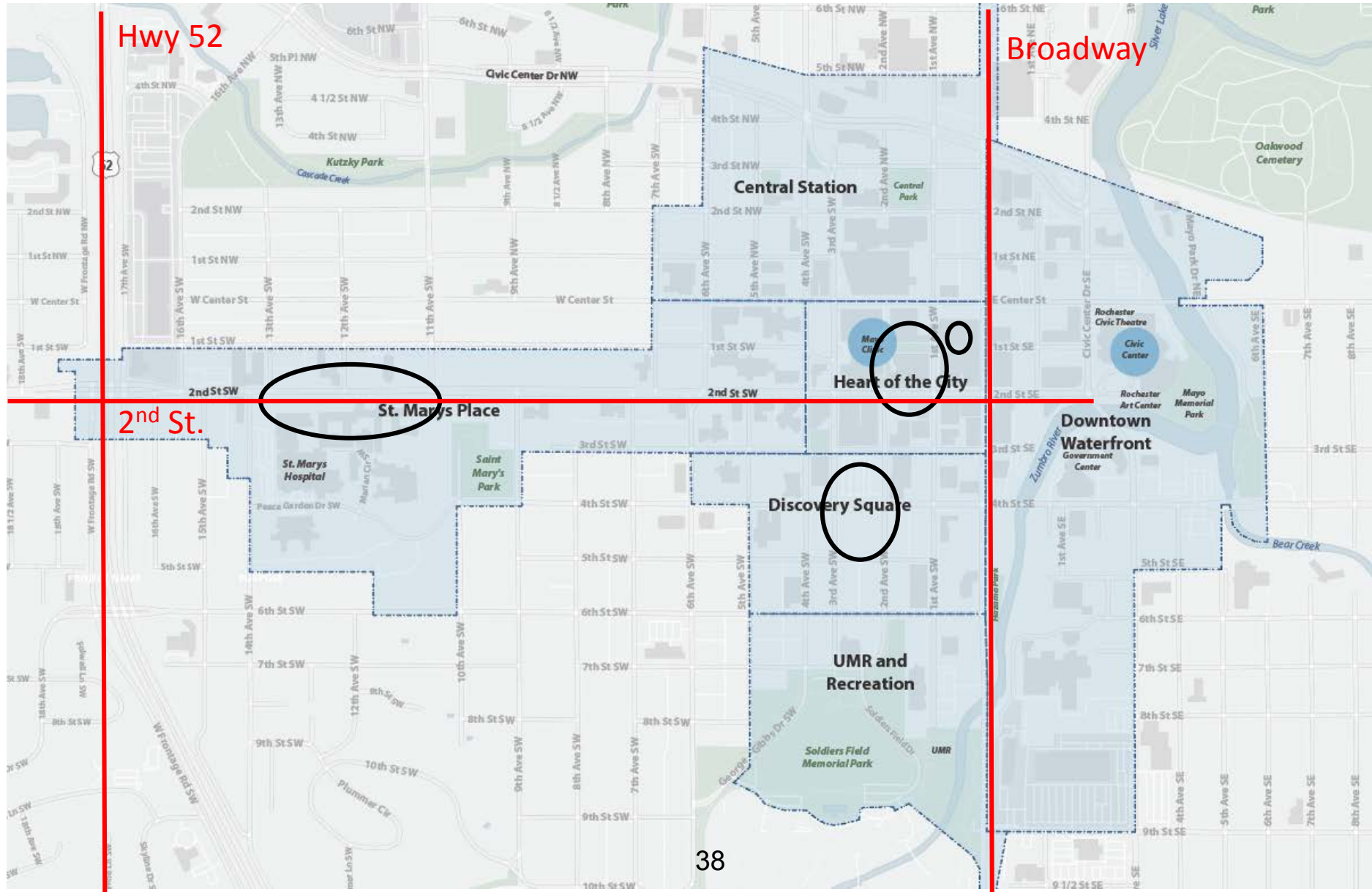
Tom Fisher, DMC EDA board member and Director of the University of Minnesota Metropolitan Design Center, will facilitate presentations and follow up discussion for each of these initiatives. We are interested in your feedback and insights related to these projects.

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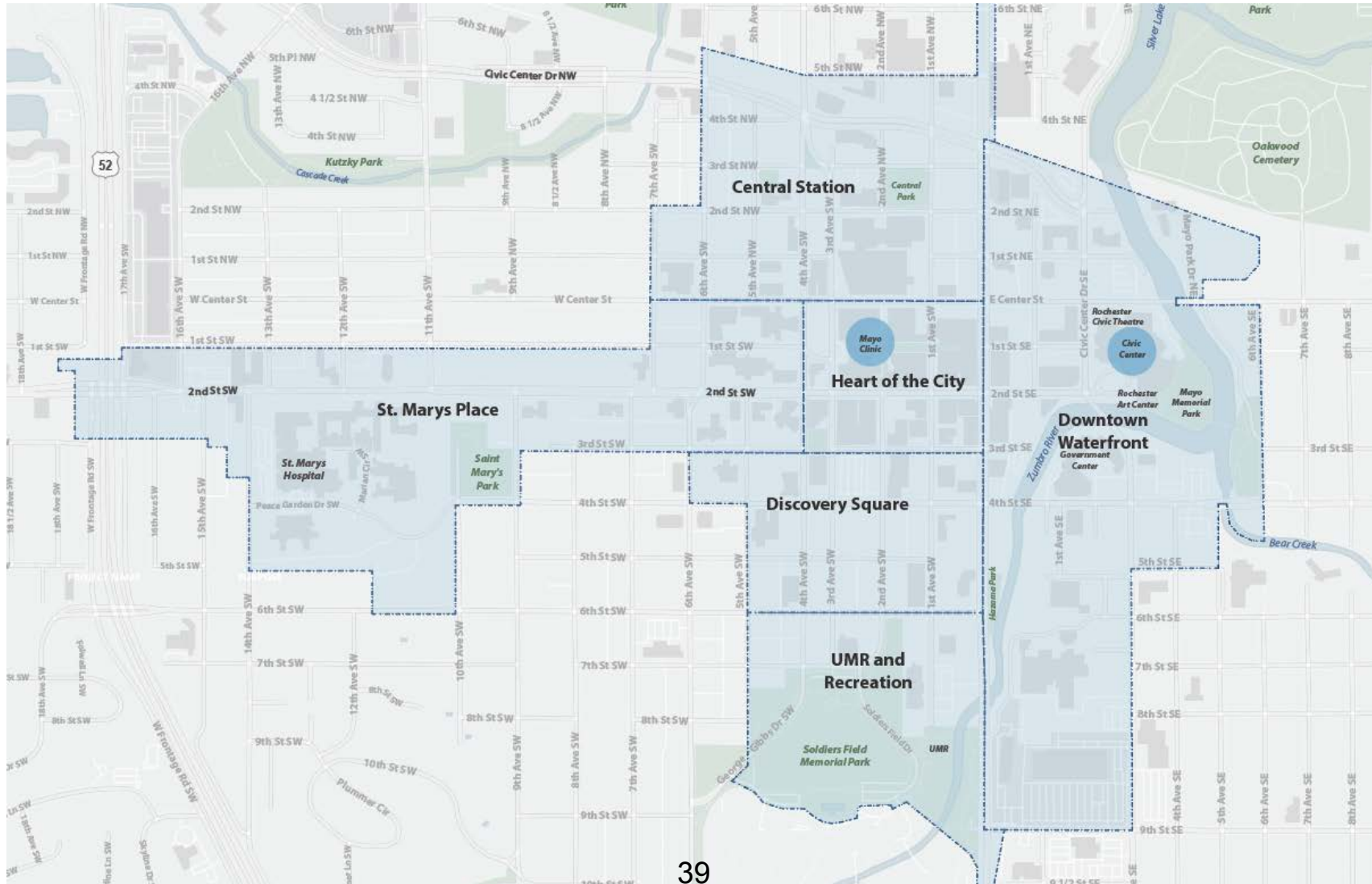
Public Realm Design

- Design Guidelines
- Heart of the City
- Chateau Theatre
- Saint Marys Place
- Discovery Square

Public Realm Design



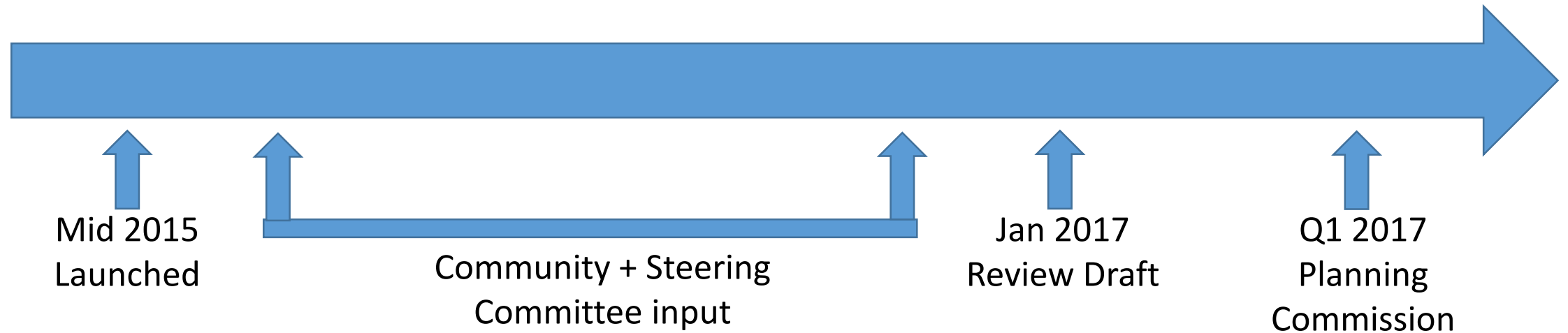
DMC Design Guidelines

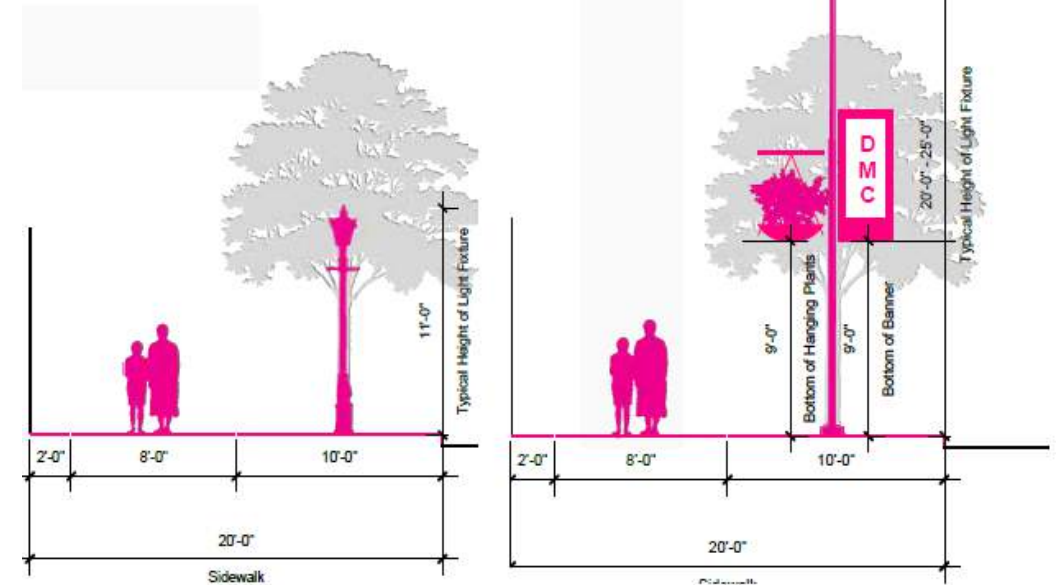
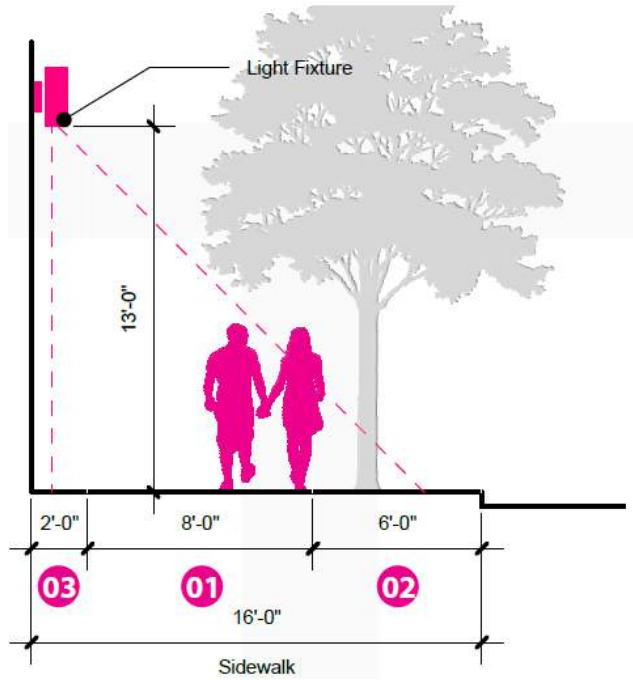


Project Goals for Design Guidelines

- Provide high quality, attractive spaces (contemporary but connected to the unique history of the city)
- Create an ever-changing, lively atmosphere and visual appeal within the downtown core
- Human scale, good wayfinding and pedestrian oriented
- Create visual interest throughout

Progress for Design Guidelines

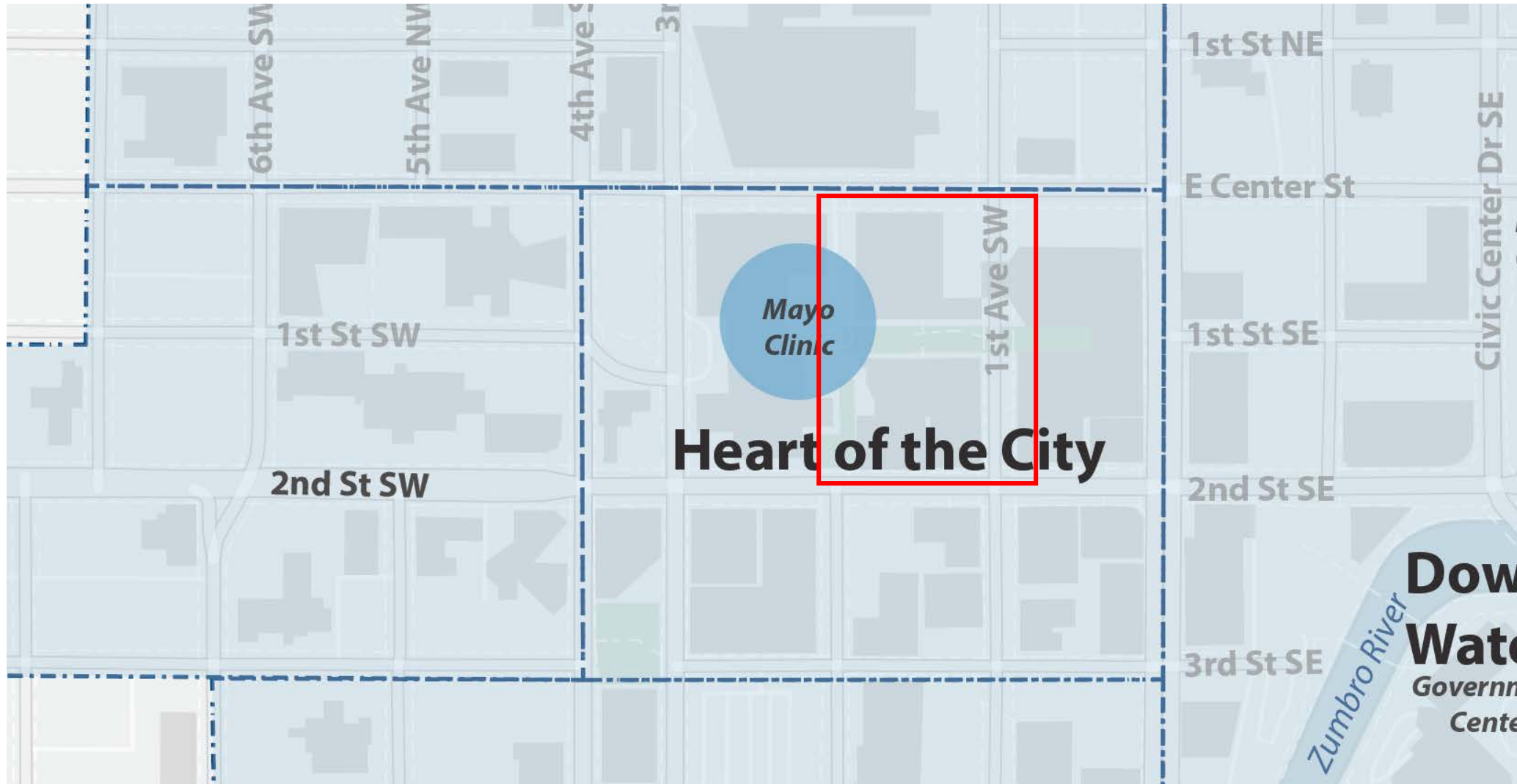


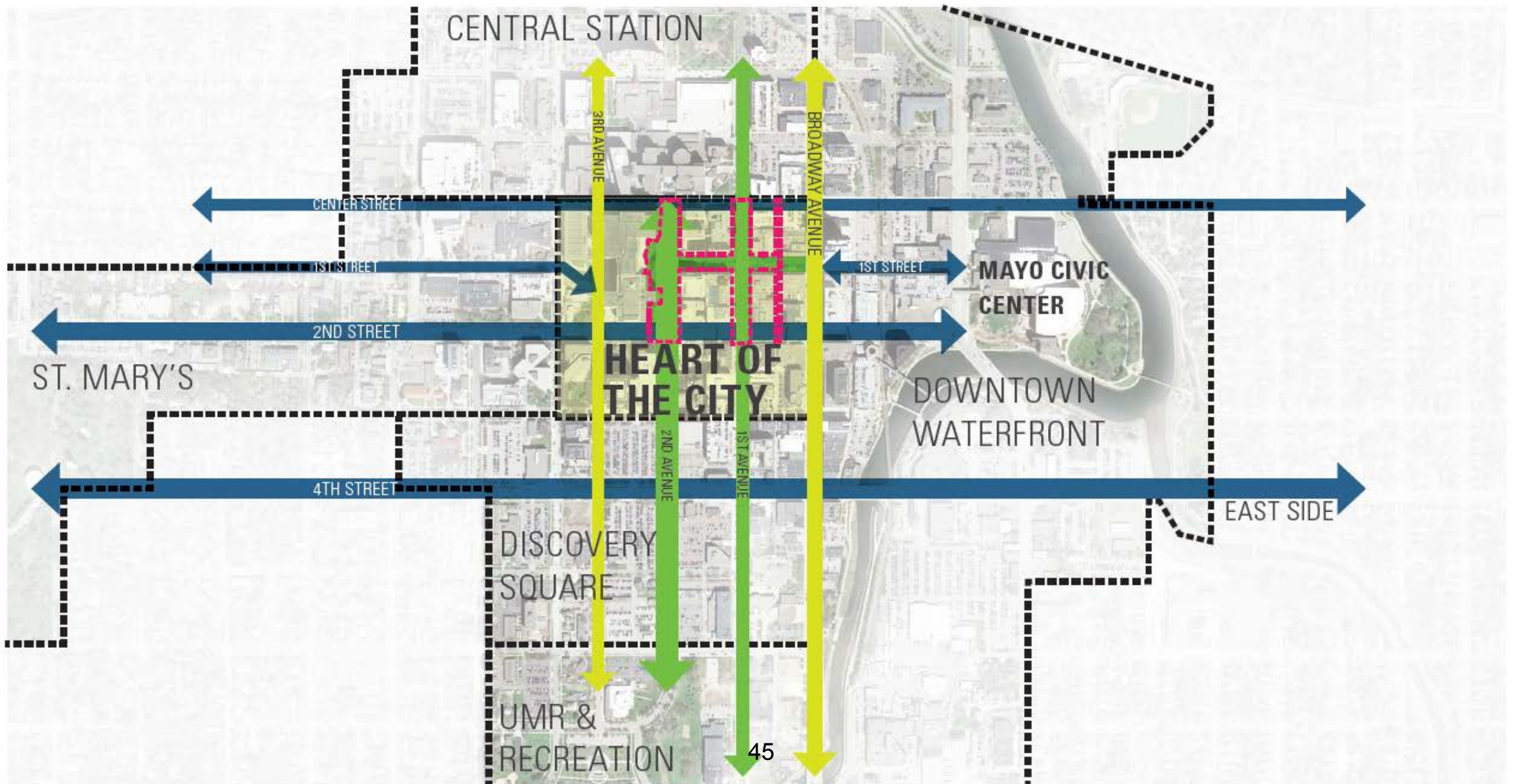


Next Steps for Design Guidelines

- Planning & Zoning Commission Review
- City Council adoption
- Ongoing implementation

Heart of the City

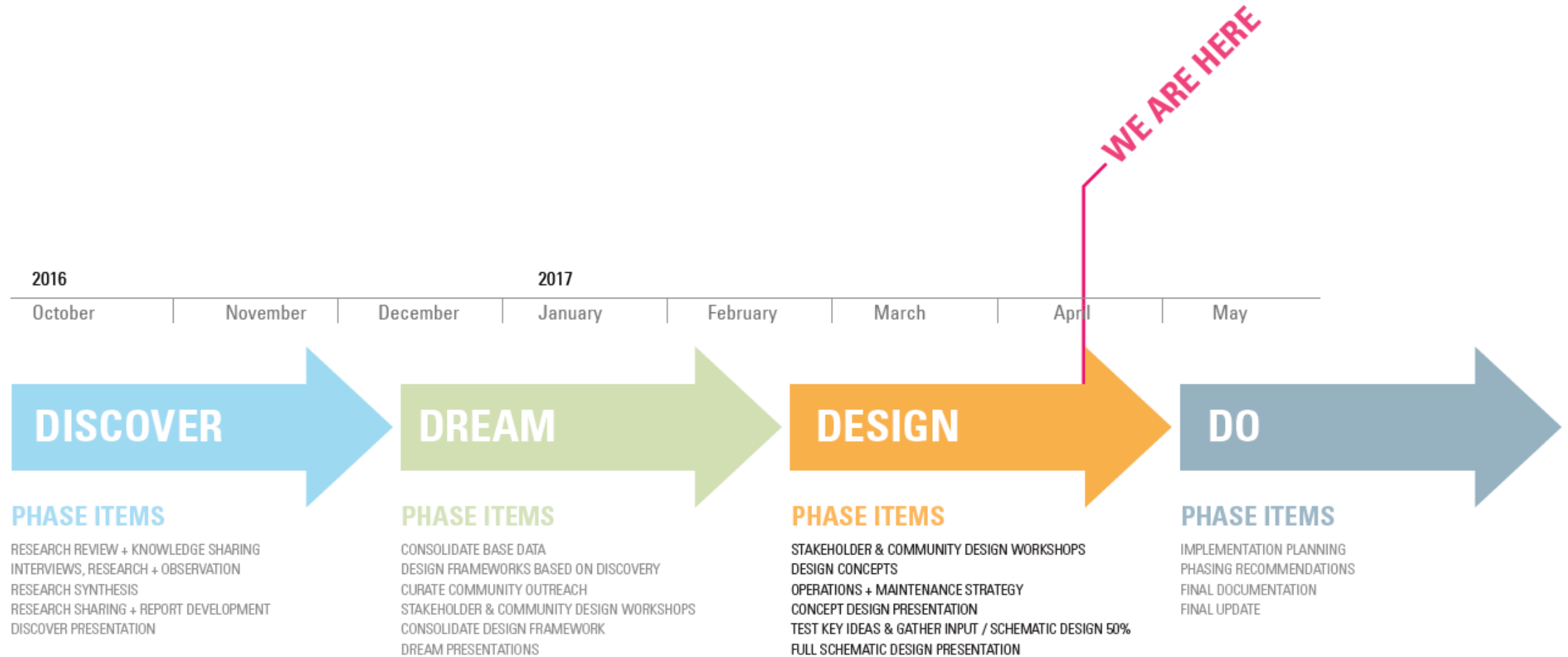




Project Goals for Heart of the City

- Deliver Pre-Design
- Provide Schematic Design
- Offer Cost Estimates
- Create a Phasing & Implementation Plan

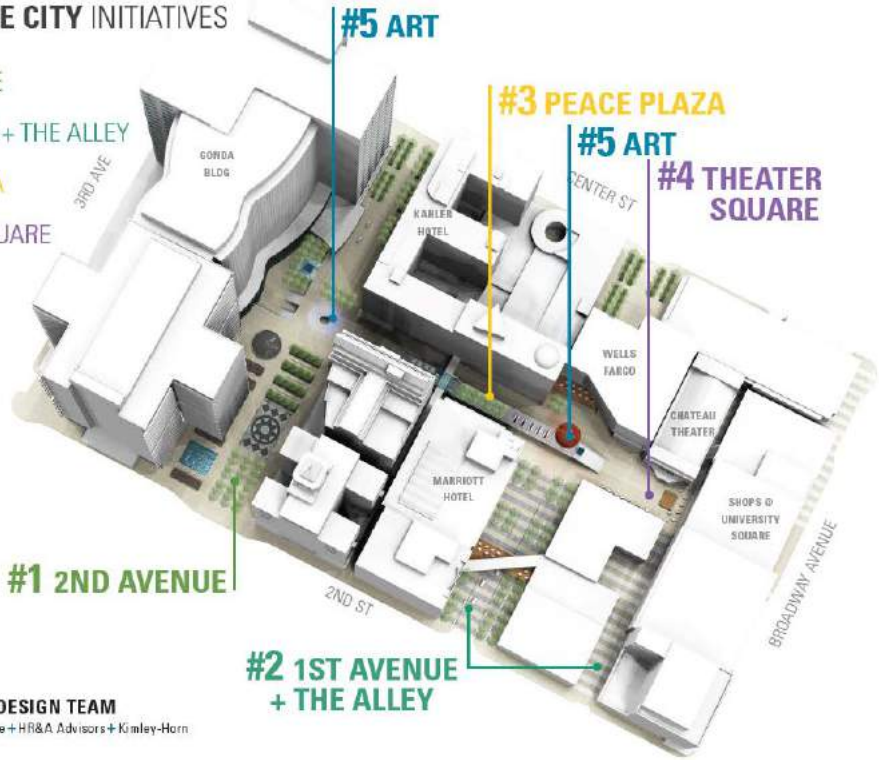
Progress for Heart of the City





HEART OF THE CITY INITIATIVES

- #1 2ND AVENUE
- #2 1ST AVENUE + THE ALLEY
- #3 PEACE PLAZA
- #4 THEATER SQUARE
- #5 ART



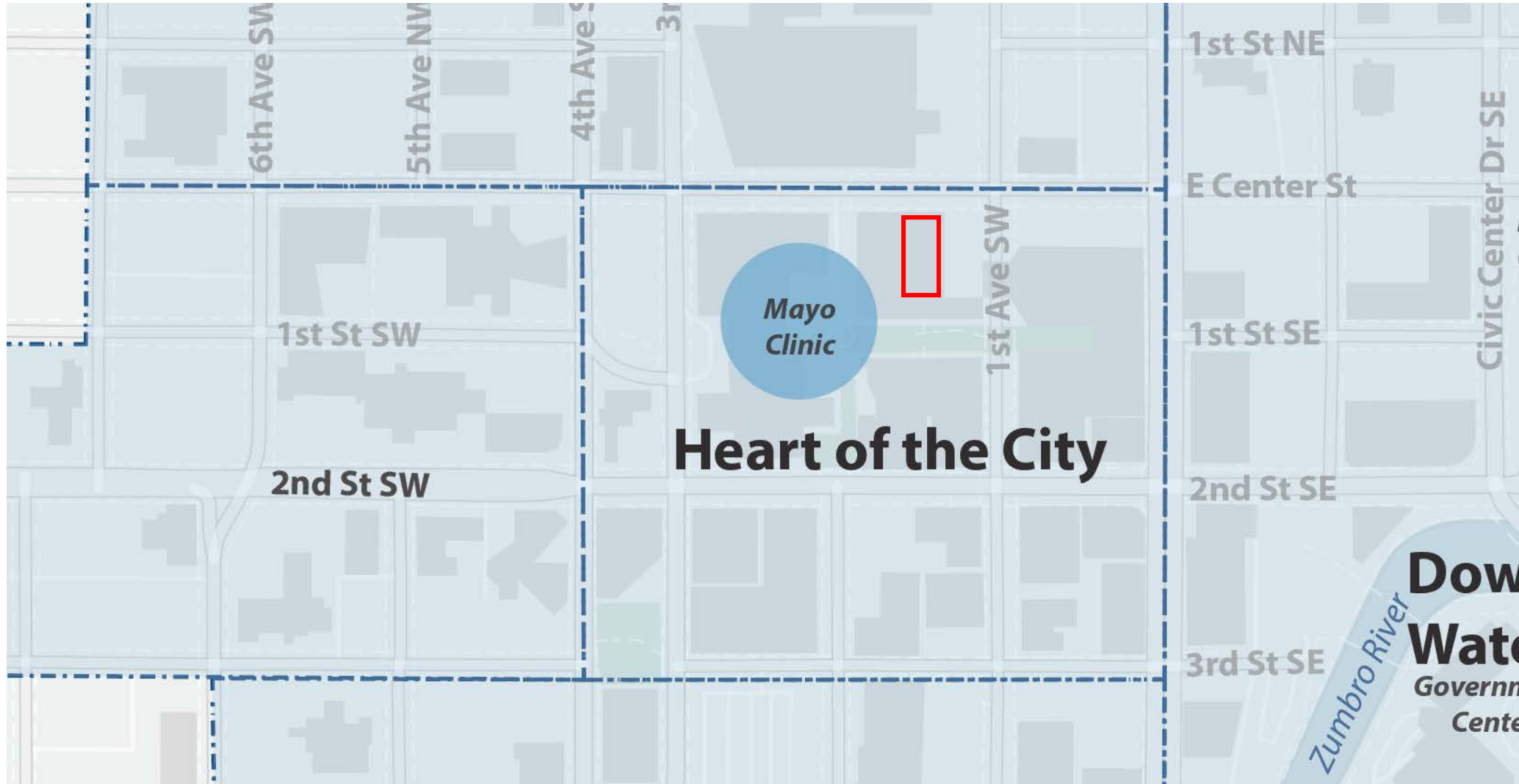
HEART OF THE CITY DESIGN TEAM
 RSP + Coen+Partners + S. Square + HR&A Advisors + Kinley-Horn



Next Steps for Heart of the City

- Technical review with property owners
- Cost estimates for design alternatives
- Presentations to community

Chateau Theatre

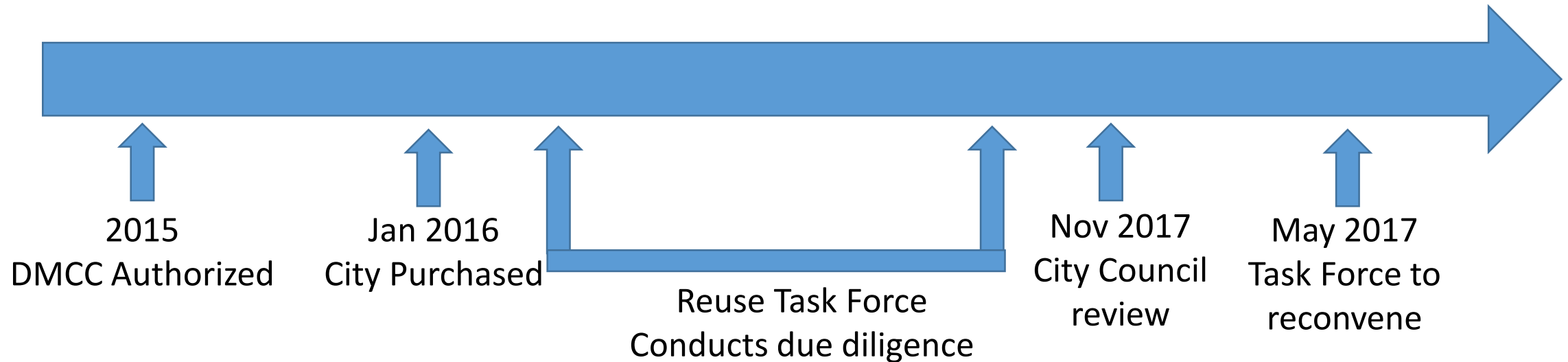


Project Goals for Chateau Theatre

Recommend Chateau Theatre

- Use
- Finance
- Governance
- Management

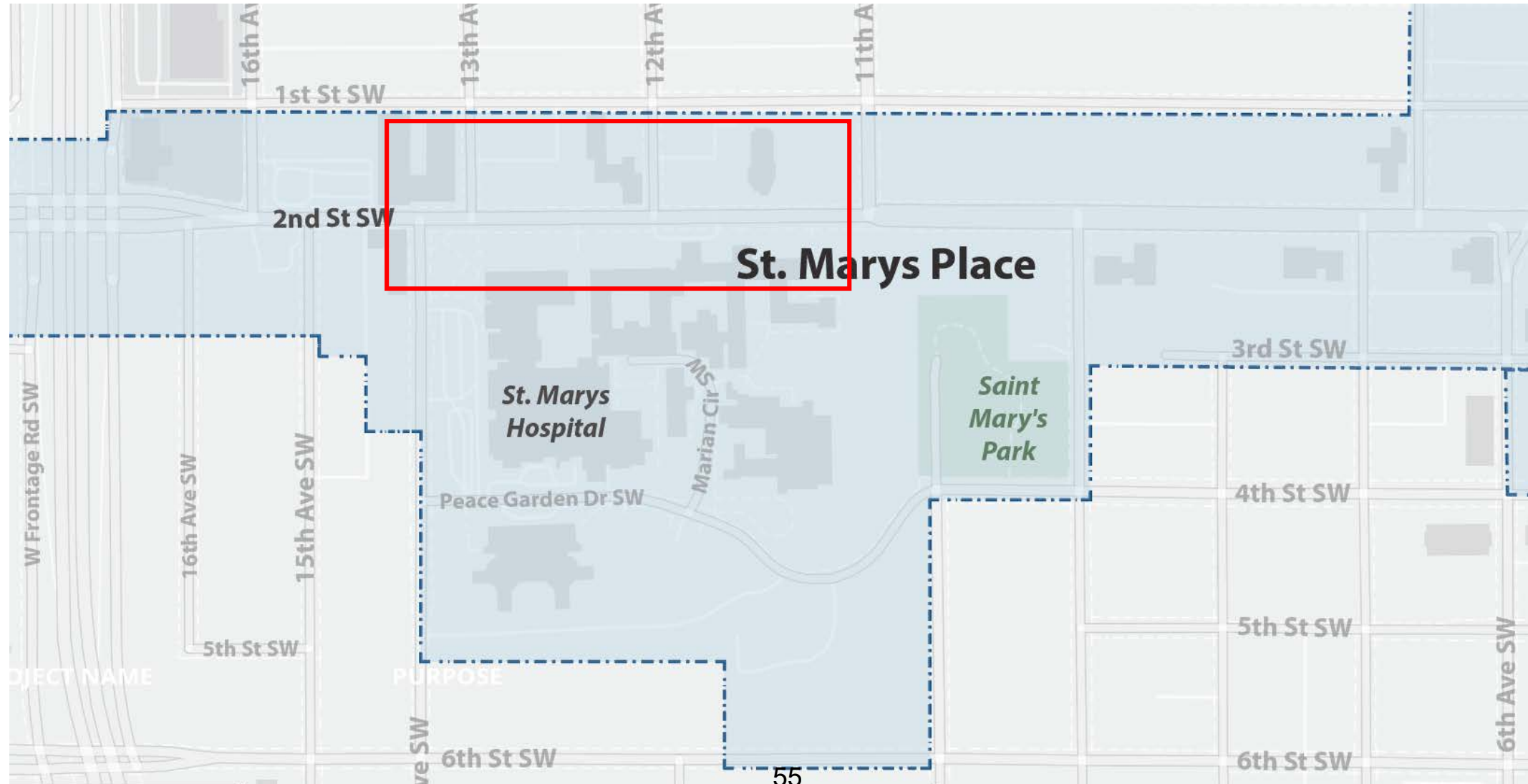
Progress for Chateau Theatre



Next Steps for Chateau Theatre

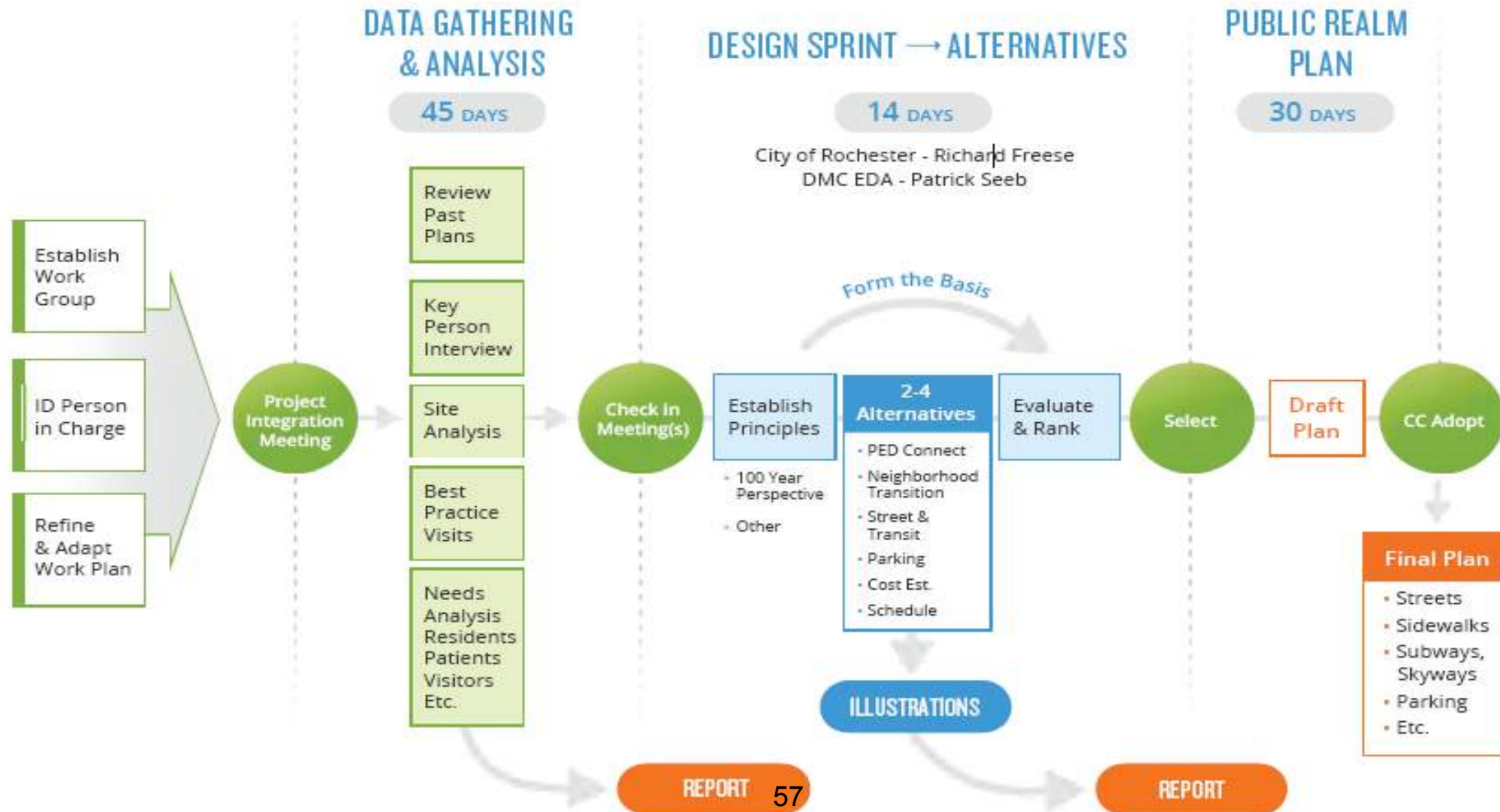
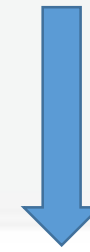
- City staff review of consultant report
- Collaboration with adjacent property owners
- Task Force to reconvene
- Consider interim steps

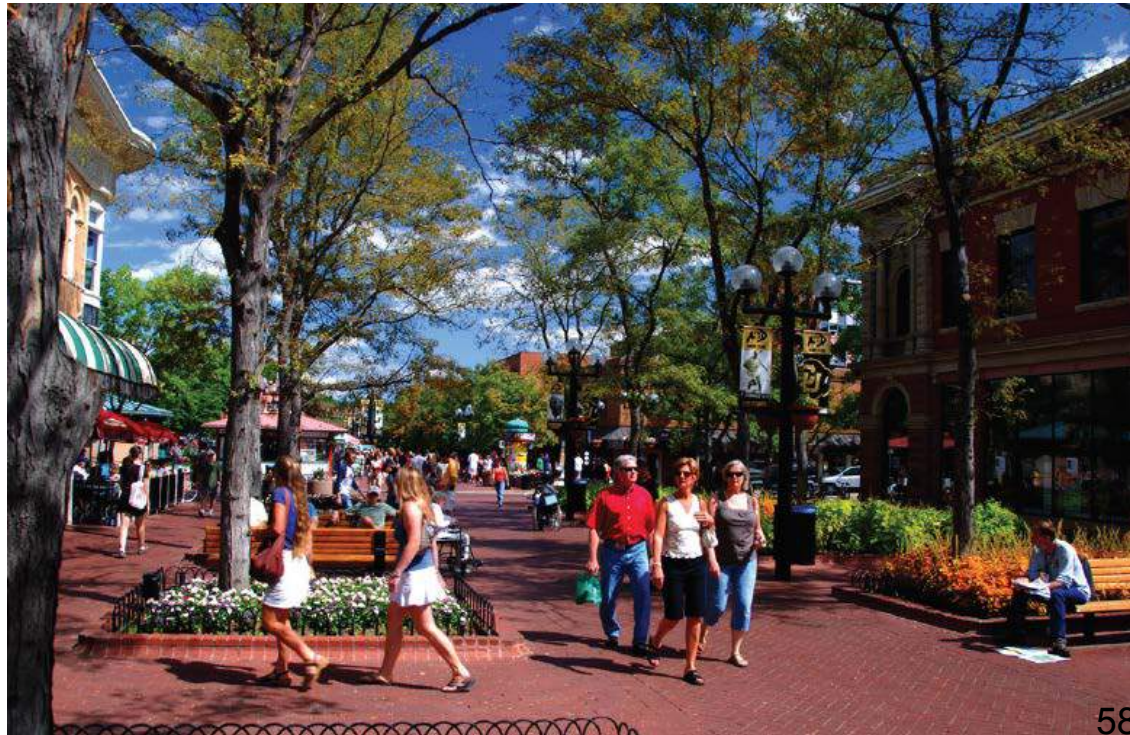
Saint Marys Place



Project Goals for Saint Marys Place

- Develop public realm plan for Saint Marys Place subdistrict
- Anticipate future development
- Consider needs of patients/visitors, local businesses/property owners and nearby neighborhoods

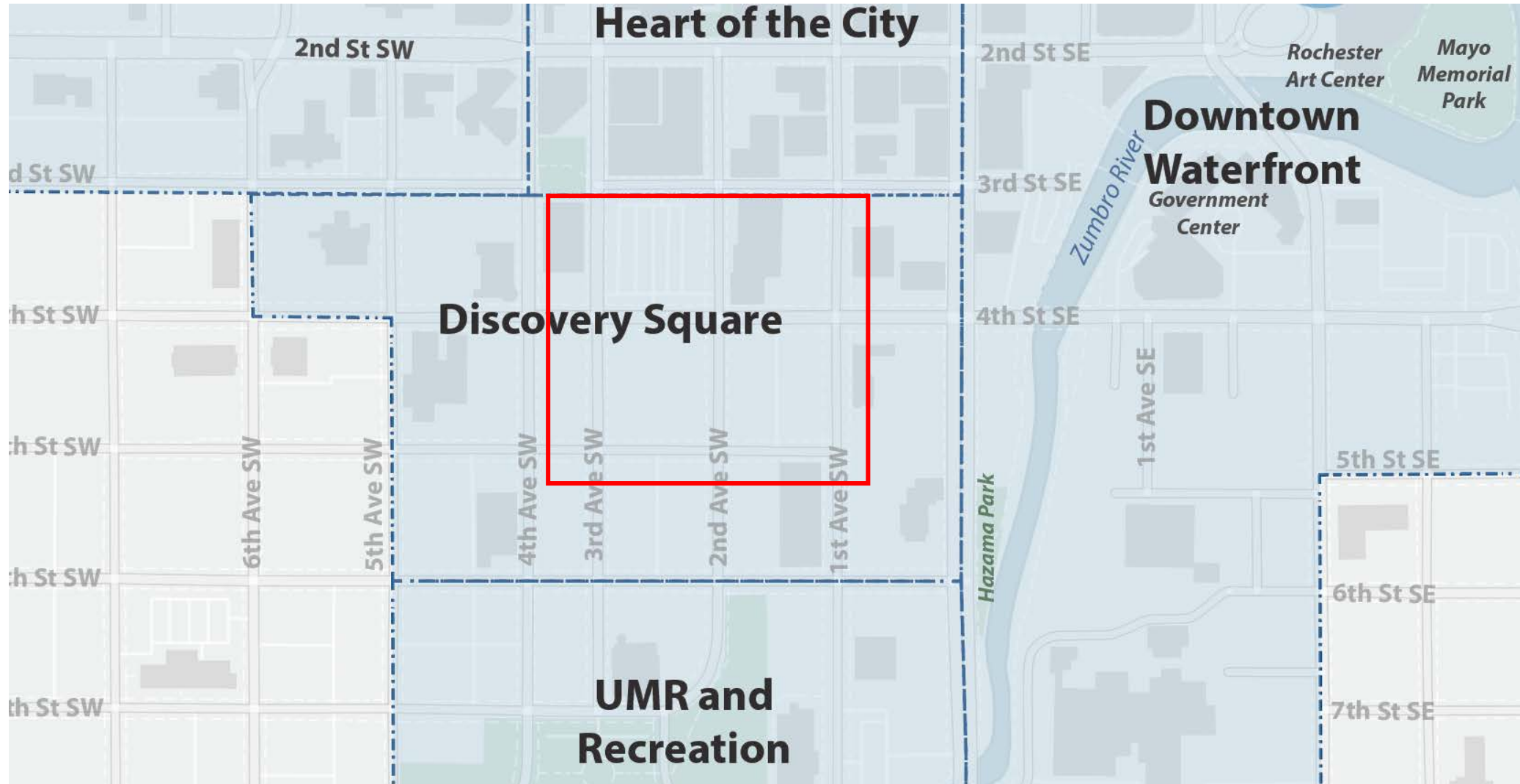




Next Steps for Saint Marys Place

- Completion of final concept
- Community and City Council presentation
- Prototype and demonstration

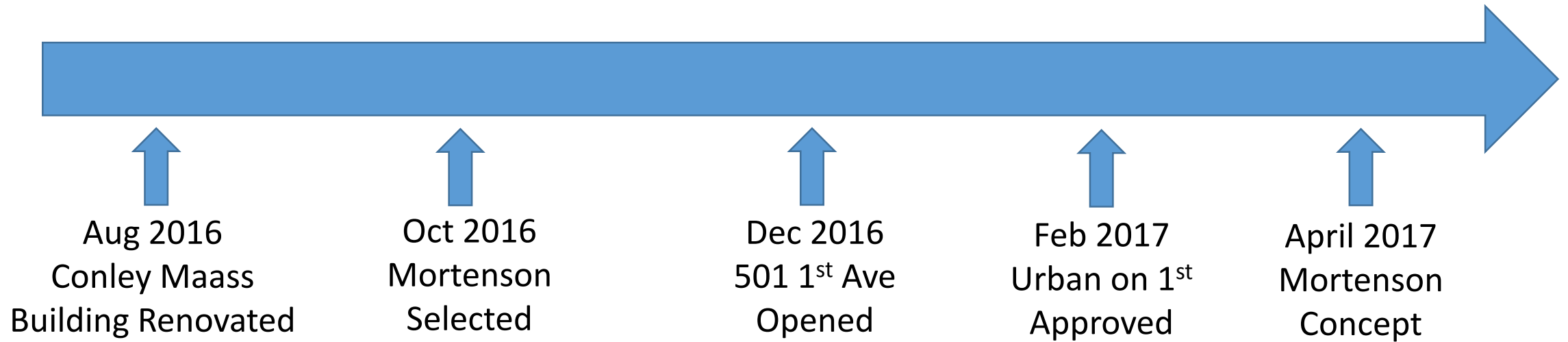
Discovery Square



Project Goals for Discovery Square

- Connect future Discovery Square subdistrict with other subdistricts
- Attract additional development interest
- Determine public infrastructure needs

Progress for Discovery Square





Next Steps for Discovery Square

- Determine scope of work
- Engage design team

Discovery Square Project: Mortenson Company initiative

To: DMCC Board of Directors

From: DMC EDA Staff

Date: April 21, 2017

Overview:

In 2016, Mayo Clinic selected Mortenson Company as its development partner for the first phase of its Discovery Square initiative. Subsequently, Mayo, Mortenson, and Destination Medical Center (DMC) have been working together to further refine this relationship, outline respective roles and responsibilities, and develop timetable with significant milestones.

Mortenson has assembled a design team, commercial broker, and market analyst. This team has been working closely with DMC, Mayo, and others toward an aggressive project timetable, with groundbreaking in 2017.

Next Steps:

Mortenson's 120 Day Work Plan assumes submittal of site plan to City of Rochester, completion of schematic design, presentation to Mayo Trustees and application to DMC.

At the April 27th, DMC EDA board meeting Mortenson will provide a project update, key findings to-date, and upcoming project milestones.

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Update: Other Projects
4/27/17 DMCC Board Meeting

- **Parking Ramp # 6 Project**

On April 10, 2017, the City Council approved the bids for the construction of Parking Ramp #6, on the property lying directly east of the Hilton Project. As the Board may recall, it is a 630 stall ramp that cantilevers over the DM&E RR spur line tracks abutting 1st Avenue SE. Project construction is planned to begin on May 1, 2017 and be completed by August, 2018.

- **Bloom Riverfront Redevelopment Project**

The City recently received revised project plans for the proposed redevelopment of the site along the Zumbro River between 2nd Street and 4th Street SE. The project is now being planned as a 2 tower project as was originally proposed, rather than the 3 tower concept that was under consideration. The project components have also been changed to some extent. The developer has indicated a total project cost of approximately \$305 million, with building construction cost of approximately \$178 million. Staff has recently met with the developer representatives to start discussions on project financing details and potential terms for the various agreements needed. The development team indicated they have recently started working on the completion of the joint City / DMC funding application and plan to have submitted by mid May.

- **Mortenson Discovery Square Project**

City staff recently met with the development team to discuss the project land use / zoning approval process and timeframe. City staff has also met with the DMC EDA staff and the development team to discuss the joint City / DMC funding application process and there has been continuing dialogue between the various entities involved in the project, to keep things moving forward with the intent of having the project in a position for a fall 2017 construction start.

- **Hammes Heart of the City North Project**

On March 29, 2017, Hammes submitted a written request to withdraw its applications with the City.

- **First Avenue Flats Project**

The First Avenue Flats affordable workforce rental housing project consisting of 68 apartments, is nearing the completion of construction. A grand opening event is scheduled for April 28, 2017. While this is not a DMC Project, it is a project that is consistent with the other considerations identified in the DMC Development Plan, one of those being provision of affordable housing in the community.

- **Design Guidelines/Standards Project**

The DMC Design Guidelines were before the City Planning & Zoning Commission at a public hearing on March 22, 2017. That was the first opportunity for review and discussion of the guidelines with the Planning Commission and based upon some of the comments and questions raised, staff had suggested that the discussion be continued until the April 26, 2017 Planning Commission meeting in order to provide staff some time to respond to the questions raised.

- **Downtown Parking Overlay District Text Amendment**

With the DMC Development Plan indicating the need for a significant amount of additional parking, the City is undertaking an amendment to create a Destination Medical Center Parking Overlay Zone, which will include the lands located within the DMC Boundary Area. The proposed amendment is intended to modify the regulations to better address the policies and principles for off street parking set forth in the Destination Medical Center Development Plan.

The City Council reviewed the proposal at a previous Committee of the Whole meeting and in early February, initiated a formal text amendment to the City Zoning Ordinance and Land Development Manual. The matter is scheduled for a public hearing before the City Planning and Zoning Commission for April 26th and will be before the Council as a public hearing at an upcoming meeting.

A major change that comes about as a result of this proposed amendment will be a requirement for off street parking for uses located within the CDC - Central Business District zoning district, whereas in the past, off street parking has not been required to be provided as a part of each individual development project. The proposed amendment provides for both minimum and maximum numbers of required parking spaces.



Five Year Plan Update

DMCC
Board Meeting
April 27, 2017

Tim Siegfried
Gail Eadie

1991 Ordinance #2726

- 1991 Ordinance #2726

Created Special District with overlay zoning of unique development standards & procedures for properties owned by Mayo within district boundaries

District called “Medical Institutional Campus Special District”

2 Sub-districts

Central Sub-district (Downtown)

West Sub-district (St. Marys)

- Special Documents

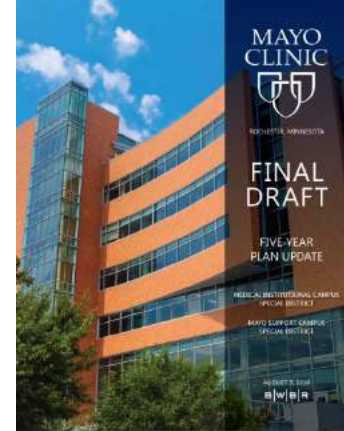
Parking, transportation, materials handling, property ownership, site & floor areas

- Special Process

Adopted by the City Council after review & recommendation by the City Planning & Zoning Commission & City Council

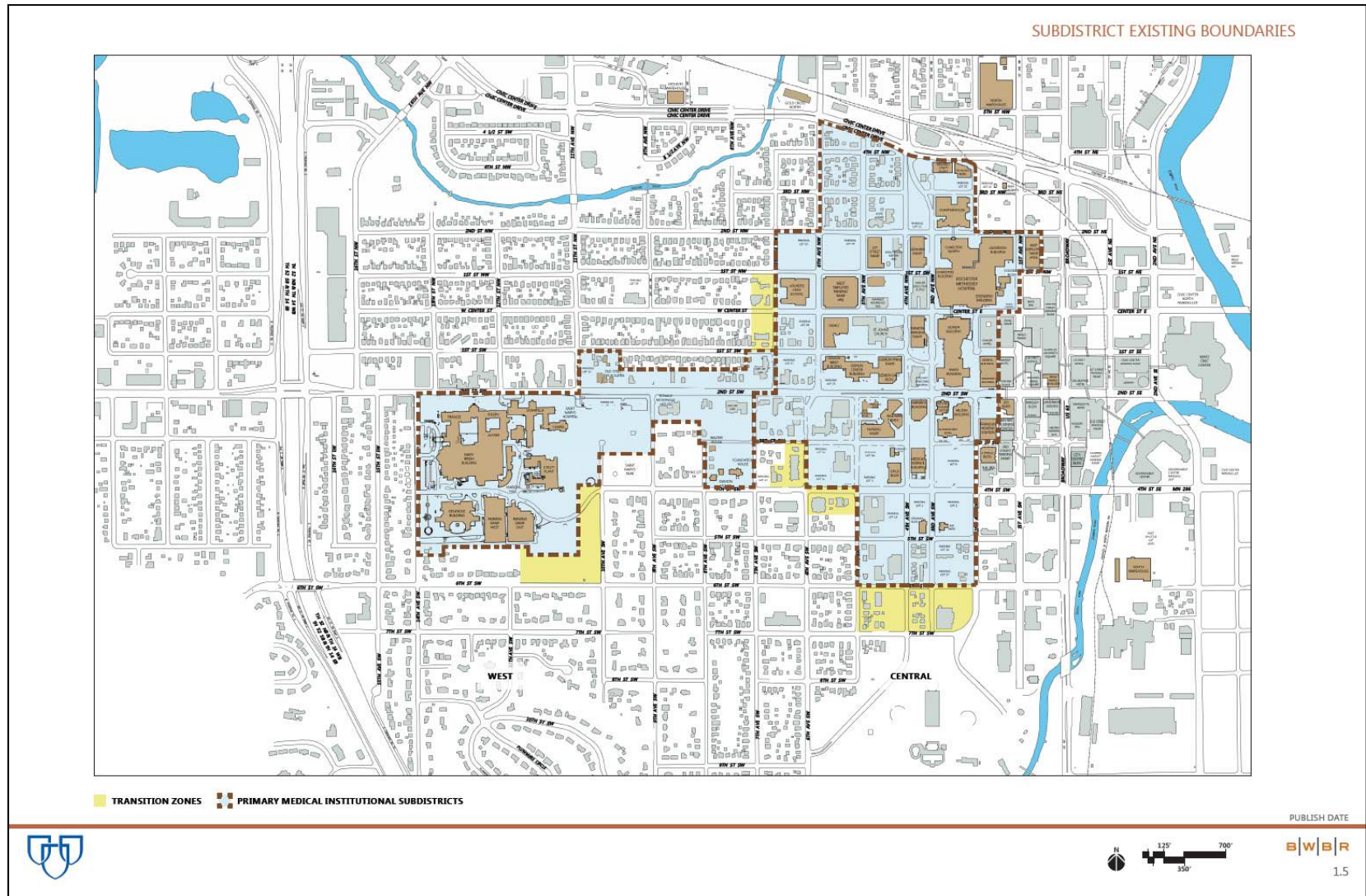
2016 - Five Year Plan Update Contents

1. Medical Institutional Campus Special Districts
2. Mayo Property Ownership & Acreage
3. Building Square Footage
4. Employee Distribution
5. Parking & Vehicular Circulation
6. Mtls. Handling & Distribution, Subways & Docks
7. Utility Infrastructure
8. Urban Green Space
9. Potential Projects
10. Appendix



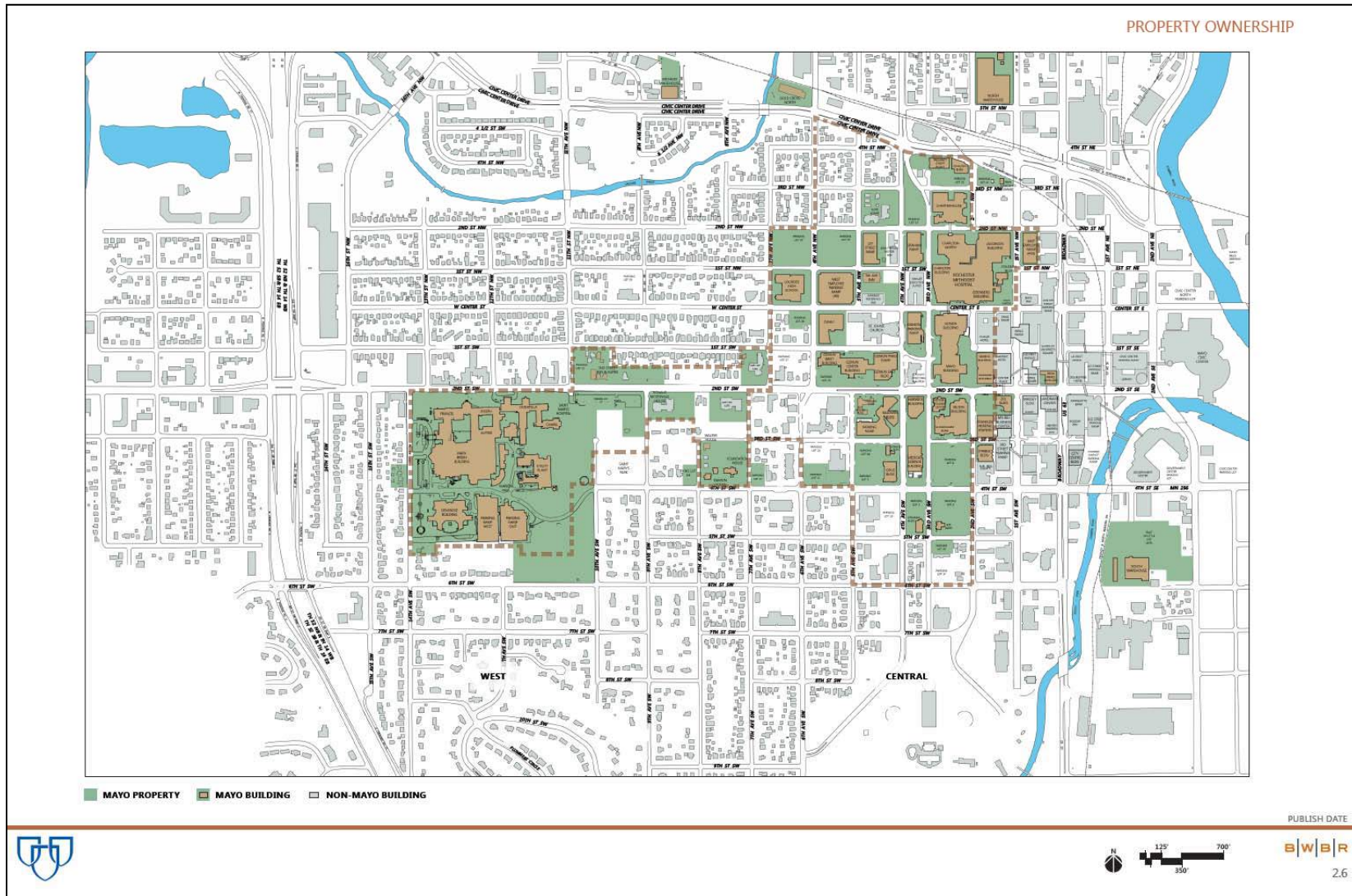
1.0 Special Medical District Boundaries

Downtown District Boundaries ('16)

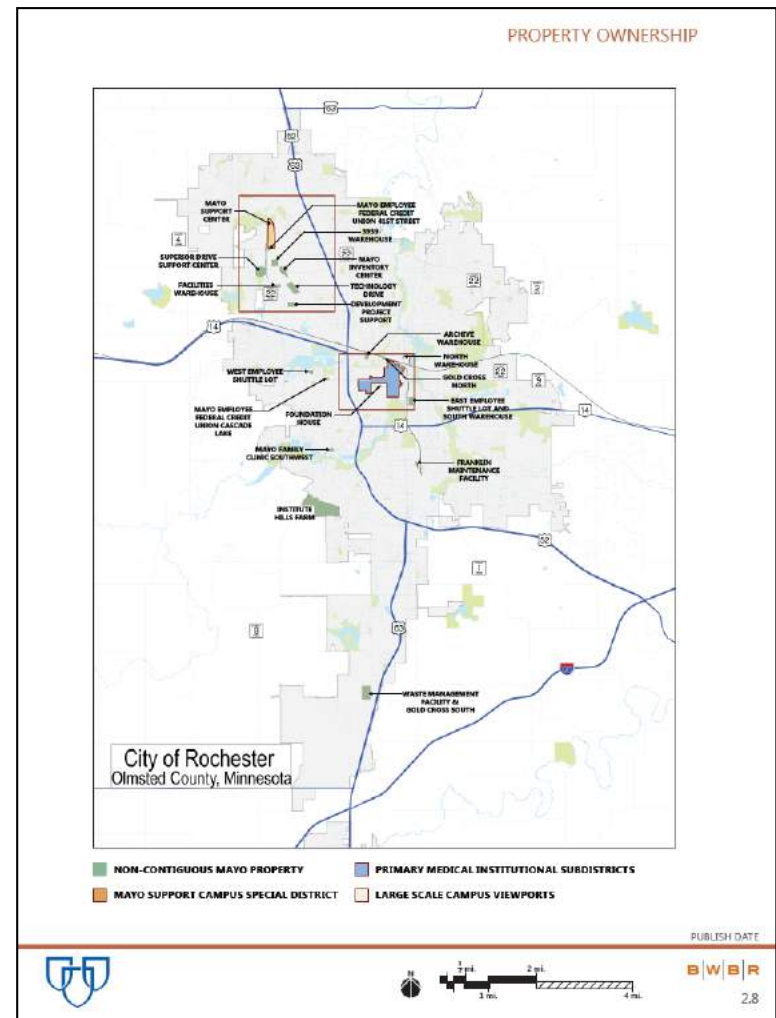
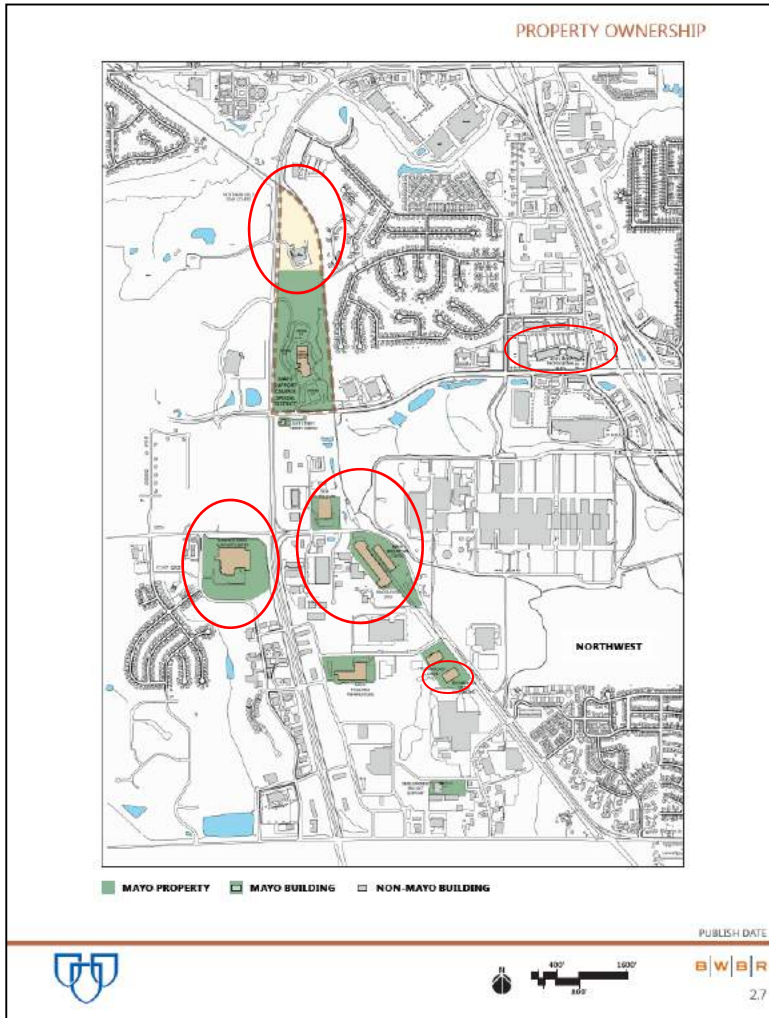


2.0 Mayo Property Ownership & Acreage

Property Ownership

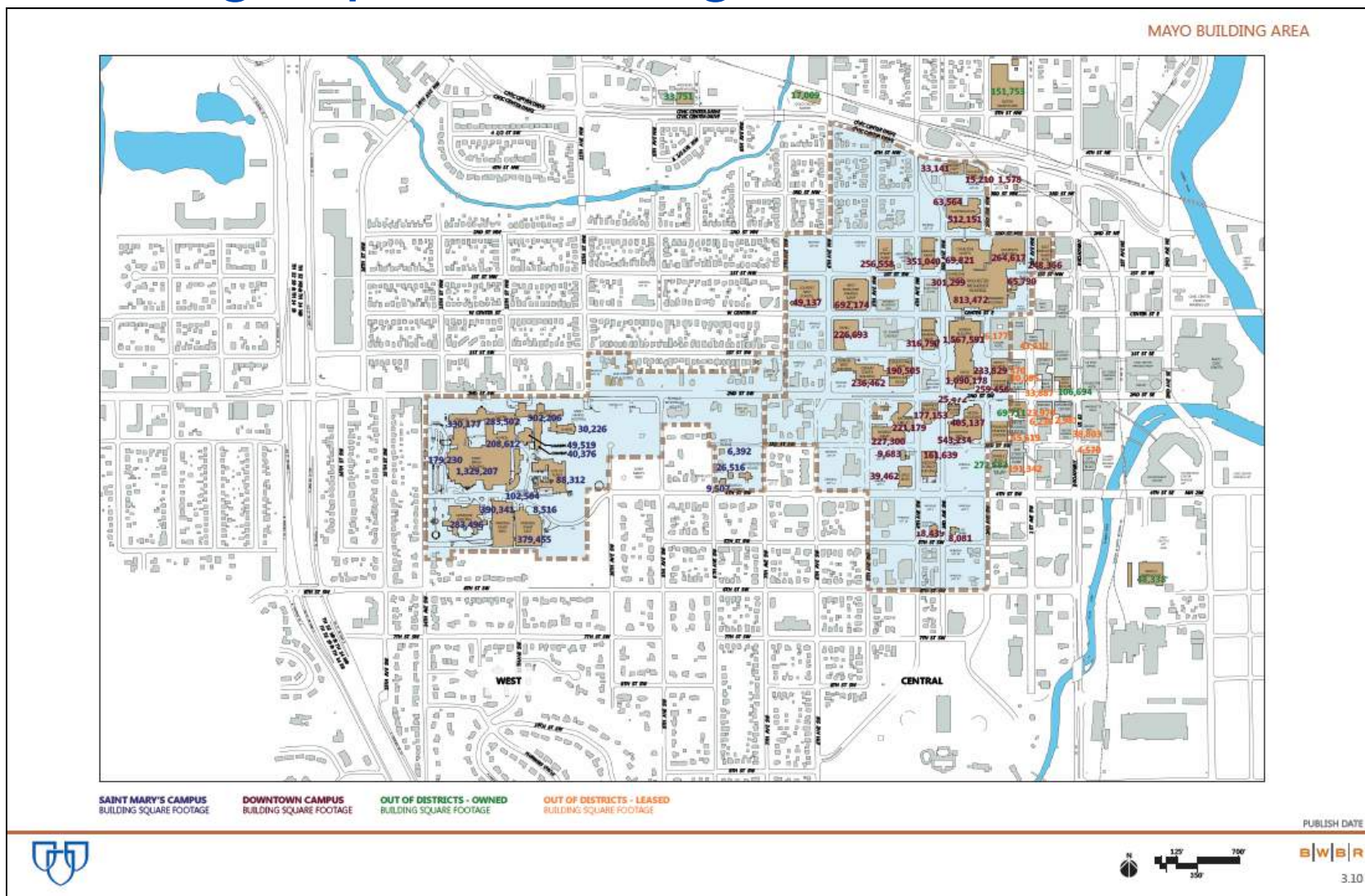


Property Ownership

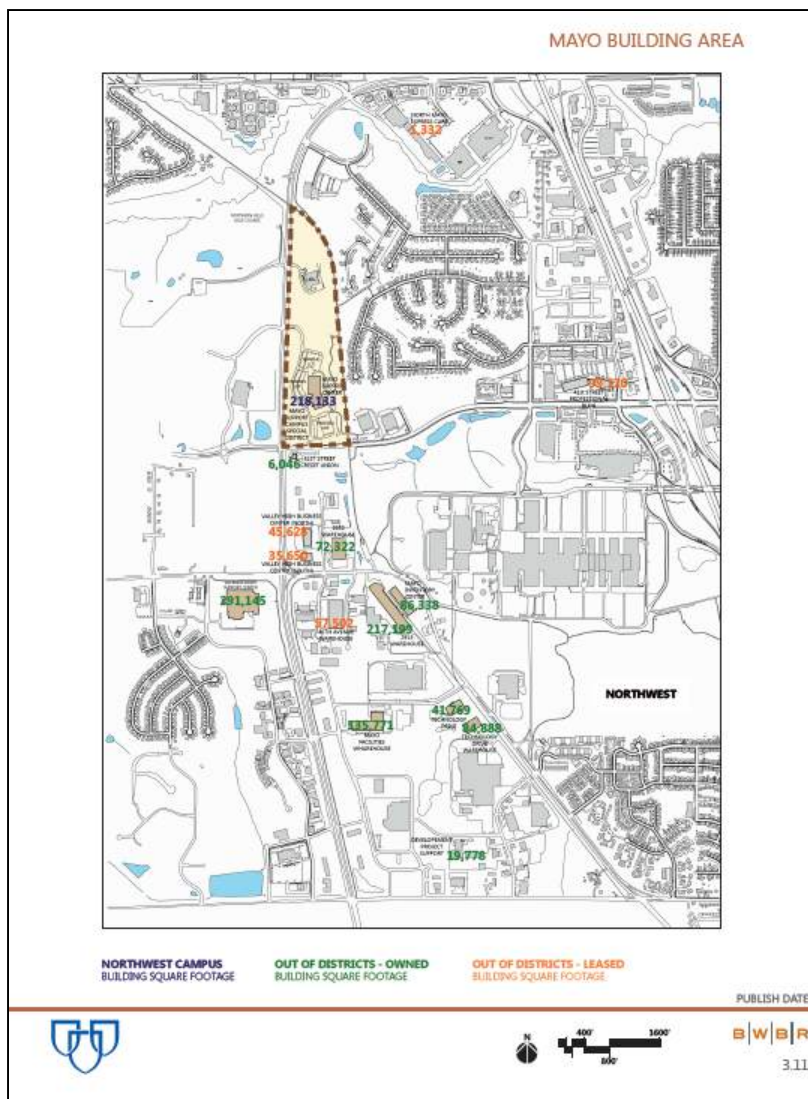


3.0 Building Square Footage

Building Square Footage

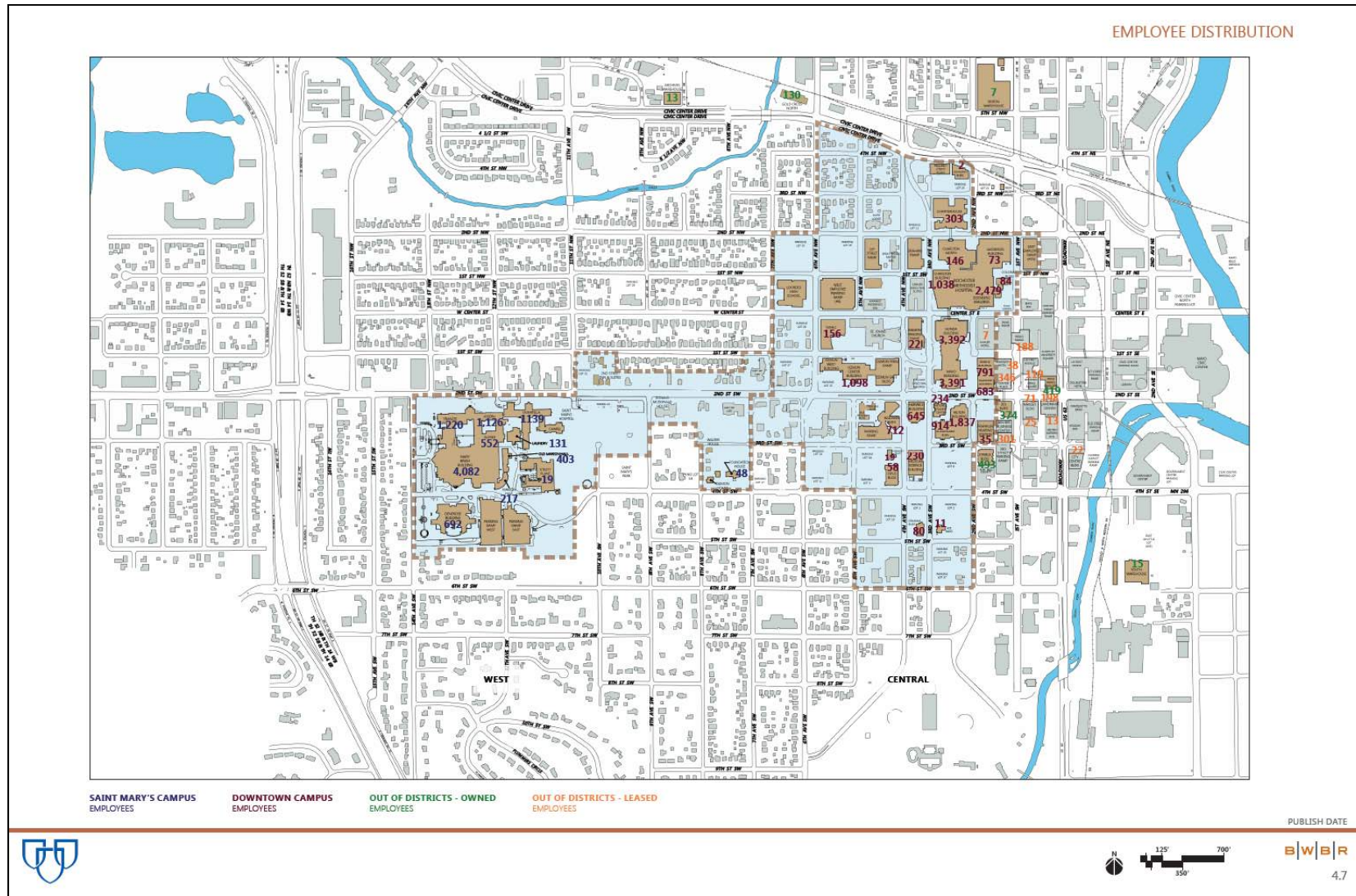


Building Square Footage

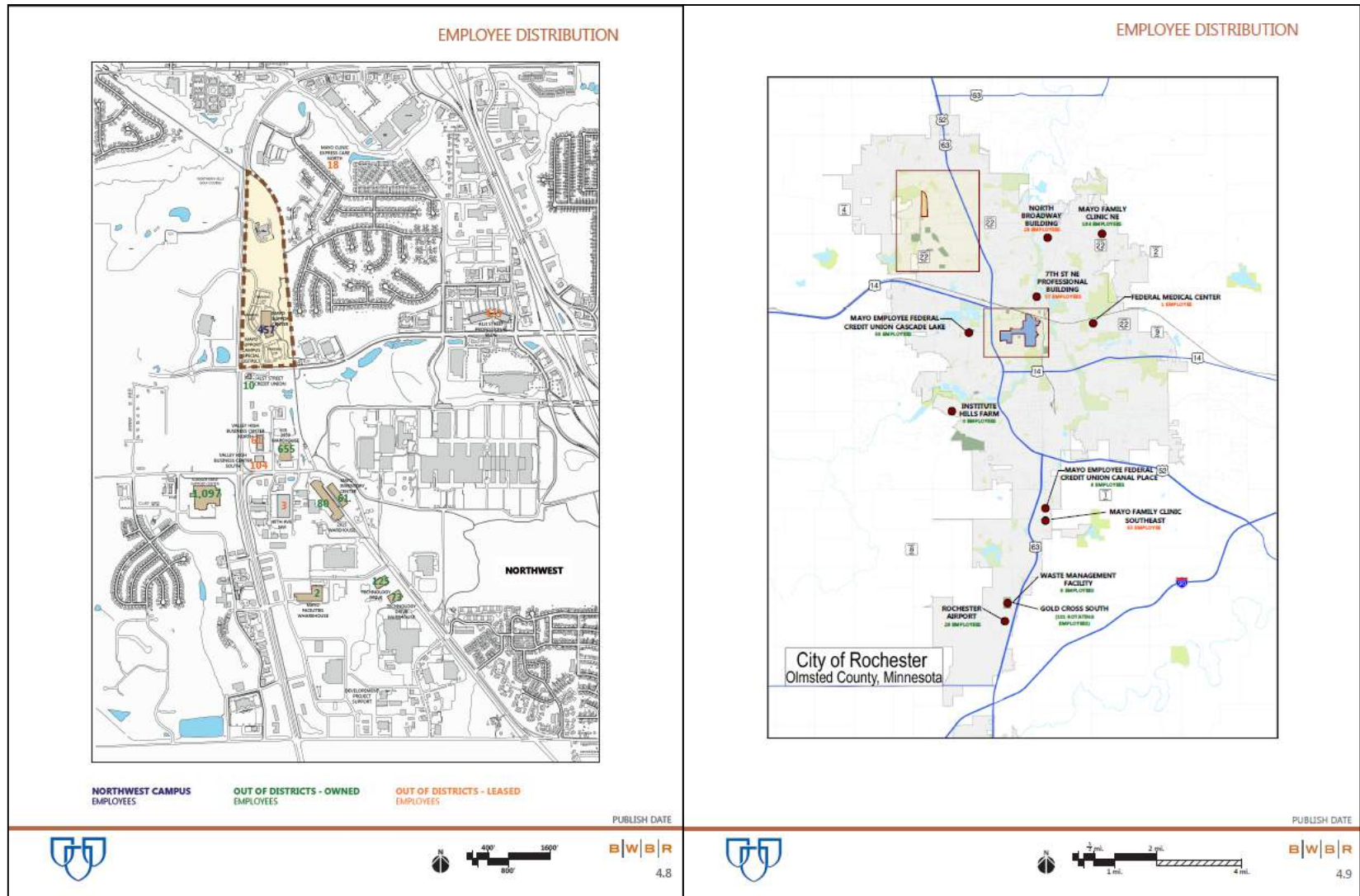


4.0 Mayo Employee Distribution

Employee Distribution



Employee Distribution

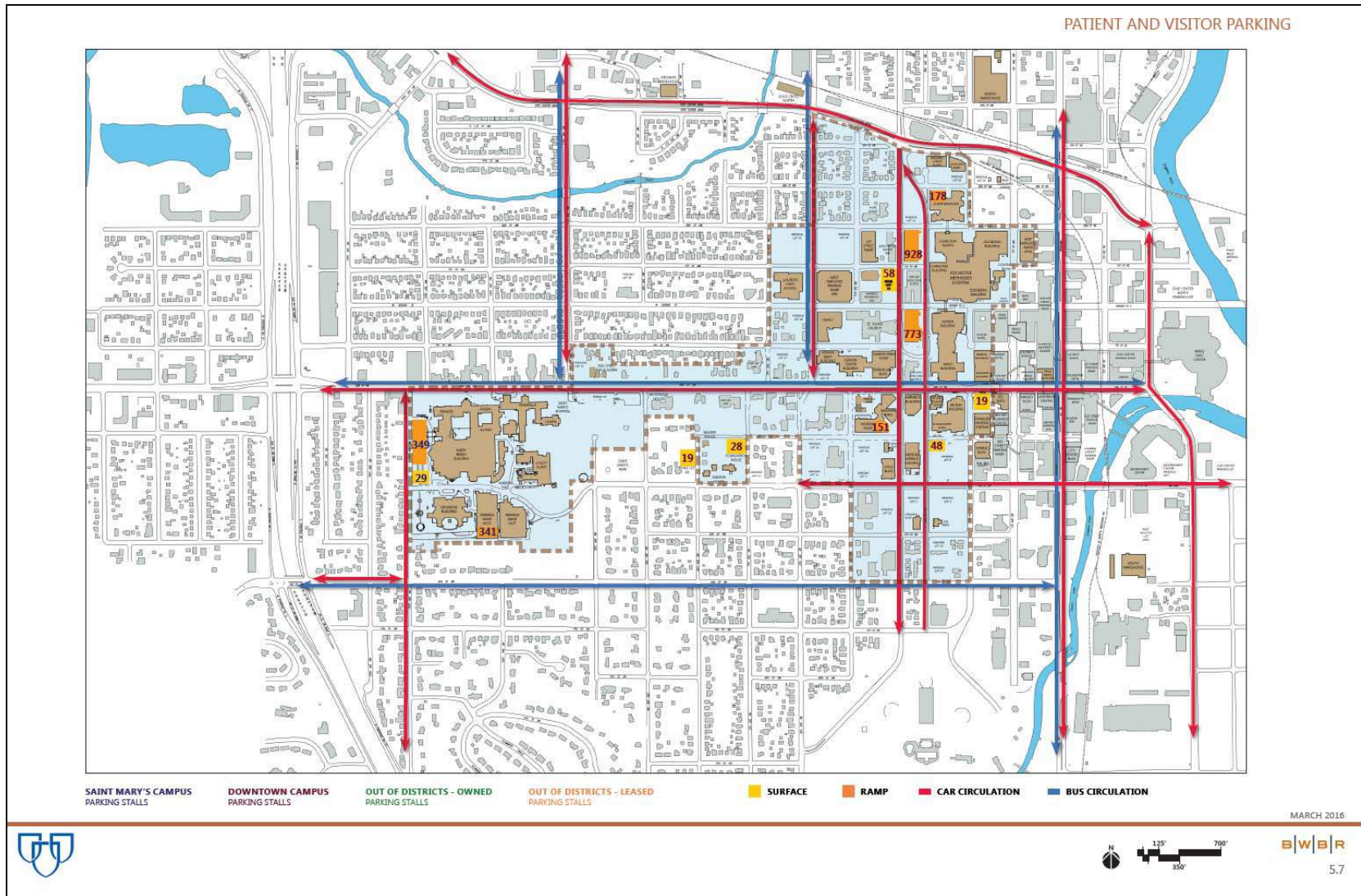


Employee Distribution Summary

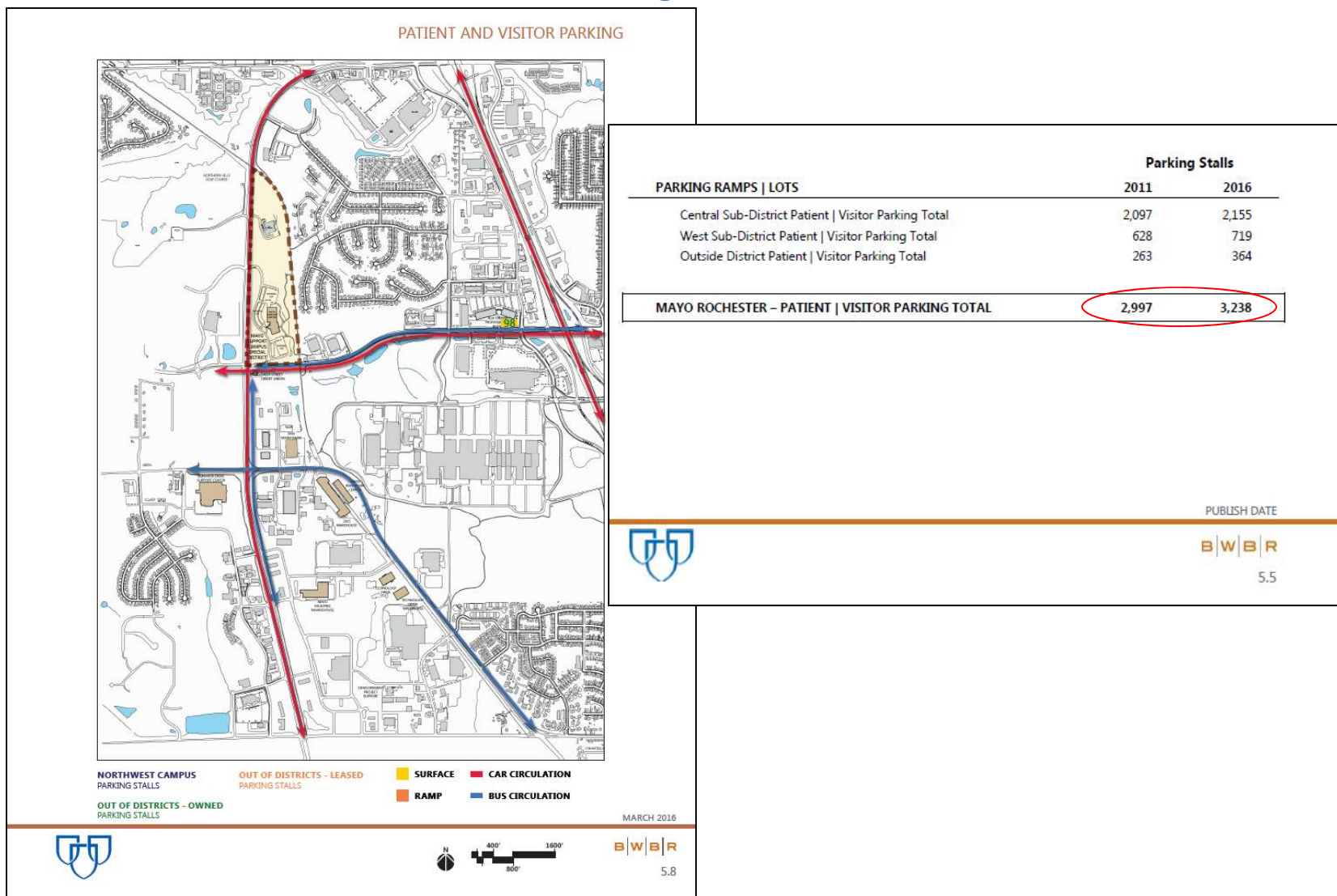
	<u>1/1/2011</u>	<u>1/1/2016</u>
Physicians & Scientists (Consultants)	2,016	2,289
Students, Residents, Fellows	2,789	2,809
Allied Health	<u>27,544</u>	<u>30,374</u>
Total	32,349	35,472
Primary Location of Employees:		
Central Sub-District	16,419	18,440
West Sub-District	8,689	9,364
MSC District	974	1,112
Outside of Districts		
Mayo-Owned	1,784	3,205
Non Mayo-Owned	<u>4,483</u>	<u>3,351</u>
Total Employees		
Excluding Temporaries	31,363	34,110
Total Employees	<u>32,349</u>	<u>35,472</u>
Temporary Employees	986	1,362
Telecommuters	-	1,161

5.0 Campus Parking / Vehicular Circulation

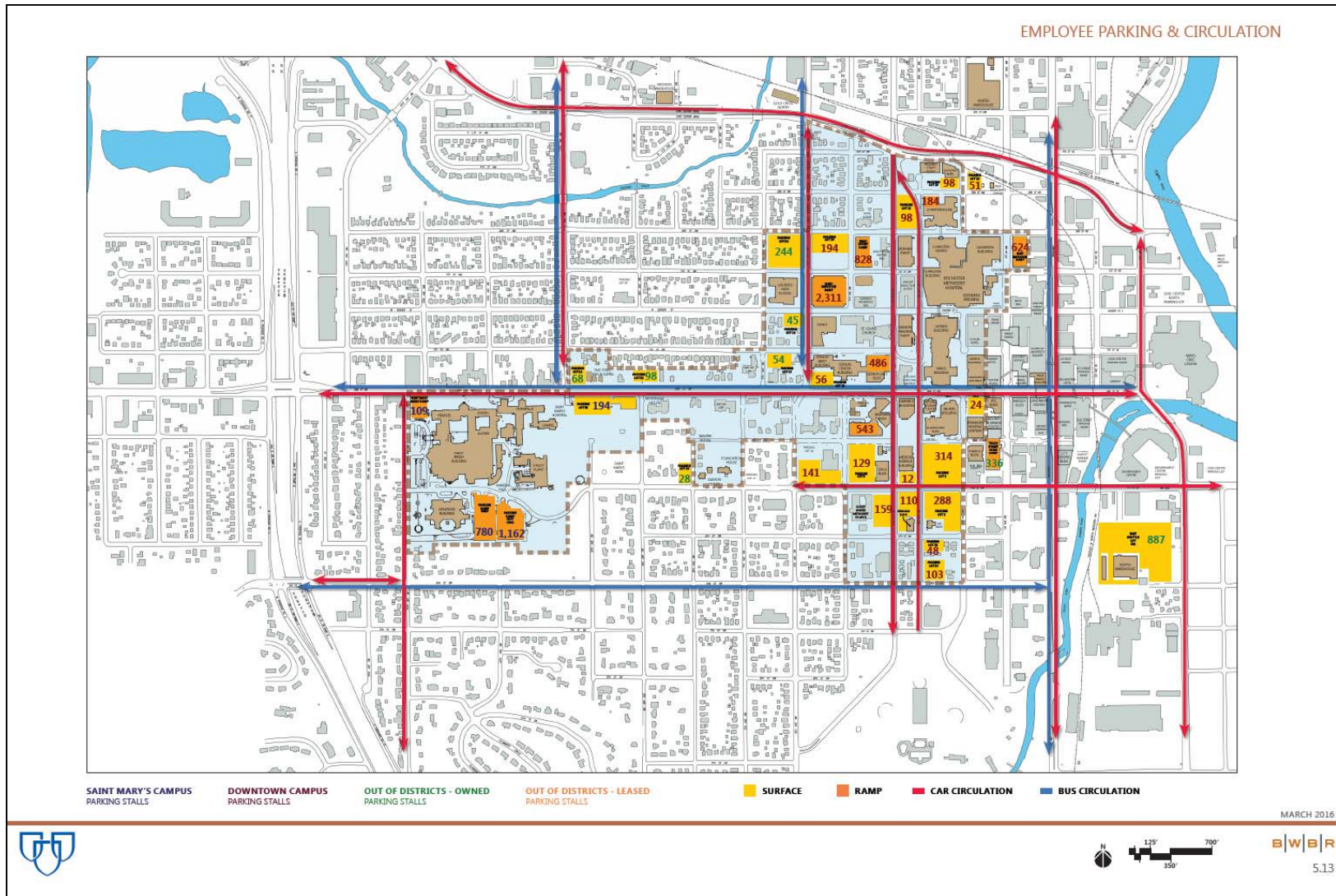
Patient/Visitor Parking & Circulation



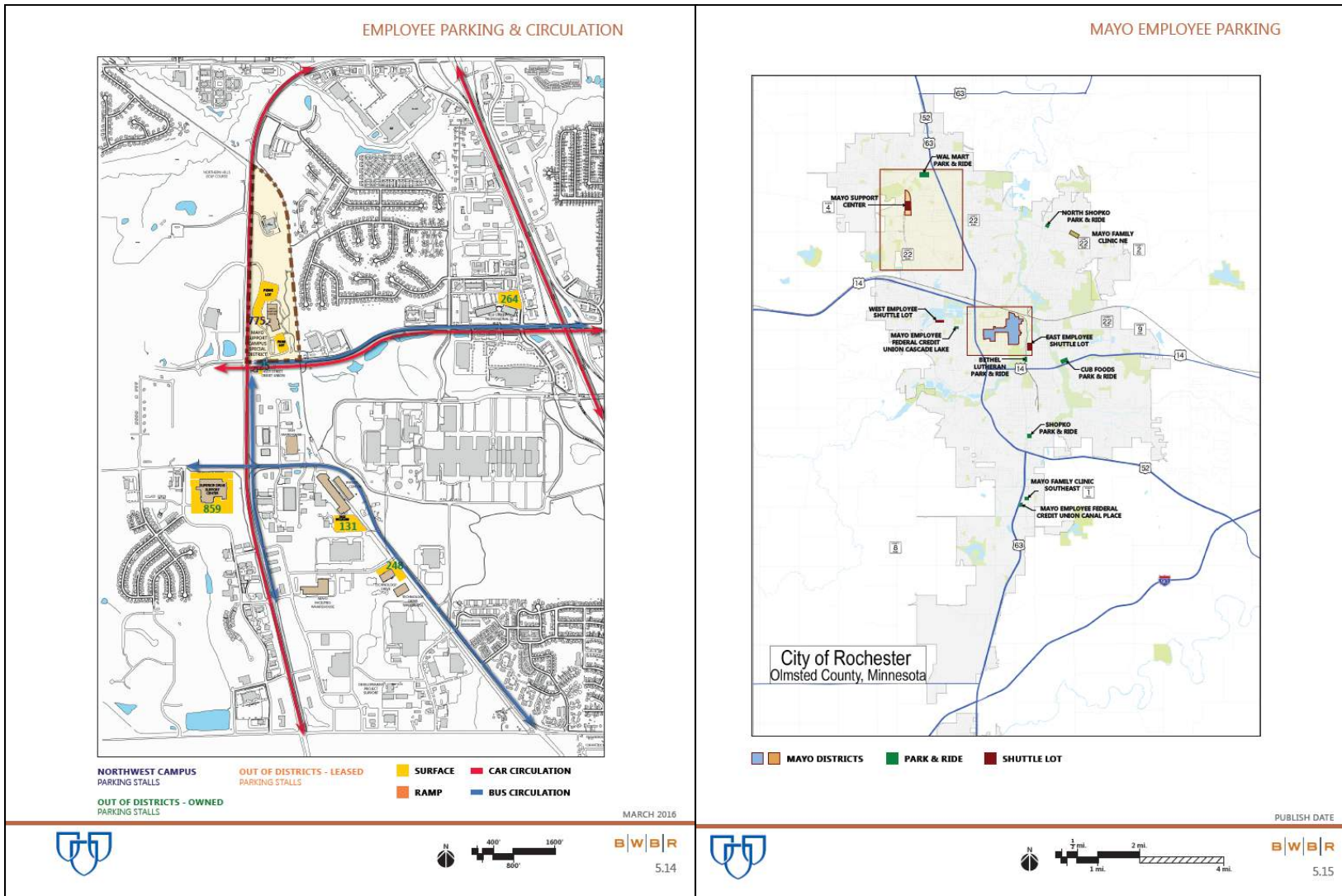
Patient/Visitor Parking Totals



Employee Parking, Shuttles & Circulation



Employee Parking, Shuttles & Circulation



Employee Parking Totals

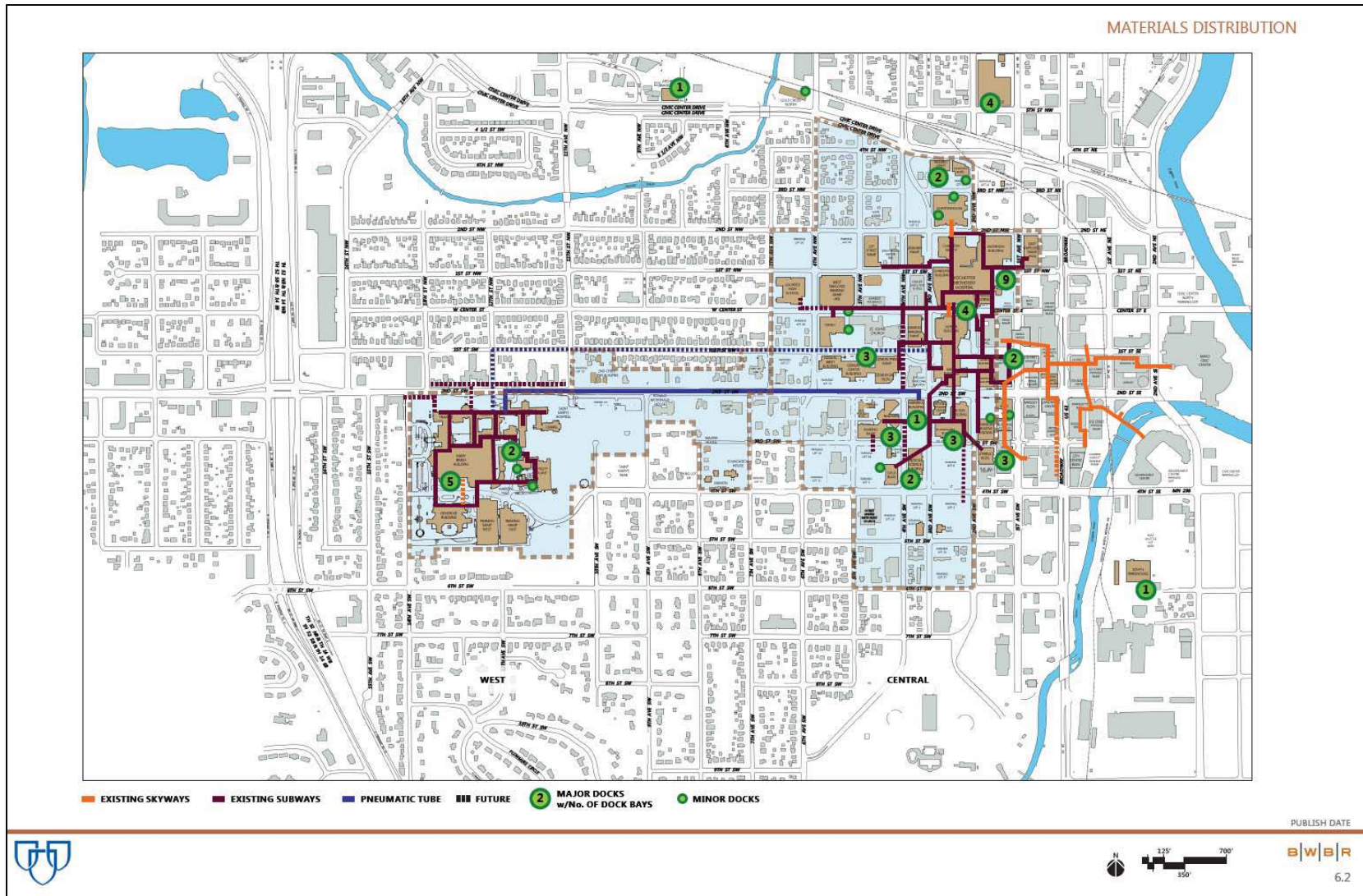
PART 5.0 | CAMPUS PARKING and VEHICULAR CIRCULATION

SUMMARY OF TOTALS

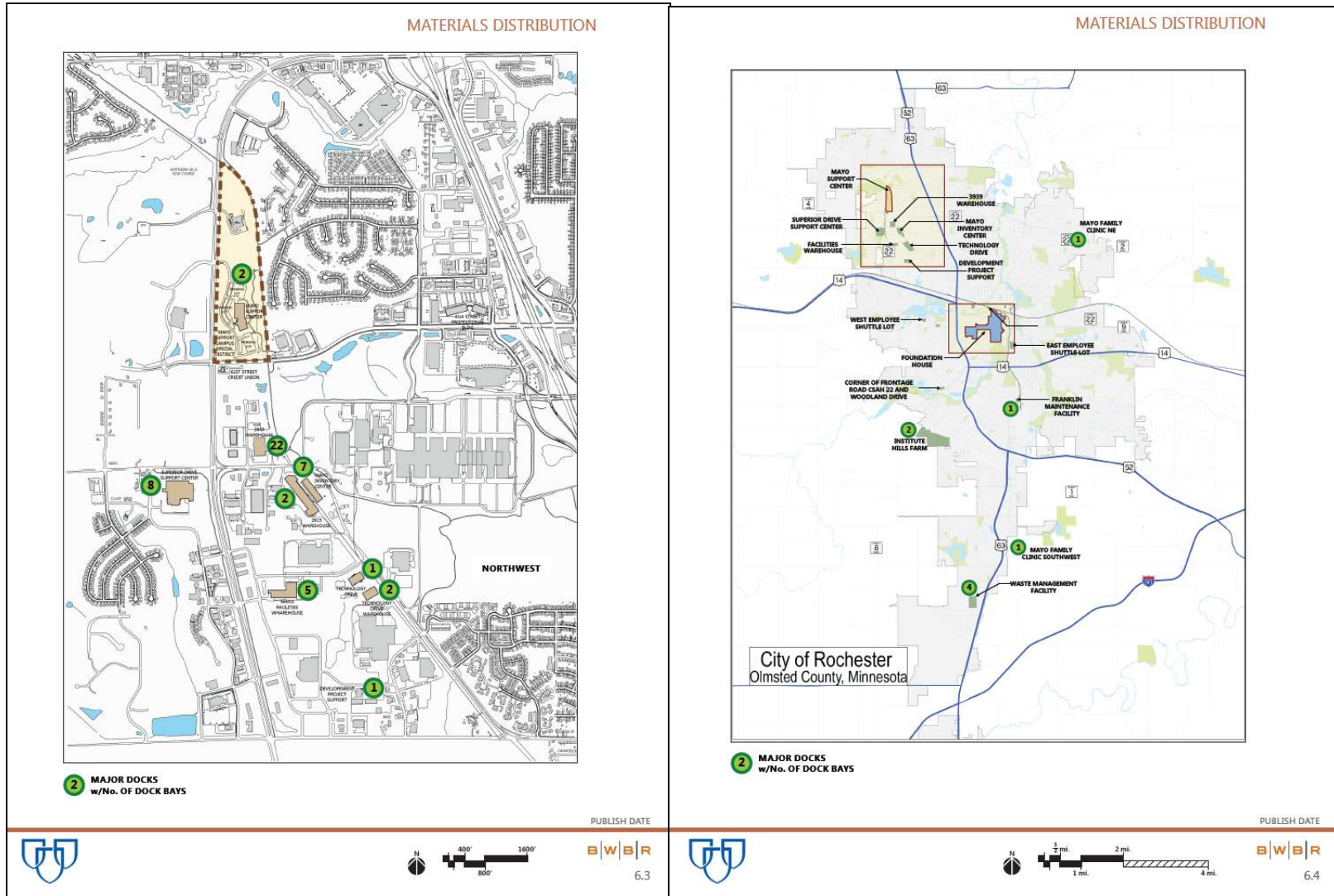
PARKING RAMP	Parking Stalls	
	2011	2016
Central Sub-District Employee Parking Total	6,723	7,150
West Sub-District Employee Parking Total	2,246	2,411
Mayo Special District Employee Parking Total	700	775
Outside District Employee Parking Total	3,864	4,061
MAYO ROCHESTER – EMPLOYEE PARKING TOTAL	13,533	14,397

6.0 Materials Handling & Distribution, Subways & Service Docks

Materials Handling & Distribution

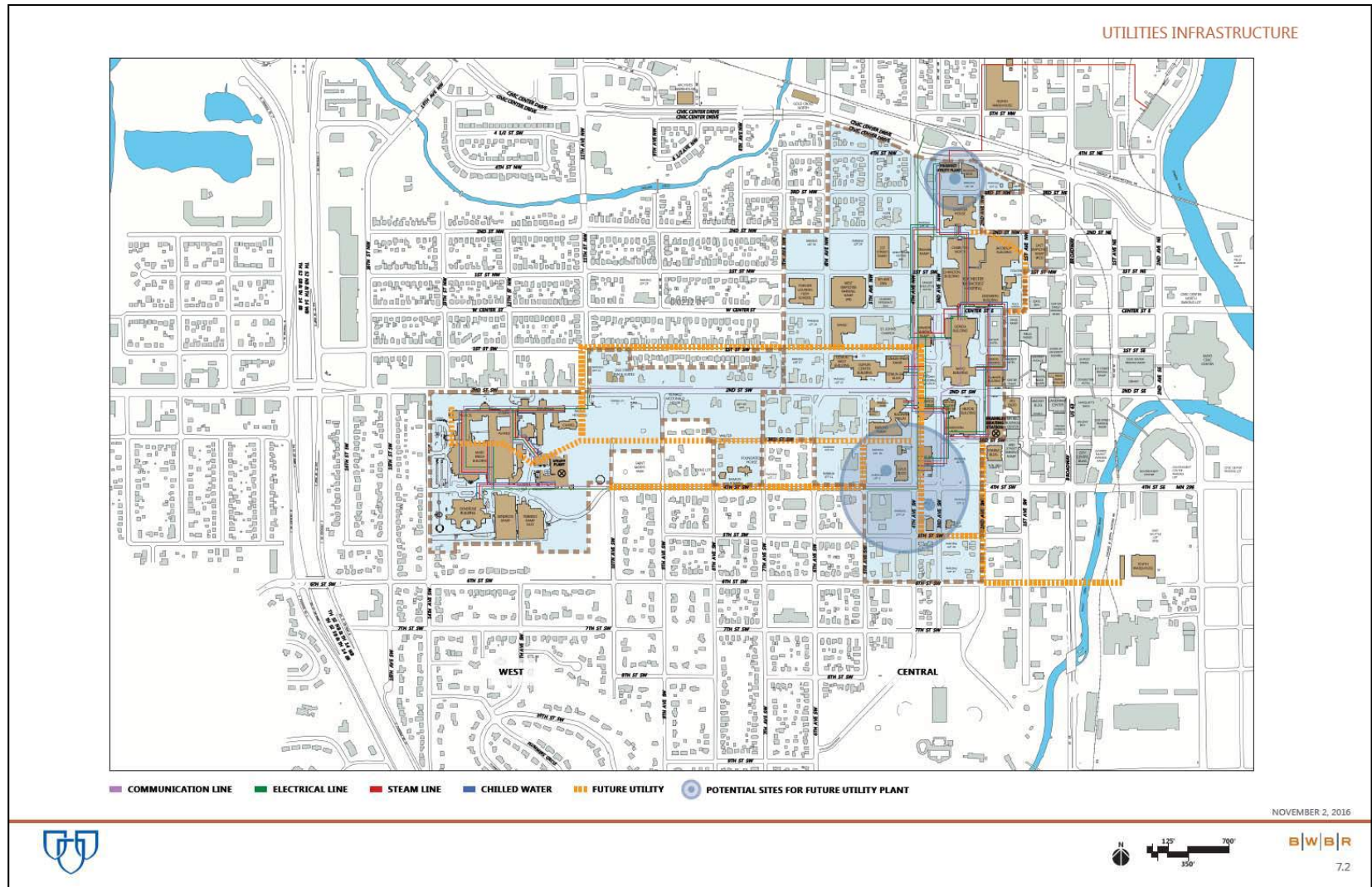


Materials Handling & Distribution



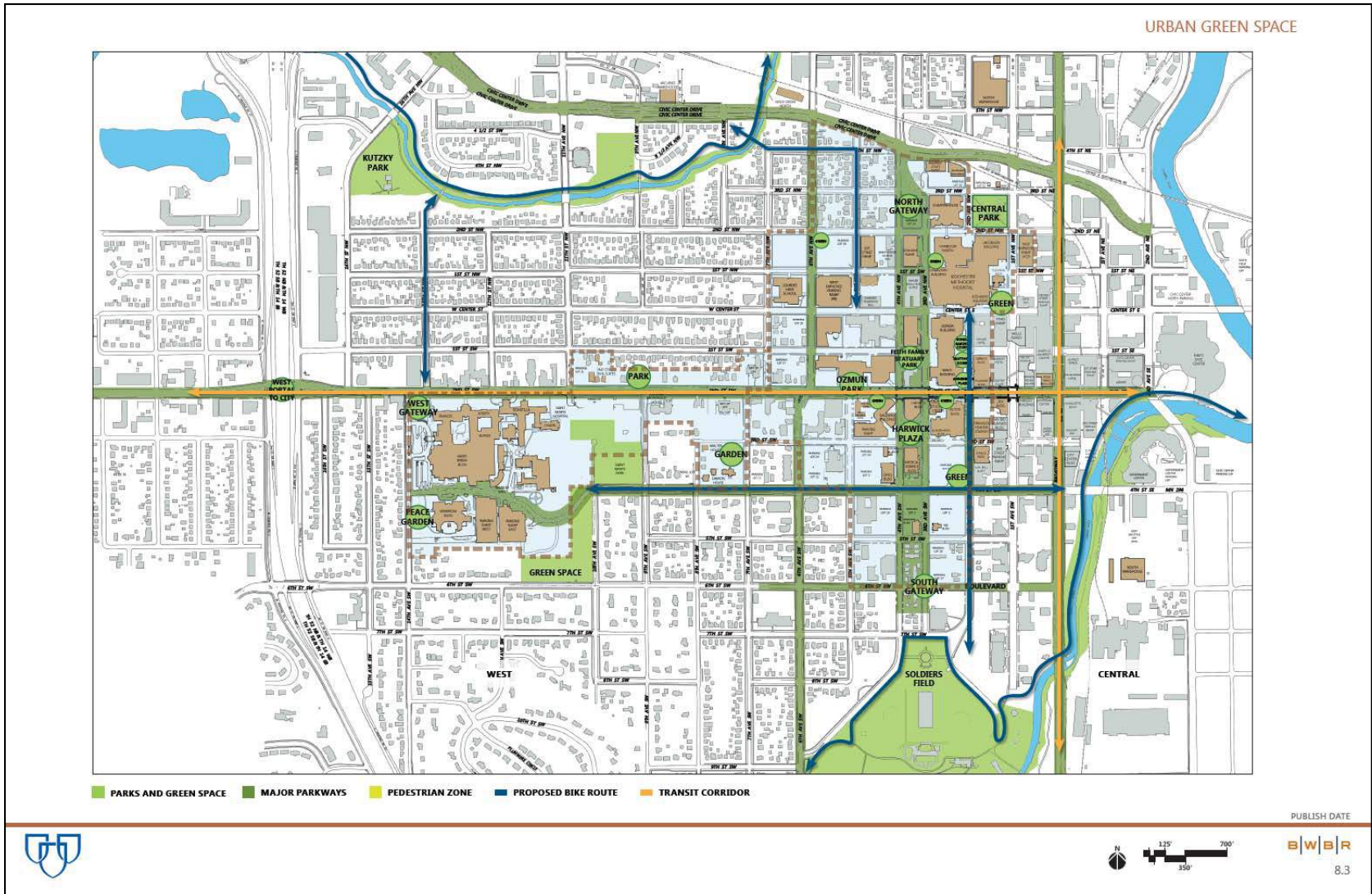
7.0 Utility Infrastructure

Utilities Infrastructure



8.0 Urban Green Space

Urban Green Space



9.0 Potential Projects

Potential Projects – Downtown Districts

PART 9.0 | POTENTIAL PROJECTS: Central Sub-District and West Sub-District Mayo Support Campus Special District Outside the Medical Institutional and Special Districts

POTENTIAL PROJECTS

The following pages contain a listing of potential Mayo projects, which may occur within the Central and West Sub-Districts and the Mayo Support Campus Special District during the next five years.

The list of potential projects is divided by probable function, either Medical, Parking or Support, and are assigned a number designation on the attached graphic illustration, which corresponds to an approximate location within the Central Sub-District (Downtown Campus), West Sub-District (Saint Marys Campus), and Mayo Support Campus Special District.

With the changes that are occurring within the health care sector, there is no certainty that all of these potential projects will occur.

PART 9.0 | POTENTIAL PROJECTS: Central Sub-District and West Sub-District Mayo Support Campus Special District Outside the Medical Institutional and Special Districts

POTENTIAL PROJECTS

WEST MEDICAL SUB-DISTRICT – Construction Projects

Medical

- W-101 Inpatient expansion 2nd St. SW and 11th Avenue SW
- W-102 Continued phased renovation of all Saint Marys Campus buildings.
- W-103 East expansion of Mary Brigh Building for diagnostic, treatment and inpatient functions.
- W-104 Horizontal and vertical expansion of the Generose Building.
- W-105 Bed tower expansion of East Mary Brigh Building.
- W-106 Partial or full enclosure of Edith Graham Courtyard for patient and family functions. Upgrade landscape treatment of Francis Courtyard.
- W-107 Vertical expansion above the Mary Brigh Underground Visitor/Staff Parking Ramp, South of the entry plaza.
- W-108 Continued campus planning, renovation and regeneration for medical uses.

Parking

- W-201 Administrative support and parking facility on 11th Avenue SW and 2nd Street SW.
- W-202 Parking Ramp expansion East of the Generose Employee Ramp.

Support

- W-301* Administration building with parking ramp (W-201), or north across 2nd Street SW.
- W-302* Herman House - Psychiatric Transitional Care Facility, west of 14th Avenue.
- W-303 Extension of circulation spine from East Mary Brigh to the Chapel.
- W-304 Pedestrian skyway from Mary Brigh Building to Generose Building.
- W-305* Skyway/subway connections north across Second Street and/or west across 14th Avenue SW.
- W-306 Expansion of Saint Marys Power Plant & utility distribution.
- W-307 Campus Entrance at 11th Avenue and 2nd Street SW.
- W-308 Consolidation of Docks.
- W-309 Renovation of Saint Marys Convent.
- W-310 Skyway from Old Marian Hall to Alfred Building.
- W-311 Saint Marys Campus utilities expansion.

PART 9.0 | POTENTIAL PROJECTS: Central Sub-District and West Sub-District Mayo Support Campus Special District Outside the Medical Institutional and Special Districts

POTENTIAL PROJECTS

CENTRAL MEDICAL SUB-DISTRICT – Construction Projects

Medical

- C-101 Possible hospital facility expansion east of the Eisenberg Building.
- C-102 Continued expansions/renovations in Charlton, Eisenberg, Colonial & Jacobson Buildings.
- C-103 Vertical / horizontal expansion of the Jacobson Building.
- C-104 Renovation/replacement of Charlton North Building.
- C-105 Continued renovations and complete fit-up of Gonda Building.
- C-106 Phase Three vertical expansion of Gonda Building.
- C-107 Renovations in Mayo Building.
- C-108 West horizontal expansion of Baldwin Building.
- C-109 Vertical expansion of Harwick Building.
- C-110 Major expansion of clinical laboratory, research and education space on Blocks 7 & 12, south of Hilton/Guggenheim. Initial phases as well as future expansion.
- C-111 Vertical / horizontal expansion of Opus Building.
- C-112 Heavy Charged Particle therapy facility – North of Charlton and Eisenberg, with potential of a new bed tower and entrance lobby on the West.
- C-113 Renovation of the Dan Abraham Healthy Living Center.
- C-114 Potential Radiology (cyclotron) and/or hyperbaric facility on Block 54, North of Graham Ramp.
- C-115 7T Clinical & Research MRI installation in Charlton North Building.

Parking

- C-201 Expand Parking on Block 5, North of West Employee Ramp
- C-202 New multi-use building and/or expansion of parking on Block 11, North of former Lourdes High School.
- C-203 Provision for a mixed-use project for patient/staff parking ramp, possibly including education administrative & utility support – South of Baldwin Building on Block 2.
- C-204 Expanded parking ramp/loading dock facility on Block 41 (Parking Lot #10) located east of Employee West Ramp or North of St. John's Church.
- C-205 Expand parking on Blocks 7.
- C-206 Expand parking on Block 12.
- C-207 Staff/employee parking ramp on Block 6 south of Medical Sciences Building (Parking Lot #1) including subway extension.

Support

- C-301 Addition to Prospect Utility Plant.
- C-302 New Support Building adjacent to Franklin Station.
- C-303 Subway connection from Baldwin Building to Ozmun East Building.
- C-304 Ongoing remodels to Mayo, Gonda, Baldwin, & Plummer Buildings.
- C-305 Subway connection from Dan Abraham Healthy Living Center to Ozmun Building.
- C-306 Infrastructure / support for Blocks 7 & 12 (subway, parking & utilities).
- C-307 Development of former Lourdes High School site for support activities (blocks 11 & 9).
- C-308* Chilled water storage facility – near distribution location - East Employee Lot, Graham Parking Ramp or South of Baldwin Building (blocks 2 & 14).
- C-309 Downtown Campus utilities expansion/replacement.
- C-310 Potential building, chiller & utilities on Block 12.

*Outside of existing Medical Campus Subdistrict Boundaries

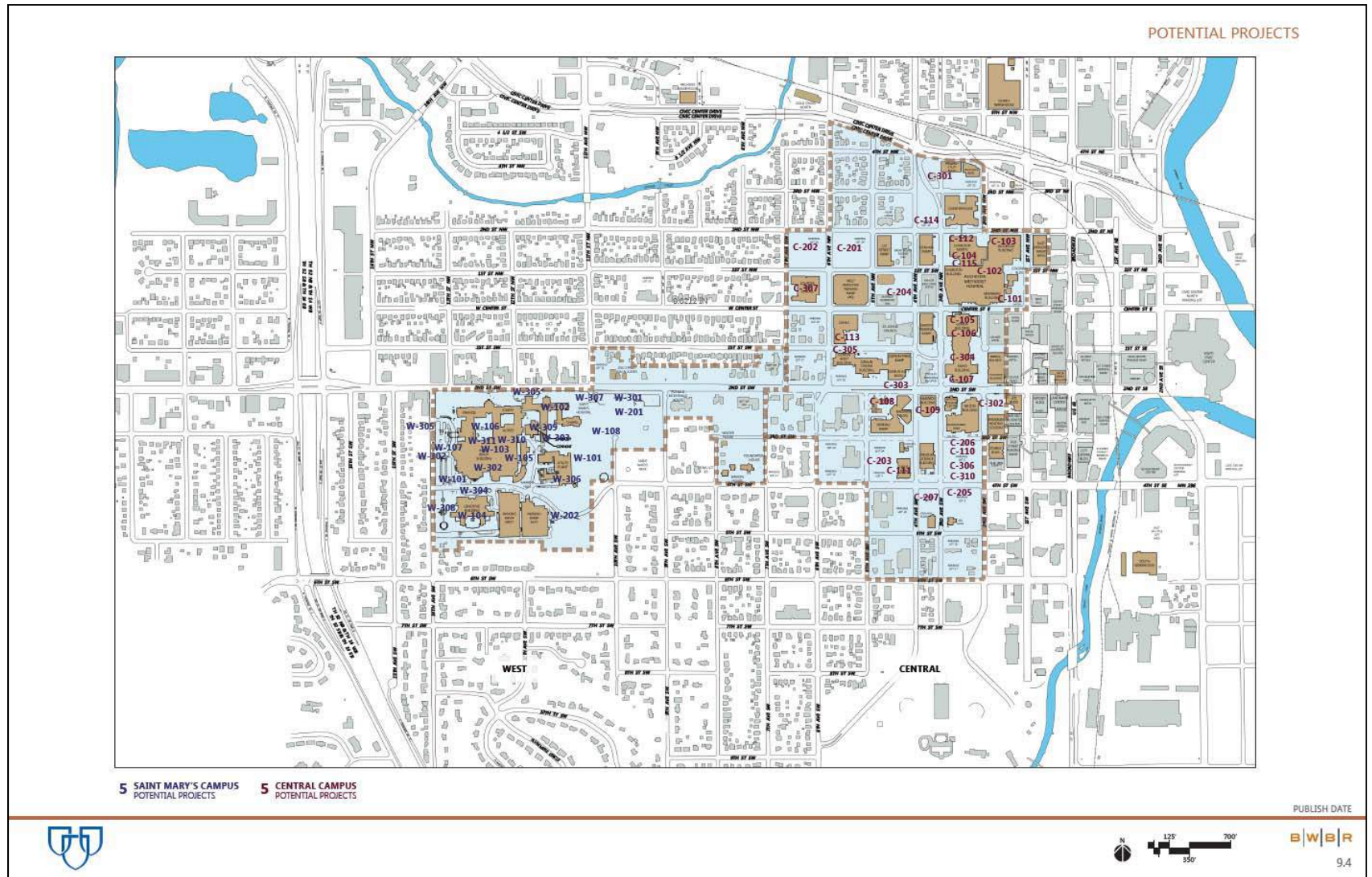
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9.2

Potential Projects – Downtown Districts



Potential Projects – MSC Special District

POTENTIAL PROJECTS MAYO SUPPORT CENTER SUB-DISTRICT – Construction Projects

- Medical**
S-101 Northwest Primary Care Clinic.
- Parking**
S-201 Parking ramp at South.
S-202 Parking ramp at North.
- Support**
S-301 Administration office and support buildings.
S-302 Underground utilities loop.

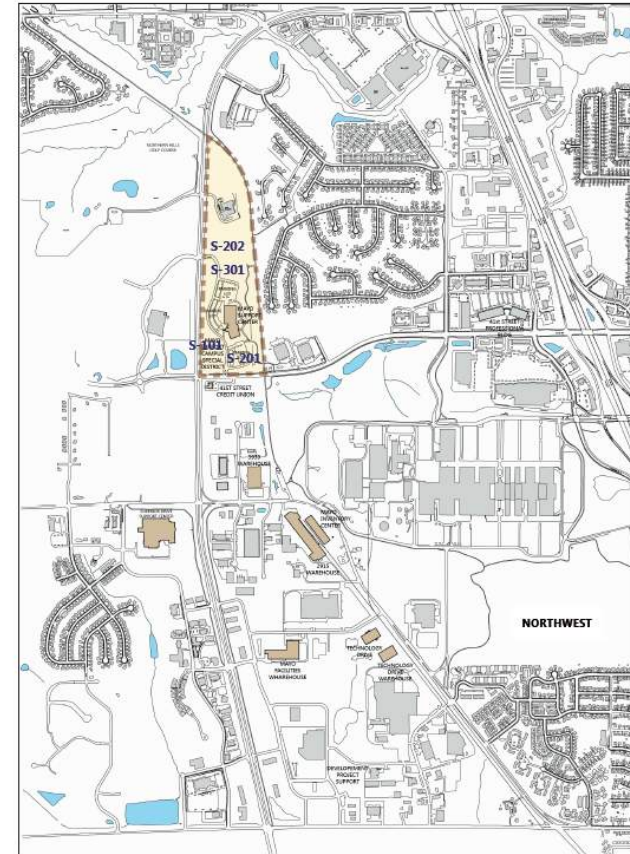


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9.5

POTENTIAL PROJECTS



5 NORTHWEST CAMPUS
POTENTIAL PROJECTS



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9.6

Potential Projects – Outside Districts

POTENTIAL PROJECTS

OUTSIDE MEDICAL SUB-DISTRICTS – Other Potential Planning / Projects

1. Continued study of personal transport system between Downtown, Saint Marys Campus, and beyond.
2. Support for construction of a Downtown Transportation Center.
3. Support for medical-hospital housing, medically related retail, and service functions along Second Street SW properties.
4. Expansion of Archive Warehouse to the North.
5. Expansion of Facilities Warehouse.
6. Construction of an Employee Parking Ramp and Support Building at South Warehouse site.
7. Construction of off-campus utility plant.
8. Expansion of Waste Management Facility.
9. Institute Hills Farm research support facilities renovation & expansion.
10. Development of South or Southwest property for Primary Care.
11. Expansion / renovation of Northwest warehouse facilities for clinical, administration and/or research activities.
12. New laundry/support facility.
13. Provision of freezer storage warehouse (2915 Warehouse).
14. Expansion of Technology Drive Warehouse or creation of additional office space in NW.
15. Replacement of materials transport, utility and pneumatic tube connections between Central and West Sub-districts (to be coordinated with reconstruction of 1st Avenue SW).
16. Expansion of Mayo Family Clinic Northeast.
17. Expansion of Superior Drive Support Center.
18. Lab Expansion (SDSC Phase II Building) (2019 and beyond).
19. Lab Expansion (SDSC Phase II Parking Ramp) (2019 and beyond).
20. Building & Land Purchase and renovation of 41st Street Building.
21. Cell therapy lab/GMP facility (potential locations- DMC district, NW Warehouse, 41st Street Building).

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9.7



Questions?

DMCC
Board Meeting
April 27, 2017

Tim Siegfried
Gail Eadie

DRAFT
4/21/2017



DMC

A Global Destination
for Health & Healing

METRICS Dashboard 2017



Destination Medical Center

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

DMC Mission

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 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.

DMC Metrics Dashboard: Year 2

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.

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: 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: Quantifiable results that will demonstrate the achievement of the DMC goals.

Indicators: Reliable data sources that will illustrate realization of the outcomes.

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 Comprehensive Strategic Plan

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

Indicator	Data Source	Baseline 2013	2014	2015	2016	Geography
Outcome: Rochester-area citizens are informed and engaged in on-going DMC planning						
DMC Hosted Meetings and Events DMCC Board, Community Leaders, Market Rochester, Prototyping, Saint Marys Place open house, Ribbon Cuttings	22.	-	-	48	51	City of Rochester, Region, State, National
DMC Newsletter Readership Open rate is apx 36.5%. Industry average is 22.6%.	22.	-	1,439	1,770	1,963	Local, State, National, International
Presentations by DMC Staff and Ambassadors City of the Whole, Events, Minnesota Public Transit Conference, World Medicine Tourism Conference ect.	22.	210	188	126	109	City of Rochester, Region, State, National
Engagement Via Social Media and Web (Facebook & Twitter followers, website visitors) 5,200 Facebook followers, 3,127 twitter followers and 97,464 website visitors	22.	TBD	TBD	39,200	105,791	Local, State, National, International
Media Stories that mention DMC Local news, State wide news, National news, International news	22.	-	-	157	522	Local, State, National, International
Outcome: Government officials are informed and engaged in on-going DMC planning						
Meetings with Rochester City Council, County Commissioners and other State Agency and Officials	22.	-	-	-	55	Minnesota

GOAL 2 Attract Private Investment

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

Indicator	Data Source	Baseline 2013	2014	2015	2016	Geography
Outcome: Public support will be used to leverage more than \$5.0B of Private Investors in DMC over time						
Private Investment (annual amount)	22.	\$10.3 M	\$54.5 M	\$87.6 M	\$145.3 M	DMC District/Mayo
Outcome: \$585.0 Million in contributions from the state and local governments over 20 years						
City of Rochester Contribution	19.	\$9.85 M			1.7 M	DMC District
Outcome: Entrepreneurial activity increases						
Number of Business Establishments in Discovery Square Subdistrict	20.	-	-	-	TBD	DMC District
Patent Filings by Mayo	23.	- 103	111	141	139	Olmsted County

Indicator	Data Source	2013	2014	2015	2016	Geography
Outcome: Impactful Real Estate development will increase in DMC district						
Health & Bio-Tech (square feet) 112K Bio Business + Mayo 9,513,389 (as of 2011 5 year plan)	19.	-	-	9.6 M	TBD	DMC District + Mayo
Retail & Office (square feet)	19.	TBD	TBD	15.4 M	TBD	City of Rochester
Hotel (keys)	9.	5,270	5,419	5,706	5,621	DMC District
Residential (units)	19.	TBD	TBD	46,231	TBD	City of Rochester
Outcome: New businesses are established in each DMC district						
Chamber Business Members Chamber of Commerce (95% of businesses are in Olmsted county)	21.	-	-	1,495	1,511	Greater Rochester Area
New Business Establishments	22.	-	-	-	TBD	City of Rochester

GOAL 3 Create Jobs and Generate Tax Revenue

Create approximately 30,000 new jobs, with workforce development strategies that support that growth.

Indicator	Data Source	Baseline 2013	2014	2015	2016	Geography
Outcome: Create approximately 30,000 new jobs in the Rochester area over 20 years						
Total Employment	1. 2. 16. 3.	2.7 M 92,442 86,347 37,585	2.73 M 92,298 86,053 36,823	2.77 M 93,912 87,474 TBD	TBD TBD TBD TBD	Minnesota Olmsted County City of Rochester DMC District
Employment in Healthcare and Social Services	1. 2. 16. 3.	446,773 40,681 40,247 30,398	454,495 40,266 39,830 29,837	462,856 41,216 40,808 TBD	TBD TBD TBD TBD	Minnesota Olmsted County City of Rochester DMC District
Employment in Educational Services	1. 2. 16. 3.	218,394 4,926 4,064 245	218,950 5,122 4,225 TBD	221,721 5,283 4,356 TBD	TBD TBD TBD TBD	Minnesota Olmsted County City of Rochester DMC District
Employment in Leisure and Hospitality	1. 2. 16. 3.	265,991 8,083 7,609 2,193	269,441 8,309 7,799 2,138	273,270 8,697 8,208 TBD	TBD TBD TBD TBD	Minnesota Olmsted County City of Rochester DMC District
Employment in Professional, Scientific, and Technical Services	1. 2. 16. 3.	136,775 1,632 1,532 500 104	141,831 1,558 1,460 469	146,070 1,478 1,379 TBD	TBD TBD TBD TBD	Minnesota Olmsted County City of Rochester DMC District

Indicator	Data Source	2013	2014	2015	2016	Geography
Outcome: Create approximately 30,000 new jobs in the Rochester area over 20 years						
Employment in Construction	1. 2. 16. 3.	107,364 3,154 2,212 226	114,180 3,363 2,301 228	121,729 3,488 2,362 TBD	TBD TBD TBD TBD	Minnesota Olmsted County City of Rochester DMC District
Construction MBE Goals	22.	-	-	-	-	DMC District
Established Business With Satellite Offices	22.	-	-	-	-	DMC District
Number of Higher Education Students (2 year and 4 year institutions)	4. 5. 6.	10,963	11,086	TBD	TBD	City of Rochester
Number of Workforce Development Programs Programs: RochesterWorks, Rochester Area Chamber of Commerce, DEED, SMIF, SE MN Together, J2G, CEDA Education	22.	-	-	12	12	City of Rochester
Outcome: Generate approximately \$7.5 billion in new net tax revenue over 35 years						
State Tax Revenues Minnesota Department of Revenue	7. 8.	\$15.3 B	TBD	TBD	TBD	Minnesota
County Tax Revenues Minnesota Department of Revenue	7. 8.	\$606 M	TBD	TBD	TBD	Olmsted County
City Tax Revenues	7. 8.	TBD	TBD	TBD	TBD	City of Rochester
School District Tax Revenues	7. 8.	-	-	-	-	City of Rochester

GOAL 4 Become the Destination for Health & Wellness

Achieve the highest quality patient, companion, visitor, employee, and resident experience, now and in the future

Indicator	Data Source	Baseline 2013	2014	2015	2016	Geography
Outcome: More people visit Rochester						
Annual Total of Hotel Stays (rooms booked)	9.	1.2 M	1.23 M	1.29 M	1.31 M	City of Rochester
Average Hotel Occupancy (percent of available rooms booked)	9.	62.4%	62.1%	61.9%	62.6%	City of Rochester
Number of Rooms Available to Rent	9.	5,272	5,419	5,706	5,621	City of Rochester
Number of Convention Center Events	9.	335	367	274	262	City of Rochester
Number of Convention Center Attendees	9.	337,752	303,087	288,603	295,000	City of Rochester
Number of "National Patients" (National: Patients from outside of a 120 mile radius)	23.	116,751 105	115,964	117,993	119,506	DMC District

Indicator	Data Source	2013	2014	2015	2016	Geography
Outcome: Increase recreational and leisure opportunities						
Arts and Culture Events	9.	698	790	893	782	City of Rochester
Arts and Culture Event Attendees	9.	466,212	358,156	494,376	367,000	City of Rochester
Sporting Events	9.	72	73	80	81	City of Rochester
Sporting Event Attendees	9.	112,100	118,900	114,550	135,000	City of Rochester
Outdoor Recreation: Number of Parks	10.	-	-	-	130	City of Rochester
		-	-	-	TBD	DMC District
Outdoor Recreation: Park Acreage	10.	-	-	-	4,360	City of Rochester
		-	-	-	TBD	DMC District
Outdoor Cafes in the DMC District	22.	-	-	25	25	DMC District
Outcome: Create a healthier environment for residents, patients, and visitors						
Obesity Rate	11. 12.	28%	-	28%	-	Olmsted County
Diabetes Rate	11. 12.	12.9%	13.1%	TBD	TBD	Olmsted County
Vaccination Rate (Childhood Vaccination Series)	11. 12.	82%	82%	TBD	TBD	Olmsted County
Number of Park & Rec Activities (or programs)	10.	-	-	-	83	City of Rochester
Number Participating in Park and Rec Activities	10.	-	-	-	1.9 M	City of Rochester
Bike trails/road supported bike lanes (miles)	19.	-	-	-	132	City of Rochester
Percentage of Days Air Quality is "Good"	13. 14.	70%	77%	80%	TBD	Olmsted County
Energy from Renewable Hydro Sources (Mega Watt Hours)	13. 14.	12,947	12,749	12,835	TBD	City of Rochester
Energy from Renewable Photovoltaic Sources: Net Metering Customers	13. 14.	24	33	56	TBD	City of Rochester
Energy from Renewable Wind Sources: Net Metering Customers	13. 14.	0.003	0.003	0.003	TBD	City of Rochester
Outcome: History is protected						
Individual Properties on the National Register within the City of Rochester	19.	-	-	-	13	City of Rochester

Indicator	Data Source	2013	2014	2015	2016	Geography
Outcome: Improved transportation system						
Proportion of Residents With a Commute Time of Less Than 30 Minutes 16. 18.		69.3%	68.4%	68.2%	TBD	Minnesota
		85.9%	87.4%	87.3%	TBD	Olmsted County
		87.4%	90.6%	89%	TBD	City of Rochester
Transit System Ridership 24.		1.71 M	1.67 M	1.7 M	1.69 M	City of Rochester
Paratransit Ridership 24.		39,288	41,897	45,062	46,635	City of Rochester
Transit Weekday Operation Run Time (hours per day) 24.		-	-	12.5	12.5	City of Rochester
Outcome: Housing options are affordable for all ranges of incomes						
Share of Households Paying Less Than 30% of Their Income for Housing 16. 18.		71.6%	71.7%	73%	TBD	Minnesota
		76%	76.5%	78.9%	TBD	Olmsted County
		75.9%	74.7%	77.5%	TBD	City of Rochester
Share of Homeowners Paying Less Than 30% of Their Income for Housing 16. 18.		78.8%	79.2%	80.5%	TBD	Minnesota
		82.9%	84.6%	86.9%	TBD	Olmsted County
		84.9%	84.5%	87.6%	TBD	City of Rochester
Share of Renters Paying Less Than 30% of Their Income for Housing 16. 18.		52.3%	51.7%	53.5%	TBD	Minnesota
		54.4%	53.7%	54%	TBD	Olmsted County
		53.5%	52.3%	52.1%	TBD	City of Rochester

Sources:

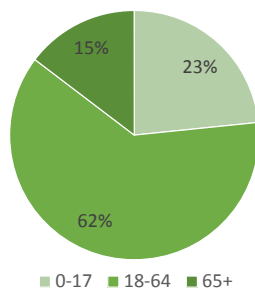
1. Minnesota Department of Employment and Economic Development, 2. Quarterly Census of Employment & Wages, 3. Longitudinal Employer-Household Dynamics, 4. Integrated Postsecondary Education Data System, 5. National Center for Education Statistics, 6. United States Department of Education, 7. Minnesota Department of Revenue, 8. Property Tax Division, 9. Rochester MN Convention and Visitor's Bureau, 10. Rochester Parks and Recreation, 11. Olmsted Community Health Needs Assessment 2013, 12. Olmsted County Community Health Needs Assessment 2016, 13. U.S. Department of Energy, 14. Rochester Public Utilities, 15. Minnesota Historical Society, 16. U.S. Census Bureau, 17. Decennial Census, 18. American Community Survey 5-year estimates, 19. City of Rochester, 20. Rochester Area Economic Development, Inc., 21. Rochester Area Chamber of Commerce, MN, 22. Destination Medical Center Economic Development Agency, 23. Mayo Clinic, 24. Rochester Public Transit

Key:

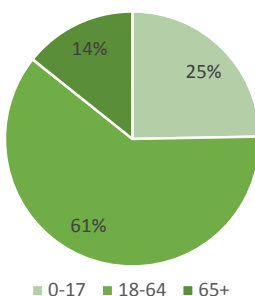
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TBD To Be Determined

Population Demographics

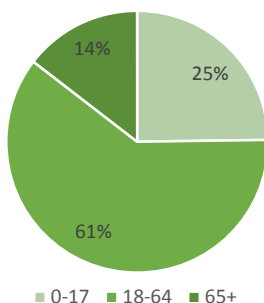
Minnesota Population By Age - 2015



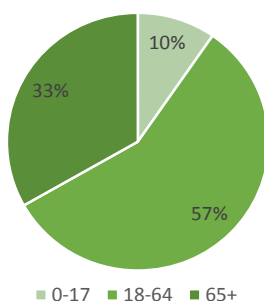
Olmsted County Population By Age - 2015



City of Rochester Population By Age - 2015

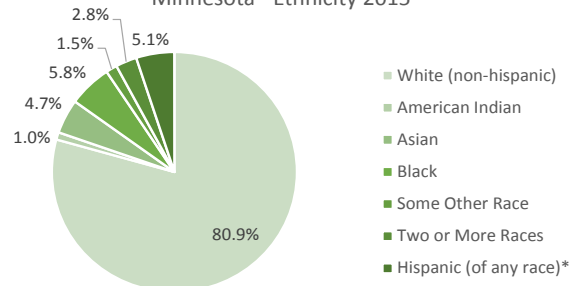


DMC District Population By Age - 2014

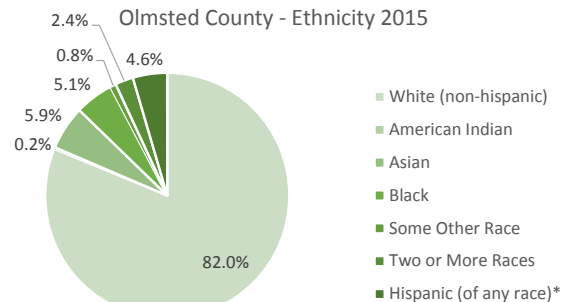


Ethnicity Demographics

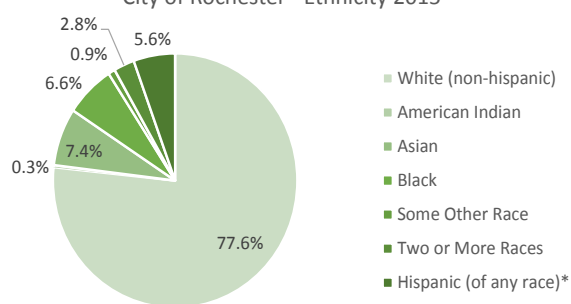
Minnesota - Ethnicity 2015



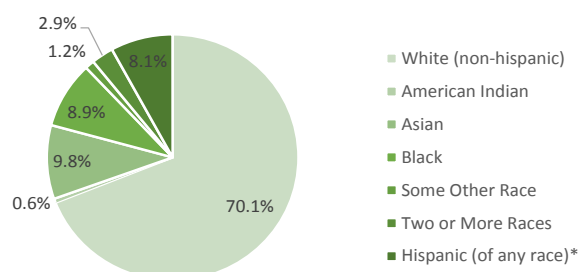
Olmsted County - Ethnicity 2015



City of Rochester - Ethnicity 2015

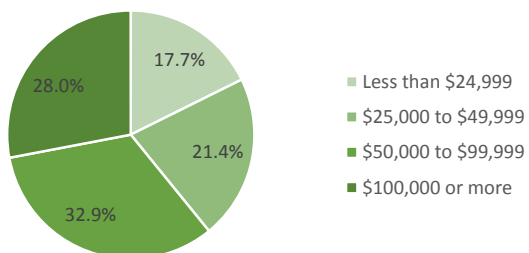


DMC District - Ethnicity 2015



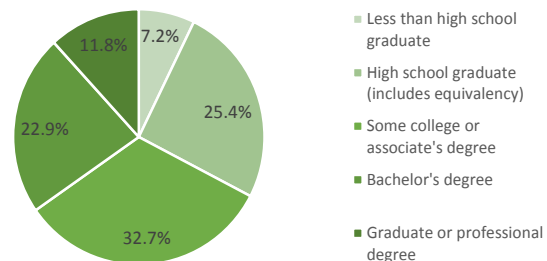
Household Income Distribution

Minnesota - Household Income 2015

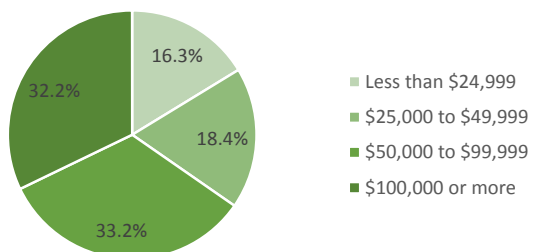


Educational Attainment Distribution

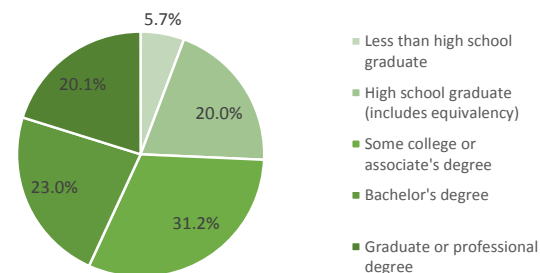
Minnesota - Educational Attainment 2015



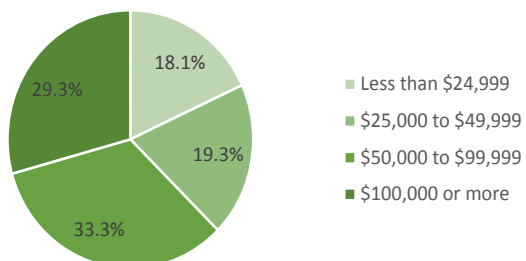
Olmsted County - Household Income 2015



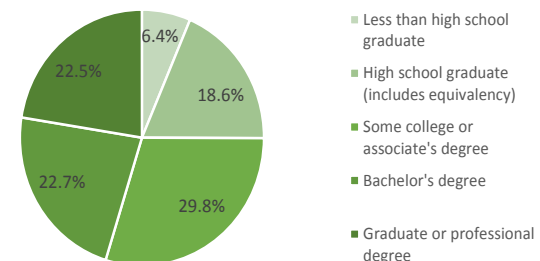
Olmsted County - Educational Attainment 2015



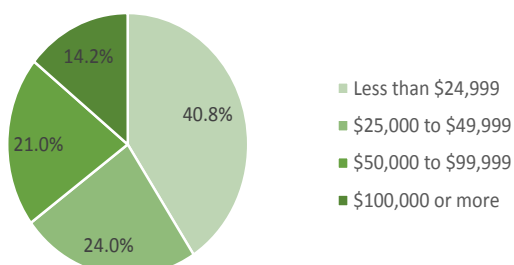
City of Rochester - Household Income 2015



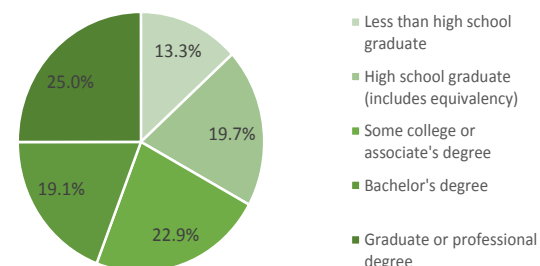
City of Rochester - Educational Attainment 2015

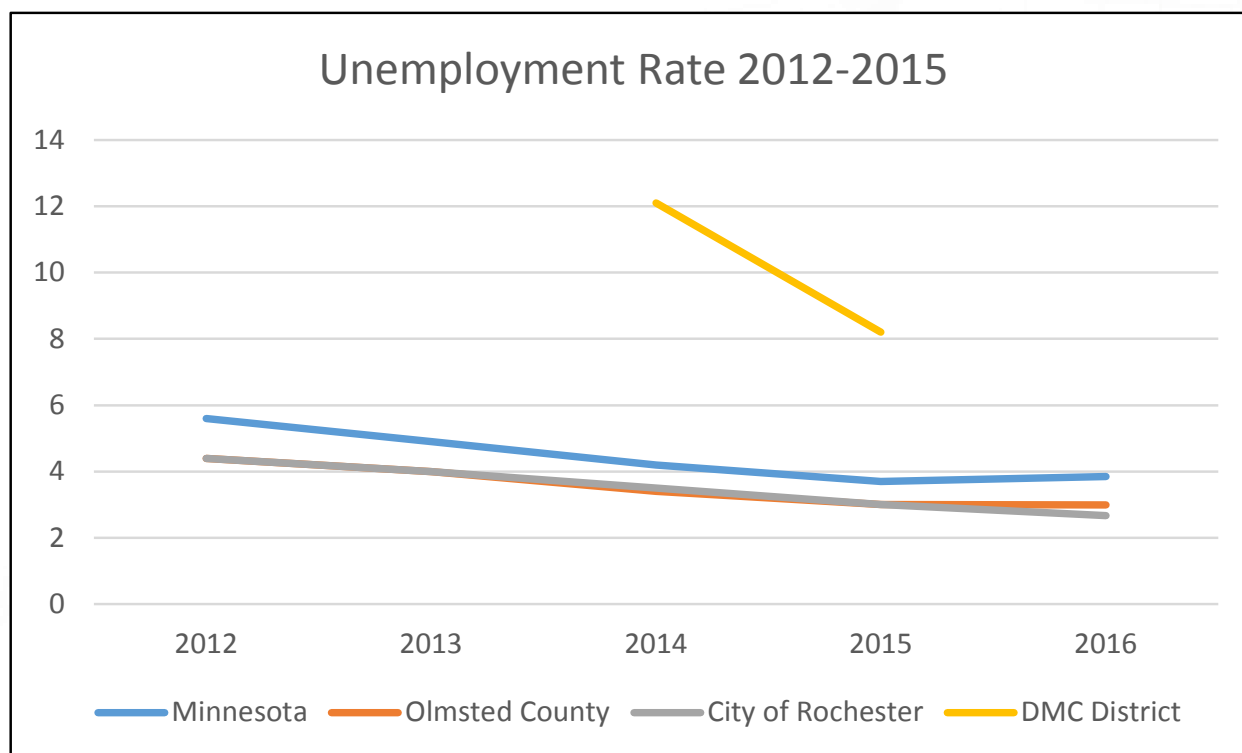
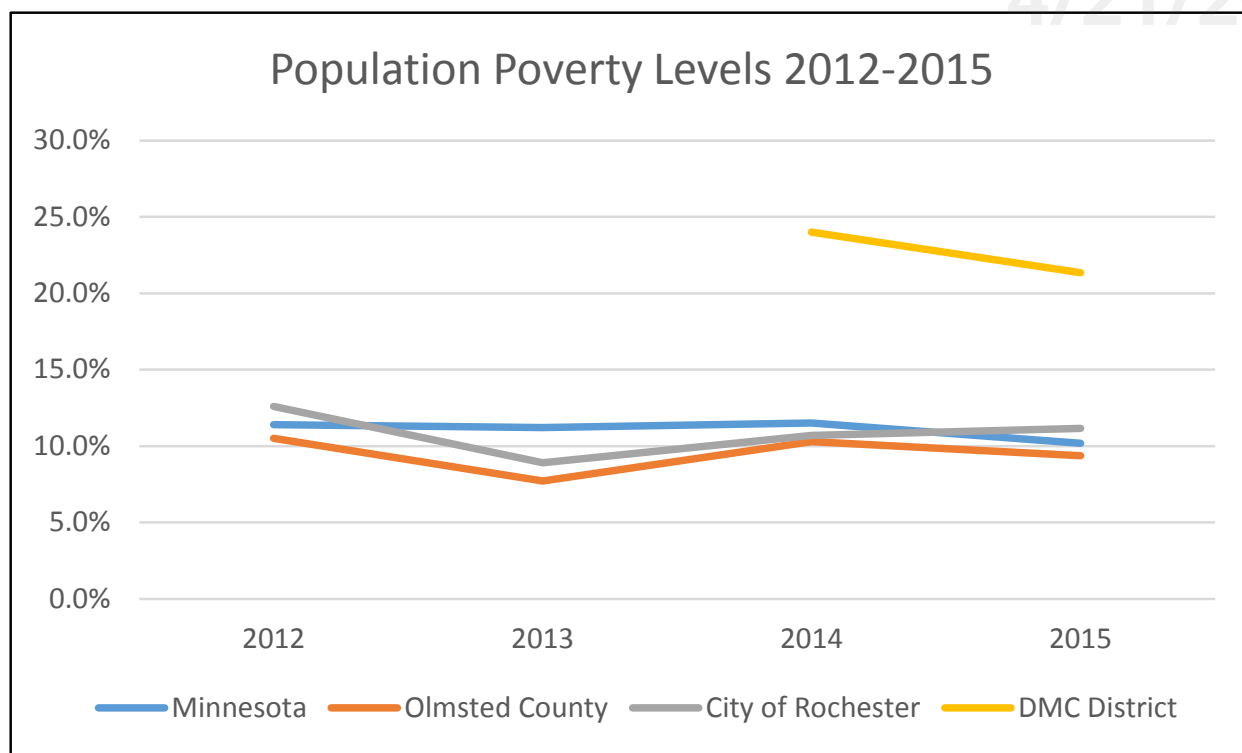


DMC District - Household Income 2015



DMC District - Educational Attainment 2015





Marketing Metrics

To: DMCC Board of Directors
From: DMC EDA Staff
Date: April 20, 2017

Destination Medical Center (DMC) Marketing Plan Objectives

- Build awareness, gain national attention
- Demonstrate continued momentum
- Drive traffic to the DMC website
- Build interest in life sciences and real estate developers/investor audiences

2017 Marketing Plan Overview

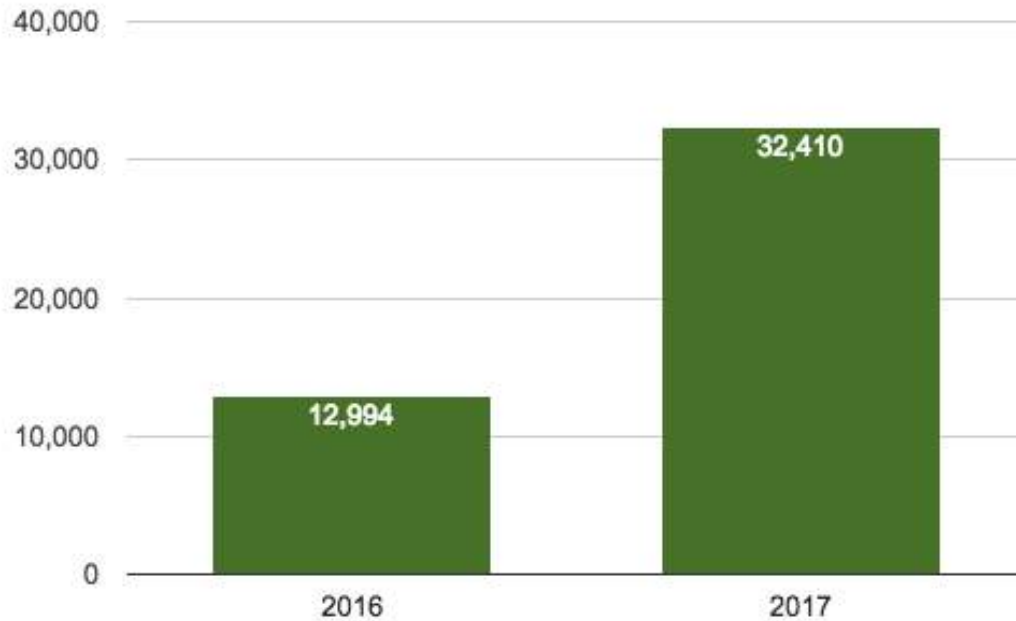
- **Digital Media**
 - Ad banners, eNewsletters, sponsorships in trade publisher verticals prior to and during events
 - 8 to 12 events for life science and healthcare space
 - 4 to 5 events in investor/developer space
- **Public Radio**
 - National 13-week program with MPR (Science Friday) and 26-week program with Innovation HUB starting in March
 - Continue program with MPR news and information network but scale back slightly when DMC national ad runs concurrently
- **Delta SKY magazine**
 - 6 columns in March – November issues
- **Regional Sponsorships**
 - 3 to 5 opportunities focusing on building/investment, start-ups and healthcare
- **Paid Google Search**
 - Ensure “Destination Medical Center” is front and center when people search “DMC”
 - Promote targeted content within DMC website
- **Social Media Strategy**
 - Increase traffic to the DMC website
 - Increase attendance for events and public forums
 - Increase community engagement with DMC and the Economic Development Agency (ED

Metric Highlights: Q1 2017

National Media

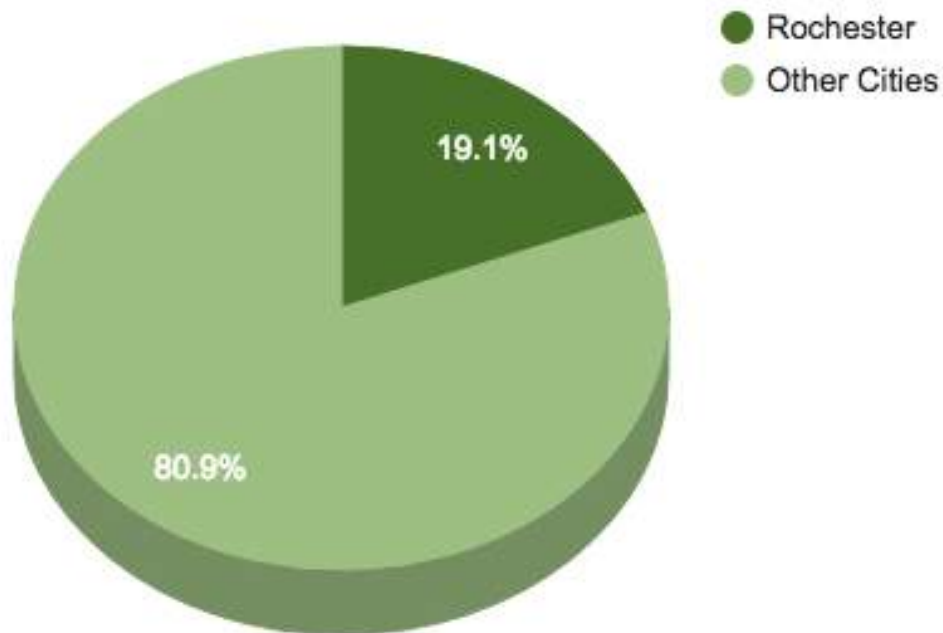
Partner Publications	Reach	Impressions
STAT News	33,100 eNewsletter subscribers, 2 insertions/month (6 eNewsletters)	186,458
CELL Press	Online banners & eNewsletters ads in 11 digital properties	768,537
Nature Publications	Online banners & eNewsletter ads in 4 publications	261, 313
FierceBiotech	Online banners & eNewletter ads	1,587,130
SitoMobile	Mobile banners	2,265,569
TOTAL	111	5,069,007

DMC Website: Q1 2016 compared to Q1 2017



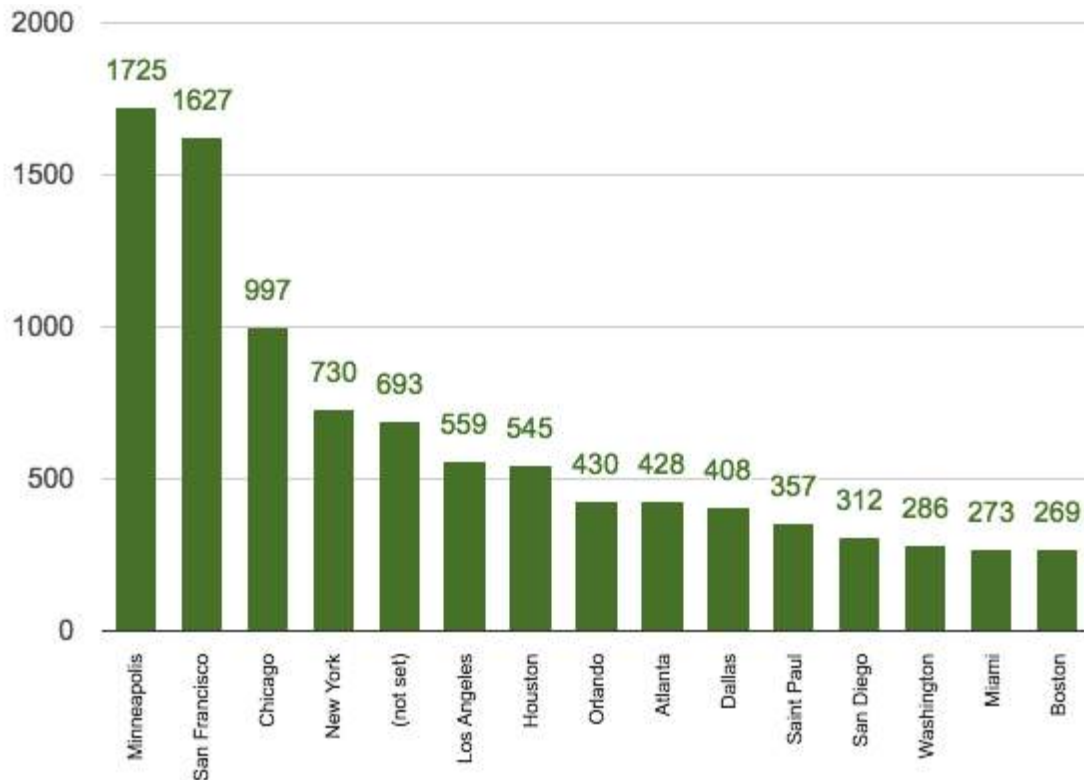
DMC website traffic has nearly tripled from Q1 2016 to Q1 2017.

Where Visits Come From 2017



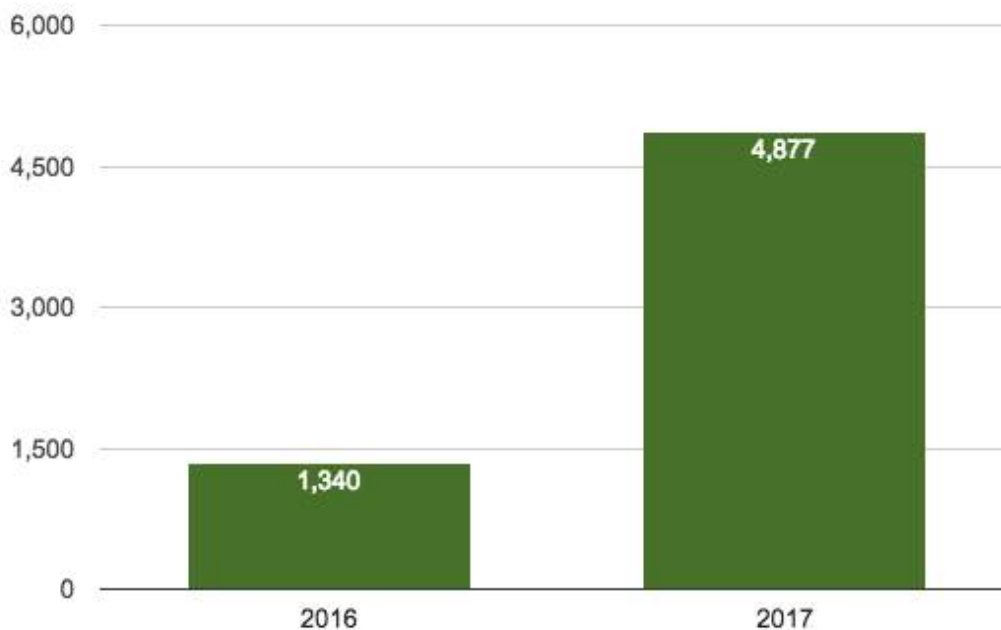
More than 80% of visits (n=26,216) to the website in 2017 came from outside of the Rochester area compared with 65% (n=8,697) in 2016.

National Traffic – Top 15 Cities



The diversity of the top 15 cities outside of Rochester that are visiting the DMC website indicate that the marketing campaign to increase national awareness is working. Without these targeted efforts, it would be much less likely we would see organic traffic from cities around the nation.

Facebook Referrals to Website: Q1 2016 compared to Q1 2017



The primary referral source (other than directly typing www.dmc.mn) is Facebook where DMC shares blogs, events, media mentions, and more. This indicates that people are both following DMC on Facebook and actively engaging with the content DMC is sharing on the platform.

Relationship Management

- 41 meetings with private investors/developers in Q1.
- 14 speaking engagements with life science, community engagement and real estate audiences in Q1.

Opportunities for Q1 and remainder of 2017:

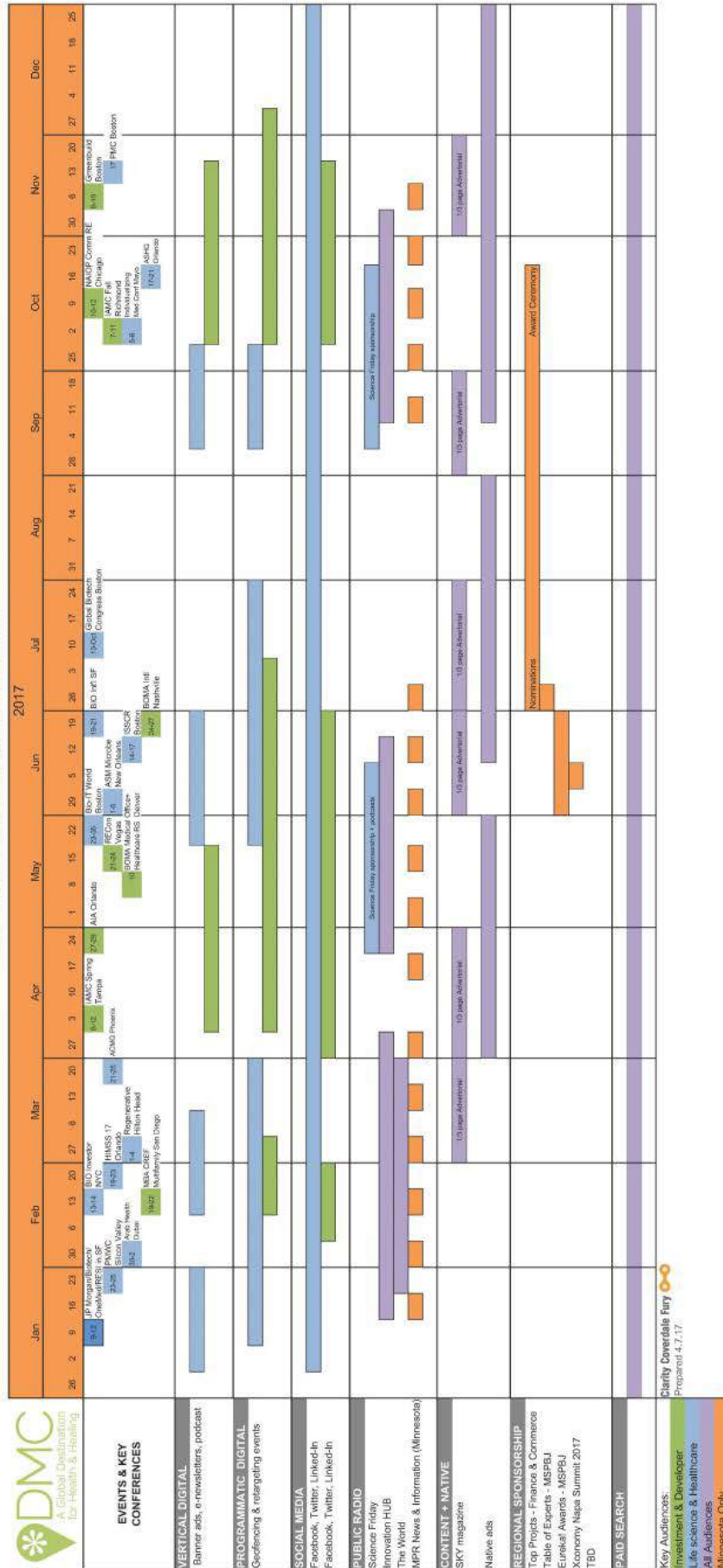
- The 2017 Marketing Plan will test publications and use performance data to determine next quarter's plan and media partners.

Examples:

- We will change out two media partners used in Q1 with the goal of achieving stronger results.
- We will add real estate media partners.
- Begin event sponsorship/networking opportunity portion of the plan.
- Continue to regularly feature audience-specific blogs. Enhance traffic by boosting targeted DMC blogs on social networks.
- Develop lead generation landing pages specific to priority audience segments. (i.e. developer, investor etc.)
- Leverage customer relationship management (CRM) tool to capture website leads for future business engagement and tracking.
- Continue to incorporate keywords into blogs to increase search engine optimization (SEO).

Destination Medical Center

2017 Preliminary Marketing and Media Plan



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TO: Jim Bier, Treasurer
Kathleen Lamb, Attorney

FR: Dale Martinson, Assistant Treasurer

Date: April 19, 2017

RE: March 2017 Financial Budget Summary



The attached summary for March reflects expenditures to date totaling \$347,856 of the 2017 budget of \$3,224,870. The total remaining 2017 budget represents 89% of the original budget remaining with 9 months (75%) of the year remaining.

In the DMCC direct costs section, the \$23,219 of expenditures in March represents corporate attorney fees and a small interest charge.

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 costs through March of 2017 totaled \$308,800 and results in a remaining EDA budget of 88%. Details of the contract payments including remaining contract commitments can be found on the 2nd and 3rd page of the summary as provided by the DMC EDA.

An additional MAP request was submitted in April for March expenses in the amount of \$77,582. These costs are not reflected in the totals of the March report.

The 4th page of this summary now reflects DMCC approved CIP project costs that are being implemented by the City. Total 2017 capital expenditures of \$1,006,850 primarily represents transit studies underway as well as architectural service on the Heart of the City project.

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

Destination Medical Center Corporation
Financial Budget Summary
March 2017

	2017 Approved Approved Budget	Curent Month March 2017	March 2017 YTD	Amount Remaining	Percent Remaining
General Administrative Expenses	31,200	2	2,748	28,452	91%
Professional Services	404,500	23,217	23,309	381,191	94%
Insurance and Bonds	20,000		12,998	7,002	35%
City Support Expenses	150,000	-	-	150,000	100%
Subtotal DMCC	605,700	23,219	39,056	566,644	94%
Third Party Costs - DMC EDA *					
Payroll, Staff, Administration & Benefits-EDA	645,120	44,421	116,236	528,884	82%
Operating Expenses		20,445	47,323	(47,323)	-54%
Operational Costs - Contracted	88,000	6,560	6,560	81,440	11%
Economic Development Outreach & Support	751,000	43,765	44,265	706,735	94%
Professional Services	890,740	38,784	94,416	796,324	89%
Miscellaneous Expenses	244,310			244,310	100%
Subtotal EDA	2,619,170	153,976	308,800	2,310,370	88%
Total DMCC 2016	3,224,870	177,195	347,856	2,877,014	89%
* Note: An additional EDA MAP request for March Expenses totalling \$77,582.02 outstanding as of 3/31/2017 was to be paid in April.					
DMCC Working Capital Note				1,000	
EDA Working Capital Note				50,000	

Master Application for Payment
Destination Medical Center Economic Development Agency

Master Application For Payment Detail: February 2017

3/1/2017

DMC EDA P&L Description	Vendor	Previous Billings	Current Work in Place	Total Work to Date
EDA Operational Costs		\$ -	\$ 6,560.27	\$ 6,560.27
Office Supplies, Consumables	Davies Printing	\$ -	\$ 428.27	\$ 428.27
Website, Drafting, Hosting	Brandhoot	\$ -	\$ 6,132.00	\$ 6,132.00
Econ Dev Outreach & Support		\$ 500.00	\$ 43,765.31	\$ 44,265.31
Outreach & Local Events	Minnesota Real Estate Journal	\$ -	\$ 7,500.00	\$ 7,500.00
Outreach & Local Events	RAEDI	\$ 500.00	\$ -	\$ 500.00
Outreach & Local Events	Rochester Rising	\$ -	\$ 200.00	\$ 200.00
Outreach & Local Events	Rochester Area Chamber of Commerce	\$ -	\$ 9,600.00	\$ 9,600.00
Subscriptions & Memberships	International Economic Development Council	\$ -	\$ 420.00	\$ 420.00
Subscriptions & Memberships	Medical Alley Association	\$ -	\$ 500.00	\$ 500.00
Econ Dev Costs	Bleu Duck Kitchen	\$ -	\$ 250.00	\$ 250.00
Econ Dev Costs	Nelsen Biomedical	\$ -	\$ 7,297.31	\$ 7,297.31
Econ Dev Costs	Wilder Research	\$ -	\$ 17,998.00	\$ 17,998.00
Professional Services		\$ 55,631.90	\$ 38,783.74	\$ 94,415.64
Design Support	Imagebridge Design	\$ 810.00	\$ 1,035.00	\$ 1,845.00
Design Support	Inspire MN, LLC	\$ -	\$ 6,370.00	\$ 6,370.00
Design Support	White Space, LLC	\$ -	\$ 1,031.25	\$ 1,031.25
Development Management Services	Louis Jambois	\$ 6,216.19	\$ 4,641.19	\$ 10,857.38
Financial Reporting Services	Lund Tax & Accounting	\$ 1,568.00	\$ 4,256.00	\$ 5,824.00
Marketing, Communications & Advertising	Clarity Coverdale Fury Advertising, Inc.	\$ 27,900.00	\$ 9,000.00	\$ 36,900.00
Marketing, Communications & Advertising	Connect Media	\$ 3,120.00	\$ -	\$ 3,120.00
Marketing, Communications & Advertising	Linda Donlin	\$ 1,275.00	\$ -	\$ 1,275.00
Marketing, Communications & Advertising	Riggott Creative Inc.	\$ -	\$ 747.50	\$ 747.50
Public and Community Relations	Himle Rapp & Co., Inc.	\$ 9,118.96	\$ 8,502.80	\$ 17,621.76
Public and Community Relations	Short Elliott Hendrickson, Inc.	\$ 4,023.75	\$ -	\$ 4,023.75
Website Customer Relationship Management	Sheryl Barlow	\$ 1,600.00	\$ 3,200.00	\$ 4,800.00
Project Total		\$ 56,131.90	\$ 89,109.32	\$ 145,241.22

Master Application for Payment
Destination Medical Center Economic Development Agency

Master Application For Payment Detail: February 2017

3/1/2017

Vendor Name	Description	Contract #	PO #	Invoice #	Invoice Date	Invoice Amount
Bleu Duck Kitchen	Venue room rental	N/A	5136	1067	2/14/2017	\$ 250.00
Brandhoot	Monthly website strategy and hosting retainer - Jan	N/A	N/A	1524	1/1/2017	\$ 2,832.00
Brandhoot	Monthly website strategy and hosting retainer - Feb	4062	N/A	1541	2/1/2017	\$ 1,650.00
Brandhoot	Monthly website strategy and hosting retainer - March	4062	N/A	1559	3/1/2017	\$ 1,650.00
Clarity Coverdale Fury Advertising, Inc.	Project Order 19 - Agency Fee - March	NC-21	PO 19	29580	3/7/2017	\$ 4,000.00
Clarity Coverdale Fury Advertising, Inc.	Project Order 21 - Agency Fee - March	NC-21	PO 21	29579	3/7/2017	\$ 5,000.00
Davies Printing Company	Brochures	N/A	5132	568675	2/16/2017	\$ 106.80
Davies Printing Company	Business cards	N/A	5132A	106370	2/16/2017	\$ 321.47
Himle Rapp & Co., Inc.	Consulting services - February 2017	NC-12005	N/A	0217	3/1/2017	\$ 8,502.80
Imagebridge Design	Design work - February 2017	N/A	5123A	17023	3/1/2017	\$ 540.00
Imagebridge Design	Design work - February 2017	N/A	5123B	17023	3/1/2017	\$ 495.00
Inspire MN	Communications support - February 2017	4041	N/A	000118-1	2/28/2017	\$ 5,530.00
Inspire MN	Heart of the City	N/A	5129	000118-2	2/28/2017	\$ 840.00
International Economic Development Council	Membership dues	N/A	N/A	289470	2/16/2017	\$ 420.00
Louis Jambois	Consulting services - February 2017	4063	N/A	NA	2/28/2017	\$ 4,641.19
Lund Tax & Accounting	Accounting services - February 2017	4074	N/A	2552	2/28/2017	\$ 4,256.00
Medical Alley Association	Membership renewal	N/A	N/A	170201.2	2/1/2017	\$ 500.00
Minnesota Real Estate Journal	2017 Rochester Investment and Development Summit	N/A	5135	N/A	1/29/2017	\$ 7,500.00
Nelsen Biomedical	Consulting fee - January 2017 plus expenses	4057	N/A	1050	2/28/2017	\$ 7,297.31
Riggott Creative Inc.	Photography; CJ's demolition	NC-12001	N/A	531	1/1/2017	\$ 373.75
Riggott Creative Inc.	Photography; Ronald McDonald House	NC-12001	N/A	536	1/12/2017	\$ 373.75
Rochester Rising	Online marketing and outreach to promote DMC	N/A	5134	N/A	3/1/2017	\$ 200.00
Rochester Area Chamber of Commerce	Multiple community sponsorships	N/A	5647	116412	12/31/2016	\$ 9,600.00
Sheryl Barlow	Website analytics and content review	4071	N/A	DMC-2017Feb	2/1/2017	\$ 3,200.00
White Space, LLC	DMC One-page update	N/A	5133	1321	1/16/2017	\$ 1,031.25
Wilder Research	Metrics measurement	N/A	N/A	002131	11/30/2016	\$ 17,998.00
Total Invoices						\$ 89,109.32

DMCC Projects
Managed by the City of Rochester
As of March 31, 2017

	YTD Expenditures	Project Budget	Life To Date Expenditures
<i>DMC Projects (BU# 8600)</i>			
8611C- - Sn/S12AvSW/NW<2StSW>2StNW		2,850,000.00	8,190.37
8612C- - WZmbrRvrSn/SRIfLin<CookPk>CCDr	989.17	950,000.00	21,003.17
8613C- - ChateauTheatrePre-OccupancyM&O	17,270.94	686,800.00	136,745.56
8614C- - DMCTransit&InfrastrctrPgrmMgmt	86,279.71	1,100,000.00	709,372.89
8617C- - Broadway @ Center Parking Ramp		10,500,000.00	
8618C- - SharedParkngStudy&PrgmDevlpmnt	188,004.15	1,811,854.00	639,837.98
8620C- - City Loop Plan	61,786.13	959,938.00	227,362.11
8621C- - Transit Circulator Study	153,046.08	1,991,532.00	511,497.08
8623C- - DMCC Street Use Study	409,576.24	2,867,708.00	969,244.69
8624C- - ChateauTheatreBldgImprov/Purch	22,019.69		6,651,618.51
8625C- - Heart of the City	58,581.09	598,940.00	230,086.26
8626C- - Sn/SUsize1Av&3AvSE<4StS>1StN	9,296.63	2,500,000.00	49,616.31
<i>Total DMC Projects (BU# 8600)</i>			
Grand Total	1,006,849.83	26,816,772.00	10,154,574.93