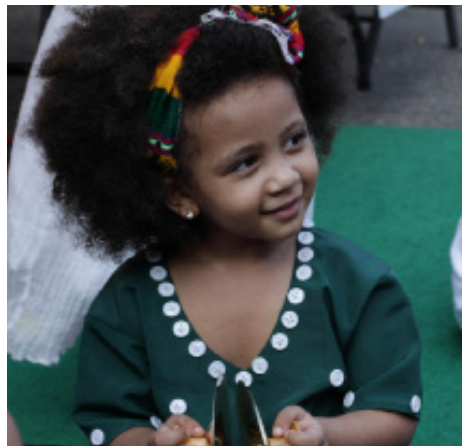


# HEART OF THE CITY

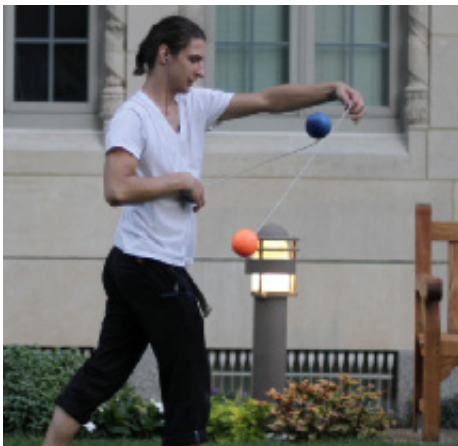
## DISCOVERY + RESEARCH FINDINGS

January 11, 2016

IT'S BEEN GREAT **GETTING TO KNOW YOU.**



“Make things more fun. I think that would make people smile more.”  
— 8 YEAR OLD VISITING FAMILY



“We need something to support the mental health of the healthcare workers.”  
—MAYO EMPLOYEE



“Less cars. More green. Maybe this downtown area should be vehicle free.”  
— REGULAR PATIENT VISITOR

“We really depend on the Thursdays on First to bring business downtown. It’s one of our biggest days.”  
— LOCAL BUSINESS OWNER



“I wish downtown was more connected to the river. We had to walk around several blocks to find it.”  
— MAYO PATIENT AWAITING RESULTS



“More entertainment! More life! It feels sterile here.”  
— RESIDENT + BUSINESS OWNER



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RSP + Coen+Partners + 9.Square + HR&A Advisors + Kimley-Horn

# CONTENTS

- Introduction
- Research overview and approach
- Key Metaphors + verbatims
- Themes + verbatims
- Key insights + emotional target
- Experience design implications

## AUTHENTIC **DISCOVERY**

In order to engage the community and authentically inform the Heart of the City design project, we set out to learn:

- What makes Rochester **unique?**
- What supports **the experience of connection?**  
(a key metaphor that promotes healing)
- What supports **health and healing?**
- What do our three **market segments need?**

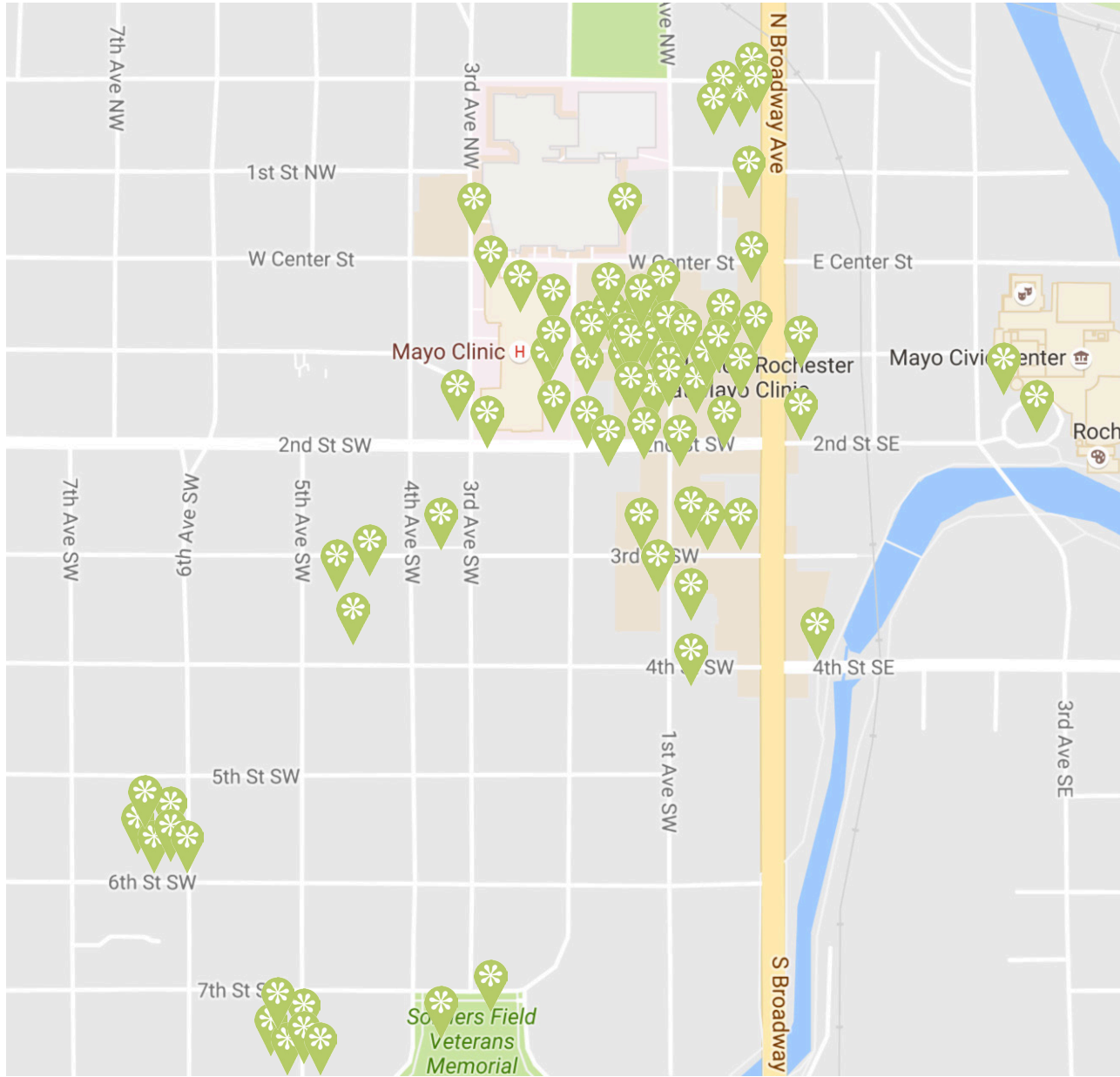
The Dreambox team identified research partners and advisors to guide our research design, the development of the interview questions and community engagement efforts. The approach to this research included a review of the existing research, one-on-one deep dive (metaphor elicitation) interviews, a survey, activity observation at various locations and pop-up experience intervention interviews around the city. The interviews were conducted by Teri Kwant, Adam Ferrari, Nancy O'Brien, and Heather Novak with additional patient interviews conducted by Dr. Sandhya Pruthi at the Mayo Clinic.

RSP DREAMBOX

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# RESEARCH **UPDATE + FINDINGS**



## WE’VE BEEN AROUND

- PEACE PLAZA
- DOWNTOWN
- BUS STOPS
- SUBWAY
- PLAYGROUNDS
- PARKS
- SHOPPING AREAS
- LIBRARY
- COFFEE SHOPS

## EVENTS

- SANTA’S ARRIVAL
- THURSDAYS ON FIRST
- POLLING PLACES
- PROTOTYPING FESTIVAL
- SMALL BUSINESS DAY

## APPROACH + BRAND

- POP-UPS
- INTERVIEWS
- SURVEY



**DMC**

To learn more about the Heart of the City please follow us!  
[#DreamBigRochMN](#)



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# RESEARCH **UPDATE + FINDINGS**

In an effort to prevent further engagement fatigue on the part of the Rochester community, the intent of the research approach was to provide a new type of engagement for both community members and visitors, and be available where the community is, rather than ask them to come to an input session.

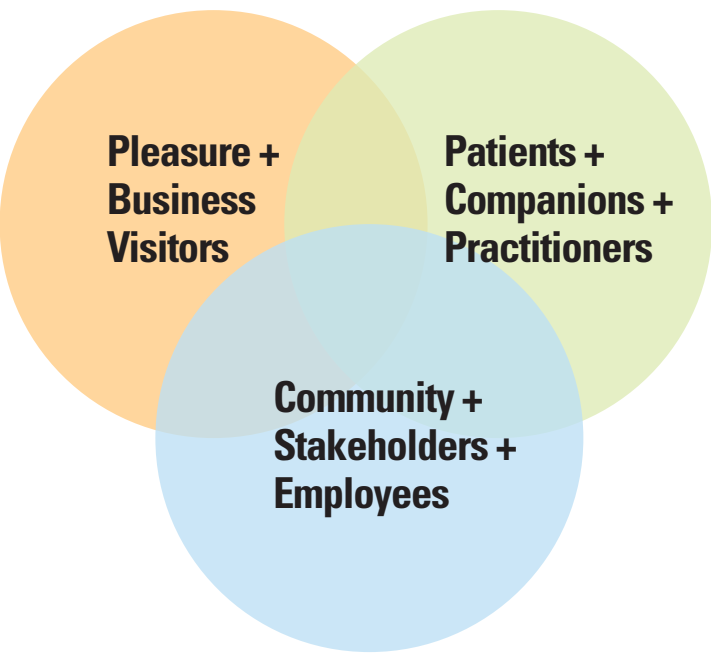
Interviews and pop-ups were held around the city on 17 days beginning November 1st, 2016. All City Council members have been interviewed, and Mayor Brede. The survey closed on December 16, and the final interview was performed on December 20, 2016.

Verbatims listed in this document represent ideas that were consistently mentioned in interviews.

## INTERVIEWS

■ Organizations	11 / 15
■ Small business owners	16
■ City council + the mayor	8
■ Residents x+ families	50
■ Employees: service	44
■ Visitors	10
■ Employees: Mayo	12
■ Patients + companions	16

## SHARED MARKET SEGMENTS



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## WE'VE TALKED WITH

- SMALL BUSINESS OWNERS
- TEENS
- FAMILIES WITH CHILDREN
- LONG TERM RESIDENTS
- NEW MEMBERS OF COMMUNITY
- PEOPLE WITH DISABILITIES
- VARIED AGE GROUPS + GENERATIONS
- VISITORS
- PATIENTS
- ARTISTS
- EMPLOYEES + ENTREPRENEURS
- RESIDENTS
- MAYOR + CITY COUNCIL
- CITY ORGANIZATIONS
- RCVB
- MAYO EMPLOYEES



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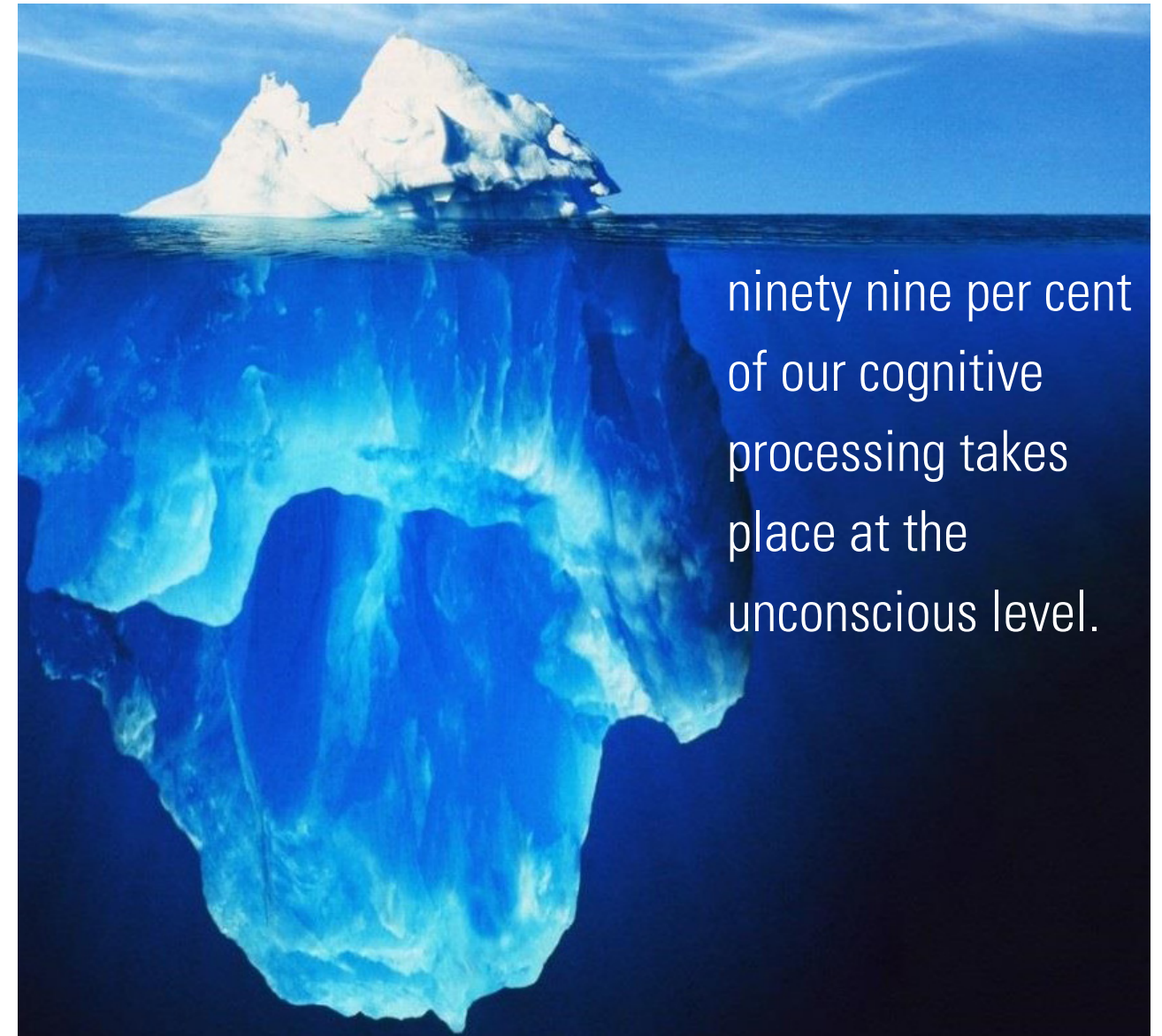
# THE ROLE OF **METAPHORS + EMOTIONS** IN DESIGN

Our research approach strives to understand the metaphors present in both current and ideal experiences. Metaphors are unconscious and precede more conscious thoughts, they are hard-wired or instinctual, there are few in number and are a universal language. They co-mingle with reasoning and can inform emotional response.

We express our experiences in metaphoric language. Emotions are often a by-product of the metaphoric frame we apply to our experiences. Deep metaphors are the basic, unconscious “filters” or “frames” that influence:

- what information we notice
- how we process that information and,
- what we do as a result.

For the Heart of the City project, our interviews uncovered several deep metaphors along with emotional and rational needs that are helping design our audiences’ ideal experience.



ninety nine per cent  
of our cognitive  
processing takes  
place at the  
unconscious level.

## **HEART OF THE CITY DESIGN TEAM**

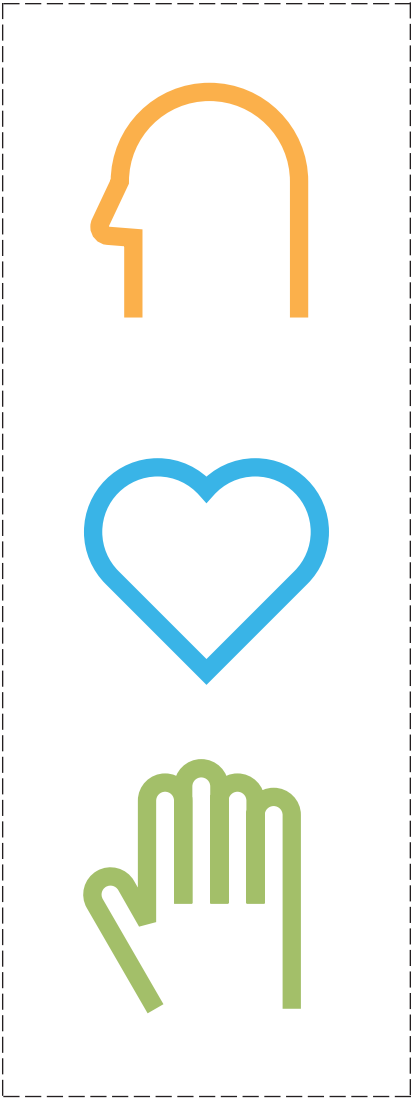
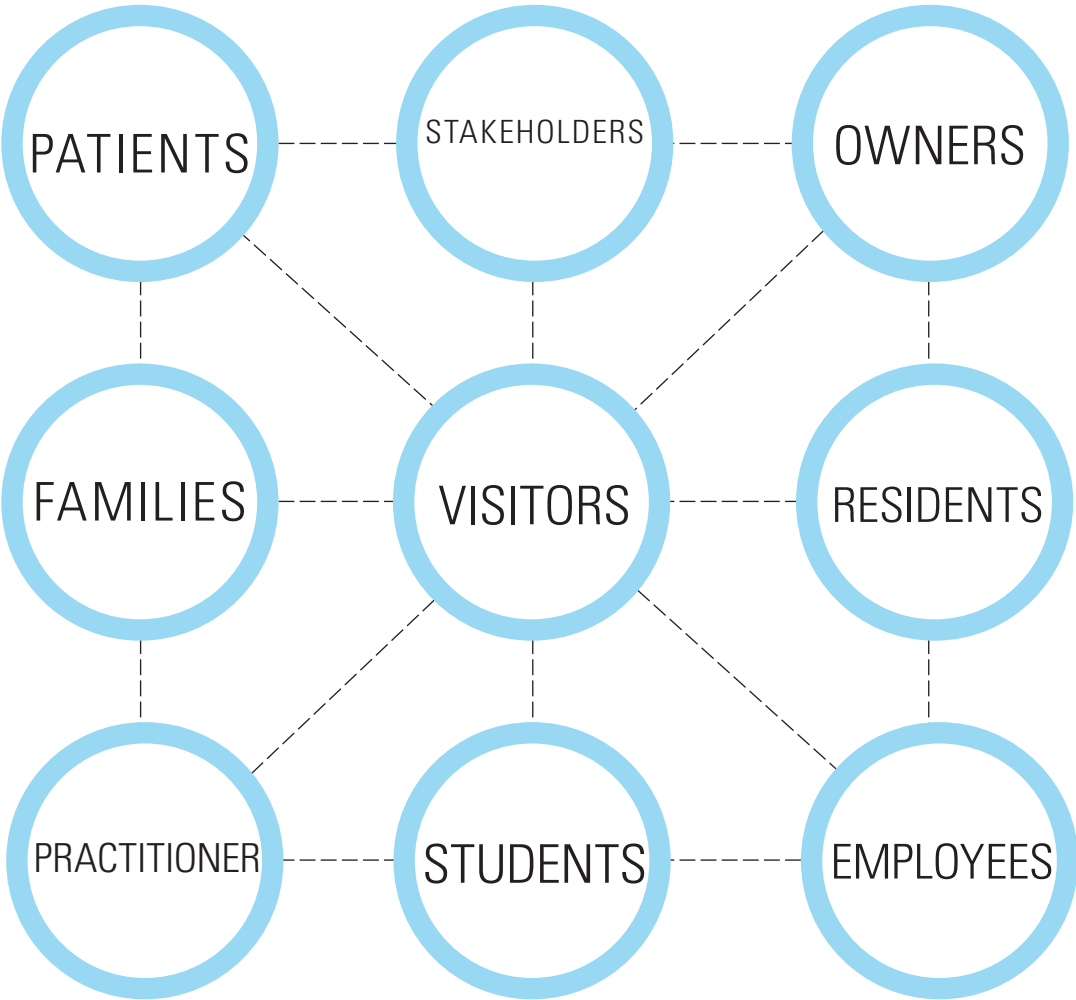
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# METAPHOR: CONNECTION

Connection is a key element in design of healing experiences. Connection emerged as a key metaphor as people told us their stories and it has multiple dimensions across all user groups. It has an attribute of belonging for residents and a quality of support for patients. People need to connect authentically with each other (both patients and community)

This metaphor emerged in reference to the need for connections to resources, information, people, products (services) and to places that support healing.



SUMMARY: **SHARED NEEDS**

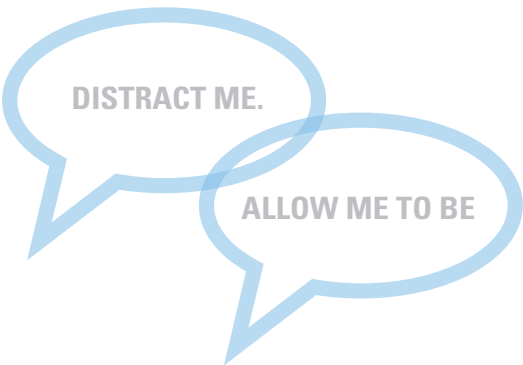


# DIMENSIONS OF **CONNECTION**

Community has a great need for connection. There is a sense that everyone knows each other in Rochester, but they don't necessarily know each other deeply. The community is practiced at and available to create connections, provide orientation and be a resource for patients and their companions.

Patients and visitors need varying depths of connection. This would suggest layered experiences that allow choices for visitors to self-select what types of and levels of connection they need at any given time. Non-patient visitors have more of a need for connections to entertainment and hospitality types of resources.

Many people referenced gathering as a critical aspect of making them feel connected, or providing them with a way to see and feel the diversity of people that are here.



## VISITORS EXPRESSED A NEED FOR CONNECTION.

- To self
- To nature
- To quiet
- To each other (family/friends)
- To conversation
- To distraction



## RESIDENTS EXPRESSED A NEED FOR CONNECTION.

- To places: all aspect of city
  - To being included\*
  - To activity
  - To engagement
  - To each other (family/friends)
  - To belonging
- \* Inclusivity goes beyond tolerance.



VERBATIMS: **CONNECTION TO PLACES**



“We live very close to downtown, and a major barrier are the pedestrian crossings. They could use a little work.

“We use the parks a lot. We do the early morning Saturday stuff for families are great. And we have a pass to the Children’s Museum. We love that it switches up.

“The train would be huge, if you could make it easier to get down here. Hands-free, stress free, think of it.”

“I just need a quiet place. and to just hear a little laughter.”

“People don’t even know that we’re here. It would definitely help us to have skyway access. Winter is 30% of your business. So many businesses are closing.”



VERBATIMS: **CONNECTION TO PLACES + EXPERIENCES**



One size experience does not fit all. The emotional drivers for our primary populations; visitors and community, are different.

There are tangible and geographic aspects to connection, and intangible emotional aspects.



“We need a bookstore and a gallery back. Those were big losses to the Heart of the City.”

“We need a place where we can just hang out with our friends that isn’t a bar.”

“I would love an indoor garden – so we can connect to nature all year long.”

“I just need a quiet place. and to just hear a little laughter.”



# METAPHOR: **RESOURCE**

Getting around and getting the help you need is a key driver of the experience for visitors whether patient or individuals who live and work in Rochester. Both need access to information, assistance and support that goes beyond that which Mayo currently provides. Resources for patients and community members, residents and small business owners are different and are closely linked to other metaphors, knowledge (information) and orientation (where I am on my journey)

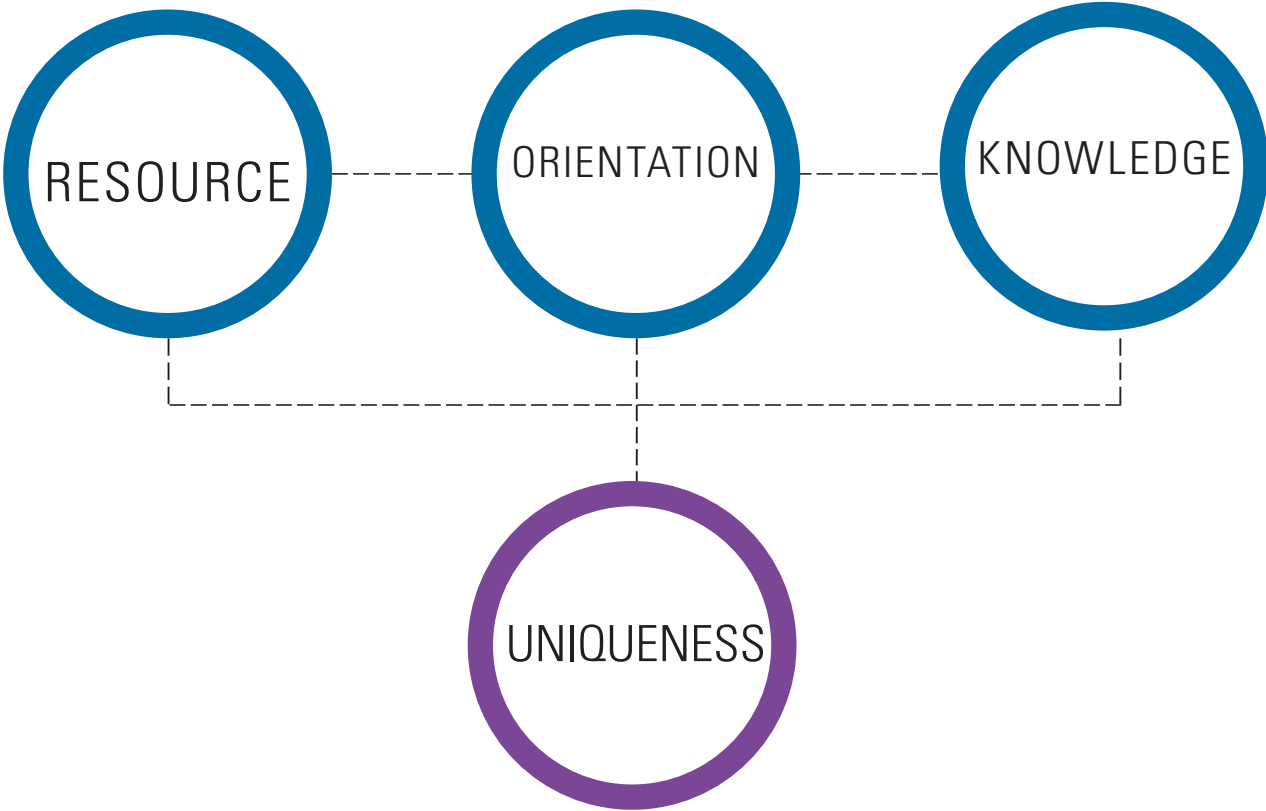
Small businesses need resources and support.  
(supportive, mutual beneficial relationship with Mayo and city)

City employees need resources (affordable housing)

Employees need transportation. (varied modes, styles and costs)

Visitor patients need housing transportation and information.  
(varied and specialized for disabilities or medical equipment)

Patients and families need support. (accessible + affordable)





VERBATIMS: **RESOURCE**



To be a good resource there needs to be orientation, knowledge and connection to what matters.



“I’d like more events to learn about different cultures foods and customs.”

“We have the best medical care here in the world, but I had no idea how good it was until I actually had to use it myself.”

“I didn’t know we could offer all these different services to our patients.”

“If we build all the expensive hotels and restaurants that they’re talking about, there’ll have to be some reasonably priced housing available too.”

“We need something to support the mental health of the healthcare workers.”



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METAPHOR: **KNOWLEDGE**

Many people come to Rochester and Mayo seeking answers. Their questions are around: help me learn about my illness, help me learn what I need to do to feel better and heal, help take my mind off my discomfort (distract me), help me be healthier, help me feel normal (even for a short while).

The community has need for knowledge but not in the same ways patients do. For example, there are perceptions that might not be accurate about how change is affecting the community and the culture of Rochester. Knowledge exchanges in and around the community may support awareness of other cultures and move the dynamic beyond tolerance for diversity to an appreciation for it.

empowered



How can we more intentionally connect people to people across cultures and generations?

included

How do we empower people to self-curate the experiences they want and need?



VERBATIMS: **KNOWLEDGE**



A true knowledge exchange would be a benefit to all: in health and healing, and across cultures. There is an awareness gap about the information available.



“It would be great to learn about the things Mayo is doing – like a live outdoor ‘science museum’ or a way to ‘be a doctor for a day.’”

“After 8 years we finally have some answers, and I have my daughter back.”

“There’s hidden magic at Mayo.”

“Educate us on how to engage with patients and their families. I ran a restaurant in Las Vegas before I came to Rochester and the stories of my customers here are so different – I need different skills.”





# METAPHOR: **CONTRAST**

Descriptions of the city and the culture are consistently articulated as dualities. What is interesting about contrast is that it almost always implies a need for balance, though balance was not mentioned in interviews, however, lack of time was.

Dualities were referenced in most interviews. The first and most striking contrast is the one that is not mentioned or noticed by community because it is such a part of the fabric of the place, is the consistent visible contrast of the populations of healthy people and sick people.



There is an opportunity to find a source of pride about the contrasts that exist in Rochester: eg. people with illnesses are not the exception, and as a result they don't stand out. They feel normal here.

<b>Mayo</b>	<b>Not Mayo</b>
<b>Visitor</b>	<b>Resident</b>
<b>Sick</b>	<b>Healthy</b>
<b>From here</b>	<b>Not from here</b>
<b>Mobile</b>	<b>Constrained</b>
<b>Part of it</b>	<b>Not a part of it</b>
<b>Scheduled</b>	<b>Free time</b>
<b>Needing activity</b>	<b>Needing quiet</b>



There's kind of a love/hate relationship here with Mayo.



METAPHOR: **ORIENTATION**

One of the key stressors in both healthcare experiences and in life is not having a sense of orientation. In general, people need to know where they are where they are going and what is happening next. And since heath and healing is described as a journey, patients have multiple needs for orientation. They not only lack of familiarity with the city, but on a personal level they need orientation to what their medical process may be like, or what their prognosis may be (where I am on the journey). There is a profound need for orientation, and navigational support translated to information, resources and wayfinding for patients and visitors. Orientation was not as strong of a theme for community.



The need for orientation is uniquely high in Rochester, from the pragmatic to the profound.



my process	my travel	my health	my healing
my next steps	my support	my home	my changes
my transport	my options	my hotel	my way
my privacy	my schedule	my people	my joy
my day	my time	my location	my respite
my prognosis	my choices	my options	my new diet

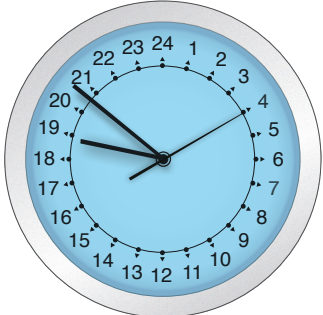


# METAPHOR: **TIME**

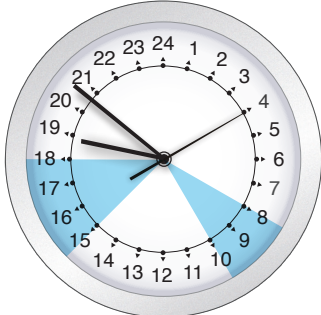
There is a strong dynamic nature of time (days of the week, times of the day) relative to Heart of the City. The weeks were referenced as Sunday night to Thursday (as it pertains to patients) as well as the 16 hour day (referenced by City staff). Furthermore, there is an inflow and outflow of people on a daily basis. Both in thousands of people coming to work each day and then leaving (immediately), and also how the Peace Plaza is the hot spot for patients and visitors during the main part of the day, and then how south on 1st Avenue becomes the “true Heart of the City” after 7-8pm.

“We really should have a 16 hour day here. With lots to do within that window.”

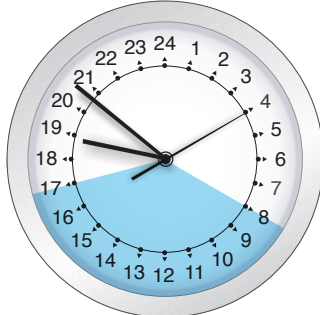
“Length of stays has shrunk. Visitors have less time to spare, maybe one free night.”



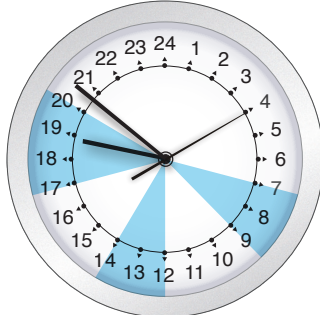
HOSPITALITY



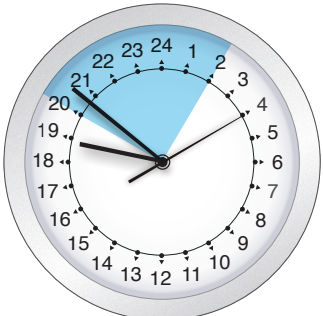
TRANSPORT



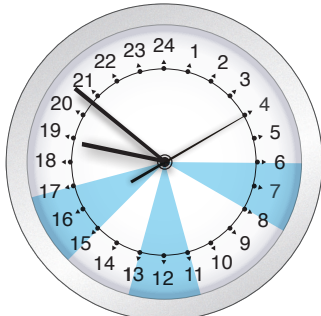
SMALL BUSINESS



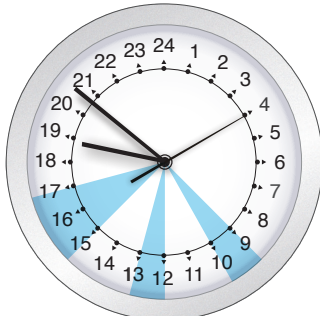
RESTAURANT



NIGHT-LIFERS



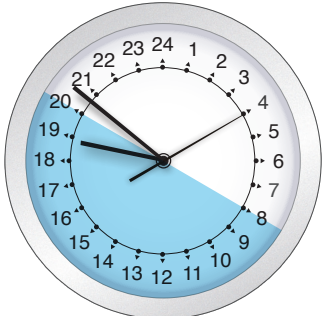
EMPLOYEE (M)



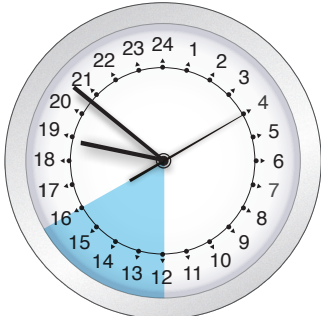
PATIENT



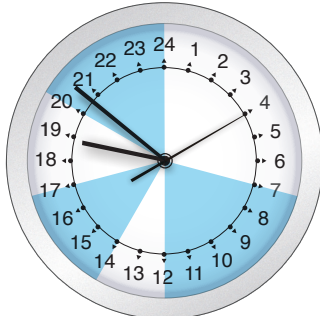
H.C. PATIENT



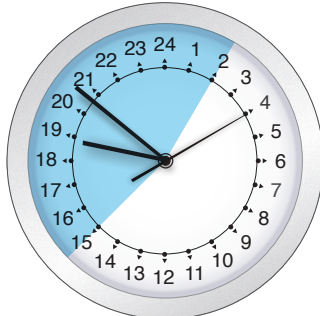
FAMILIES



FAMILIES



PATIENT FAMILIES



VISITORS

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METAPHOR: **TIME**



Schedules often don't align: patients are often busy when their families are not, business hours align with visitors but not necessarily residents. necessarily resident needs.



"We really should have a 16 hour day here, with lots to do within that window."

"There's nothing to do after a certain time here."

"When I come here it's for a few days, never much more than that."

"We're usually down town here in the mornings. We have small kids. You know, we're up early."

"We lose money if we stay open late."

"It would be great to create things that people can do in 15 minutes, or an hour. A lot of times that's all they have. A show that's happening in two weeks doesn't matter."

"I'm either over-scheduled or have nothing to do."



## THEME: **HEALTH + HEALING**

Whether it is to become America's City for Health, or to be recognized as the most welcoming community, or "the Biggest Small Town in America," we have to be intentional about how we do that.

Very specifically, regarding the development of the Heart of the City projects, it was consistently mentioned that if building happens, it should be expected to be healthy buildings, employing the most sustainable of materials of course, but also incorporating well building standards across the city. And the city itself should consider being a Blue Zone or innovating a well city standard that is the Rochester/Mayo brand of how to build a city, community, and places that measurably promote well-being and healing. "You can't claim to be a med city and have sick buildings or unhealthy spaces."

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**People need time.  
Time to process.  
Time to enjoy.  
Time to savor.  
Time to accept.  
Time to heal.**

**We also need  
knowledge and  
resources to heal.**

**We need healthy  
places and nature  
to support healing.**



Wouldn't it be great to have :30 minutes of nature?



VERBATIMS: **HEALTH + HEALING**

“

“There are a lot of bike trails in the area, but it isn’t safe to ride downtown.”

“Some of the older residents downtown are intimidated by the bikers who ride on the sidewalks. They have to feel safe and they may be kind of teetery.”

“I’d like to try it on. Be a Mayo doctor for a day.”

“Pack the science into activities here. A large science museum for all ages to learn about health.”

“I need time to take care of myself. 30 minutes for lunch with long hours, it’s hard to take care of yourself, or even go shopping.”

“Healthy and diverse food choices need to be made available late at night and early evening.”

“Pets are healing to me.”

”

# THEME: **UNIQUENESS**

“People” was the number one mentioned differentiator for Rochester. The key attribute of the people is a higher than normal degree of compassion, it was described as being in the DNA of the culture of both community at large not just the members of Mayo’s teams. Stories of support and unique instances of care were described with humility and sensitivity and pride. This unique level of compassion is a primary source of pride of this place. It was also not uncommon to witness this compassion and service on a day-today basis.

One observation was a driver pulled over his car and got out to assist an individual in a motorized wheelchair navigate a crack in the street that caused his wheelchair to get stuck. Many community members stated that there is an implicit expectation of this kind of behavior and service to others, “We’ve grown up with it,” and simultaneously a worry on the part of some, that with great growth of Rochester and Mayo, that this ‘vibe’ or identity could be lost.

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## “It’s the people.”

We are diverse. We are a uniquely compassionate group of people who step in when a need is present.

There is kindness to assist others, and great empathy, but not necessarily a desire or willingness to connect more mutually and deeply.



If I’m ever feeling down about things, I don’t have to travel any farther than the heart of the city to realize how fortunate I am.



THEME: **UNIQUENESS**



People are the differentiator, but it's not just the community, it's the visitors who make this place unique.

There is an opportunity to make deeper connections as the foundational brand of the place.



"I'd have to say it's the people."

"We don't want to lose our identity."

"We lost what was unique to Rochester with the huge growth."

"It's a small but sophisticated rural town, no, I guess it's a small city."

"Innovation is in our DNA. It's the air we breathe so we barely notice it, but it's huge."

"Everyone is very friendly and helpful, however the community doesn't pro-actively adapt to change or embrace diversity.."

"People grow up caring for people here. It's what everyone learns. It's what we know."

"The shops are unique."





THEME: **KEEP IT UNIQUE**



“There’s a lot more niche stuff. We love that downtown.”

“It’s hard for small shops to make it– but those are what makes Rochester unique.”

“More non-chain coffee shops. Did you get that? Seriously.”

“Diversity and inclusiveness is a big to us. We just moved here. With the more people who come here, hopefully the more diverse it’ll get.”

“We really need our bookstore back, it was the thing to do, after a date, or as an in-between things thing. An independent, real bookstore.”

“Festivals are a big draw. Anything that gets people involved in the process, that communal feel, where people can get involved and participate. I love the shows.”

“The one-off shops are what make this place unique. No chains.”



## THEME: **KEEP IT UNIQUE**



There is an opportunity for this place to meet a need for community healing.



...at some point, we went from Destination Medical 'Community' to 'Center,' and from Rochester identity to Mayo. If we could recapture a sense that we are all in this together... we need to apply this idea of health and healing to the whole city. If we do that, we will be more whole.



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## RECOMMENDATION: **MAKING THE SMALL BUSINESS CASE**

Small businesses in the Heart of the City are serving primarily patients + their companions, though the farther the business is from Mayo (perhaps even only a couple of blocks) the larger the mix of patients, employee and community types of customers. Small businesses in the Heart of the City are an under-acknowledged and appear to also be an under-appreciated CORE member of the Mayo care team. Profound stories of 20-30 year relationships with patients were laced with moments of celebration and grief shared between small business employees, owners and their patients.

Many people pointed to the existence of these small, mom and pop style, businesses in the Heart of the City as being so unique to Rochester. At the same time, the local community has very little interaction with many of these small businesses and seek the larger, well known franchise businesses that other cities have. This touches on the “convenience” piece above as well.

“ We’re in serious business here. The closer you are to Mayo, the more care you provide to our customers. We’re in healthcare too. ”

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THEME: **SMALL BUSINESS CASE**



Small businesses near Mayo and the HOC function as extensions of the healthcare team but feel unacknowledged as care providers.

“

We laugh and cry with our patients. We get them water, we take them back to Mayo when they are ill. We support them in our stores.

”

“

People need short term distractions, in-between appointments.

”

“

Just like patients, We have unique and interesting stories to share.

”

“

The lodging experience has a direct impact on the retail experience. Retail has an impact on Mayo and vice versa. We need to support each other better.

”

“

Our conversations are real here. Good listening skills are required.

”

“

Retail is different here. The conversations we engage in with our clients who are also patients requires a deep level of compassion.

”

“

Resiliency is required for business here.

”

THEME: **SEEN + UNSEEN + BARRIERS**

There is a lot that is happening “behind the scenes” in the Heart of the City; from the subway system and the businesses below street level, to the extension of the care-giving team throughout the community. This “back of house” activity is what is propelling this place, making it unique.

Barriers exist for community members (some perceived and actual), small businesses (permitting and lease rates), patients (handicap access related, housing related), and employees (housing and expense related).

“

We can’t lose sight of the people here [employees + service]. They’re the ones making this city happen.

”

“

There’s nothing to do after 5.

”

“

When I see panhandlers downtown it makes it feel less safe.

”

“

Parking is always an issue. There’s a meter maid who watches the 30 minute meters closely.

”

“

It’s getting really expensive here. Prices seem to go up after 5 PM.

”

“

It’s charming here, but I had no idea there was a little main street with stores. I wish I would’ve known before.

”

“

We are the caregivers behind the scenes and yet we were expected to do the experience qualification program. Why is that?

”



# THEME: ZONES OF EXPERIENCE

There are clear zones of access in even the specific and limited area of the Heart of the City. The skyway and subway system serve to access some businesses and not others. Business owners discussed the importance of being on this thoroughfare to their success. Patients may only travel short distances, depending on their health and the equipment they have. The conditions of patients and the available pathways below and above the street serve also to limit the area of the city that patients and visitors experience.

One business owner described different clientele for his 3 downtown businesses, solely based on these primary factors of health, mobility and available pathways.



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## PROPOSED: **EMOTIONAL TARGET TO FRAME EXPERIENCES**

In the Heart of the City we want people to feel

hopeful,  
embraced,  
+ empowered!

reassured  
belonging  
moved  
informed  
smart  
thriving  
transformed  
encouraged  
comforted  
connected  
supported

“The goal  
every day, is  
to have the  
best possible  
day.”

—Atul Gwande, M.D.

### **HEART OF THE CITY DESIGN TEAM**

RSP + Coen+Partners + 9.Square + HR&A Advisors + Kimley-Horn

# design opportunities

- Leverage + support uniqueness of Rochester by acknowledging the roles residents and businesses play. Open the lines of communication and collaboration.
- Create experience zones that emanate from the Mayo that specifically support each population's needs. The zones should create appropriate activity and noise levels.
- Reveal Rochester's hidden magic through intentional exhibits and environmental engagements: create intentional places to gather at several scales.
- Generate passive programming opportunities, things to observe, that don't require participation but provide stimulation and escape.
- In order to amplify authentic connection, be as low tech as possible, but leverage the app as appropriate.
- Remove real and perceived barriers for small business and residents.
- Promote health + healing through spaces that support quiet reflection AND activity.
- Amplify health and healing through innovation of a well being (indoor /outdoor) building standard for the Heart of the City.
- Encourage businesses to provide healthy options through collaboration with Mayo.
- Be a knowledgeable resource for visitors and to connect residents.
- Locate the Human Library on Peace Plaza.
- Promote connections between residents and visitors through meaningful story sharing + experiences.
- Embrace the contrasts of Rochester, own them, promote them. Everyone belongs. Normal is different here.
- Remove the barrier of time by extending hours of programming near the Heart of the City.
- Create places that create positive recall; where you lose track of time.
- Identify ways to create time for self care for both residents and visitors.
- Create a time bank and a hope garden. Link activities and / or stories to healing, generate a sense of purpose and contribution.

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# QUESTIONS TO INFORM OUR WORK: **DREAM + DESIGN**

## ■ **LEVERAGING UNIQUENESS**

How can we create an awareness of the compassionate DNA in Rochester people?

How can we support even more connection between resident/small business compassion and visitors?

How do we help support a sense of pride for residents in the uniqueness of this place?

## ■ **CREATE EXPERIENCE ZONES**

How can we provide the right experience at the right locations, and at the right times?

## ■ **REVEAL THE MAGIC**

How can we provide 360° concierge service that is a collaboration between Mayo and businesses?

How can we make the subways visible from above?

How can we use some of the prototyped concepts to provide better wayfinding and experience showing?

## ■ **REMOVE BARRIERS**

How do we remove barriers for small businesses to continue to play an integral role in downtown Rochester, supporting both visitors and residents?

How do we insure safe passage for people with medical conditions and equipment?

How do we expand the notion of ADA to be ground-breaking?

How do we create an accessible environment for all users through parking, transportation and housing?

## ■ **ELEVATE HEALTH + HEALING TO AN ART**

How do use this downtown space to showcase the best of healing environments?

How do we display our secret sauce [of human connection] in the Heart of the City? Is it a place? a program? an exhibit? an art installation?

## ■ **BE A KNOWLEDGEABLE RESOURCE**

How and where do we leverage the human library or city ambassadors to support the visitor and resident experiences?

## ■ **PROMOTE DEEP MUTUAL CONNECTIONS**

How do we establish a brand of deeper connection that starts at the Heart of the City. Is the art of connection a tool? a place? a zone? a program? a degree?

## ■ **BE PROUD OF THE CONTRAST + UNIQUENESS**

How do we demonstrate that everyone and everything is normal / accepted / celebrated here? Is this a place or an experience?

## ■ **HERE, YOU HAVE TIME**

How do we take time out of the equation? How do we create experiences that allow visitors and residents to lose track of time?

How can we meaningfully design the short term waiting and gap experiences for patients?

How can we provide short term activities and engagements?

What are some of the ideal passive programming in places where waiting is activated? is it visual? participative?

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## SPECIFIC CONCEPTS: **DREAMS**

### ■ **LEVERAGING UNIQUENESS**

1. Ice cream tasting room (Leverage Kemps) expand awareness of other industries in SE Minnesota.
2. Local chefs to focus on regional, niche foods including wild rice dishes and indigenous foods.
3. More microbrews with a focus on local grain production, tie it back to the rural roots.

### ■ **CREATE EXPERIENCE ZONES**

1. Curate trips to the Heart of the City around well-being and sports. Engage convention-goers and sports visitors.
2. Roll in the temporary sauna for patients and employees to use during the day.
3. Signage to communicate the zones: you're entering the active zone, the contemplative zone.

### ■ **REMOVE BARRIERS**

1. Clear the sidewalks and curb cuts in winter. Make sure the width accommodates wheelchairs.
2. Uber and AirBNB for more living and visiting options downtown.

### ■ **ELEVATE HEALTH + HEALING TO AN ART**

1. Time for healing zones. This is where we take time.
2. Bring the sun back: public art or other design interventions to make the sunshine in the winter months and create warmth in the center.
3. 360° health concierge available in the Heart of the City.
4. A rocking lawn, a place to sit and soothe.

### ■ **BE A KNOWLEDGEABLE RESOURCE**

1. Pop-up locations for the Human Library in the Heart of the City with the specific intent to connect diverse populations, more deeply.
2. Establish a science museum-like exhibit about the medical innovation happening in Rochester.
3. 360° concierge available in the Heart of the City: personal.

### ■ **PROMOTE DEEP MUTUAL CONNECTIONS**

1. Establish connection zones and actions as a part of the plan. These could include story telling venues at very random times.

### ■ **BE PROUD OF THE CONTRAST + UNIQUENESS**

1. Adopt a fun, approachable tag line for downtown Rochester, similar to Portland's "Stay Weird" idea.

### ■ **HERE, YOU HAVE TIME**

1. Visit your time zone: a place to lose track of it.
2. Snap wellness pods: meditate, zone out, visit a beach.
3. Design a series of rapid fire art galleries that adapt.
4. Buy some time: bank it, donate it, share stories of time.

### ■ **REVEAL THE MAGIC**

1. Be a Mayo doctor for the day. Experience the value our city provides through it's people and professions.
2. Public art communication element ala prototyped version with clear stories of (+) change as a result of being here.

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