# Destination Medical Center: Progress and Growing Momentum

-Moderated by Patrick Seeb



# Jeremy Jacobs, Mortenson

Private Development and Investment



### A VISION FOR INNOVATION

DESTINATION MEDICAL CENTER DISCOVERY SQUARE, PHASE 1





### Phase 1 Success Factors

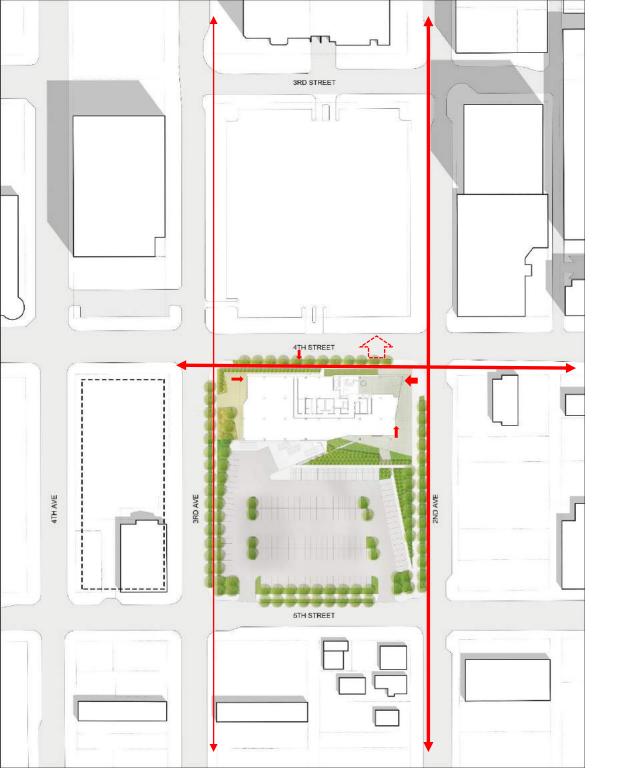
- Celebrate **"Science on Display"** by providing a modern, inviting space that welcomes stakeholders and community members to view, collaborate and partner in a world-class research environment.
- Create a vibrant, yet thoughtful space that orchestrates serendipity through "Positive Collisions" amongst practitioners, educators, researchers and businesses.
- Design a building that is **authentically Rochester** and that becomes the postcard image for America's City for Health & Wellness.
- Dynamically program and activate the building and surrounding space so that it becomes the **center of gravity** for the District's live, work and play atmosphere.
- Catalyze interest in, launch the ecosystem of, and become the **epicenter of Discovery Square**, where the acceleration of the translational continuum will take root.
- Provide an environment that **stimulates discoveries** and accelerates the translation of research from bench to bed-side.
- Ensure that the **needs of the patient** remain paramount and a guiding force for how the building should be designed, organized, branded, built, tenanted, programmed and sustained.

### Project Progress



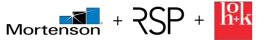
- RSP+HOK Selected as Design Team for Discovery Square, Phase 1 December 2016
- HR&A Market Study January to March 2017
- Colliers Announced as Brokerage Partner April 2017
- Schematic Design Complete April 21, 2017

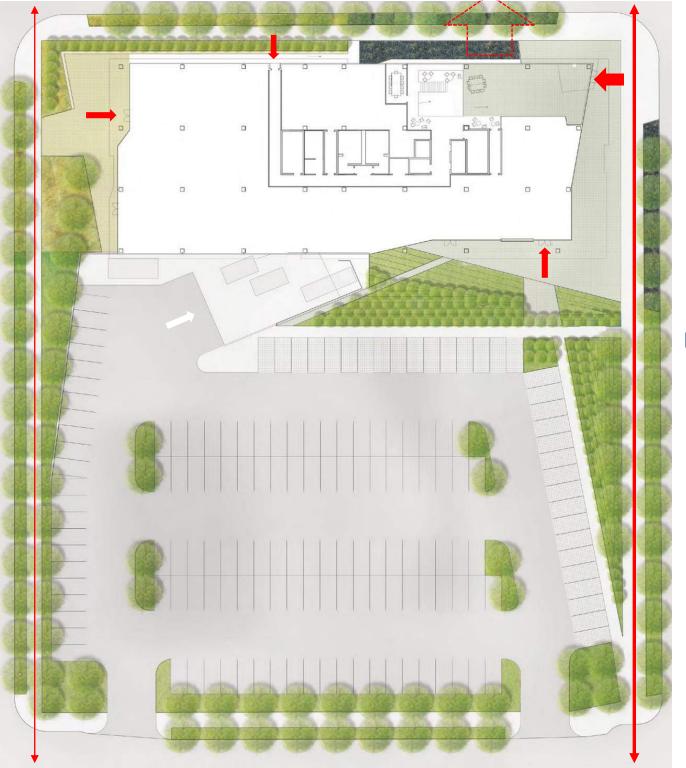




#### Design Thinking: Site

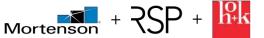
A strong presence day 1, setting up the long term plan



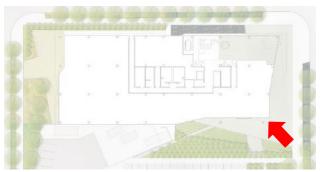


#### Design Thinking: Site

- Create a dynamic landscape
- Maximize movement through and around site
- Engage building users and public through a very permeable ground floor
- Become a hub for activity
- Create seating and gathering options throughout site





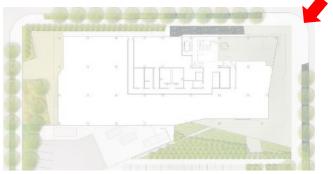


#### Design Thinking: Permeability

- Articulated ground floor creates multiple opportunities for entry –
   both for the building as well as sub-entries for future tenants.
- Active use outdoor space is set to be of maximum use to multiple ground level tenants.

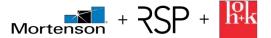
  Mortenson + RSP +



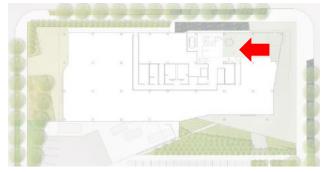


#### Design Approach: Inside-Out

- Highly transparent + active ground floor = collaboration on display
- Entrance at key corner, activating Discovery Walk, 4<sup>th</sup> Street, and future Discovery Square.
- Indoor / Outdoor opportunities are created at multiple levels

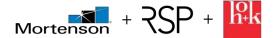






#### Design Thinking: The CoLAB Space

- Warm, inviting a combination of hospitality+science. Public space is focused on being usable, active, collaborative, and multiuse.
- Spaces flow blending collaboration with Mayo + 3<sup>rd</sup> Party



### Next Steps



- Mayo Board of Trustees Meeting May 11th, 2017
- Design Development July 2017
  Construction Documents October 2017
- Permitting & City Approvals July to October, 2017

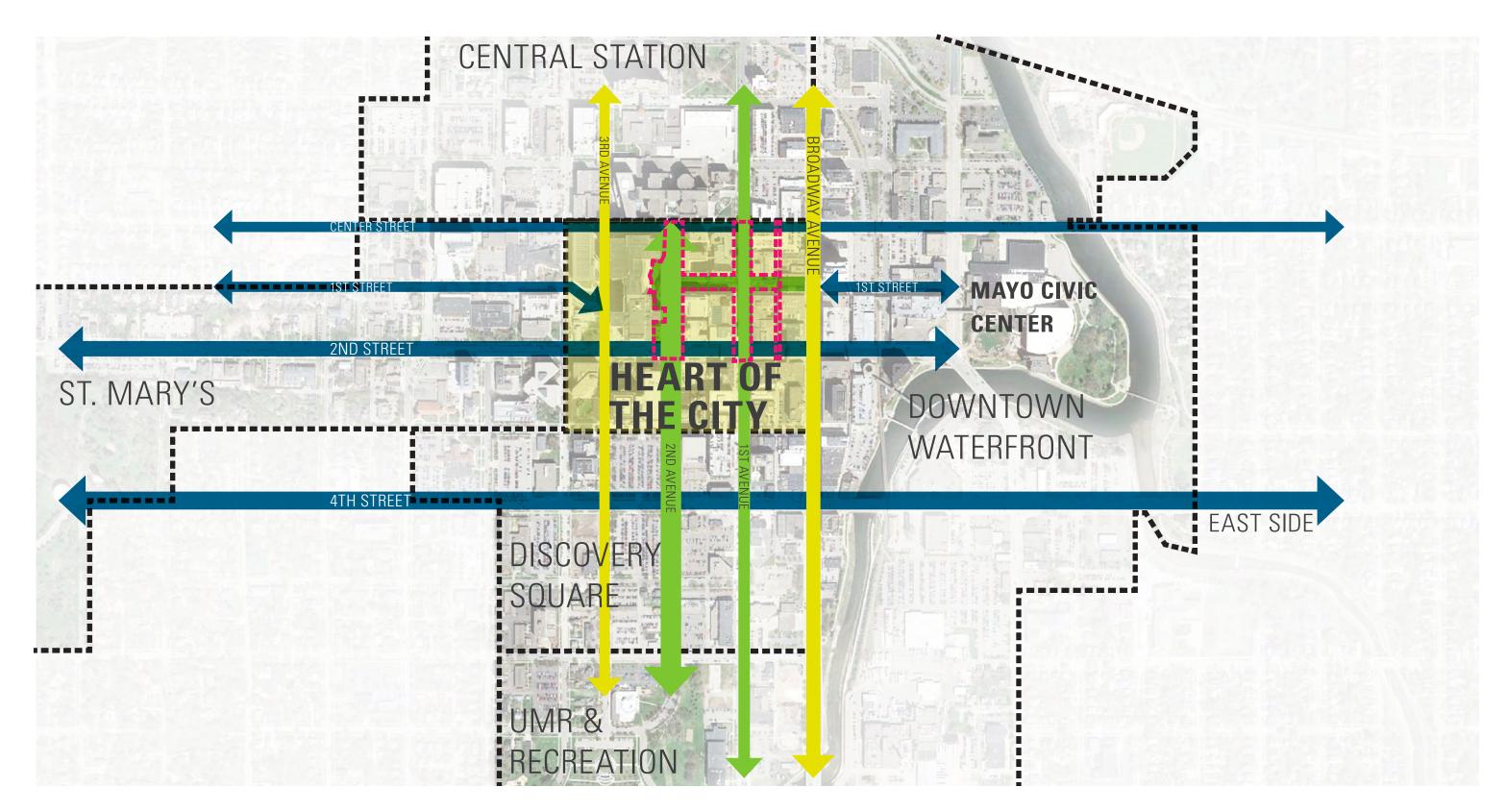
  DMC Board Review July 2017
- Close on Financing 4th Qtr 2017
- 6 Commence Construction 4th Qtr 2017
- 7 Initial Occupancy 1st 2nd Qtr 2019

# Jon Buggy, RSP Architects

Redevelopment of Key Public Spaces

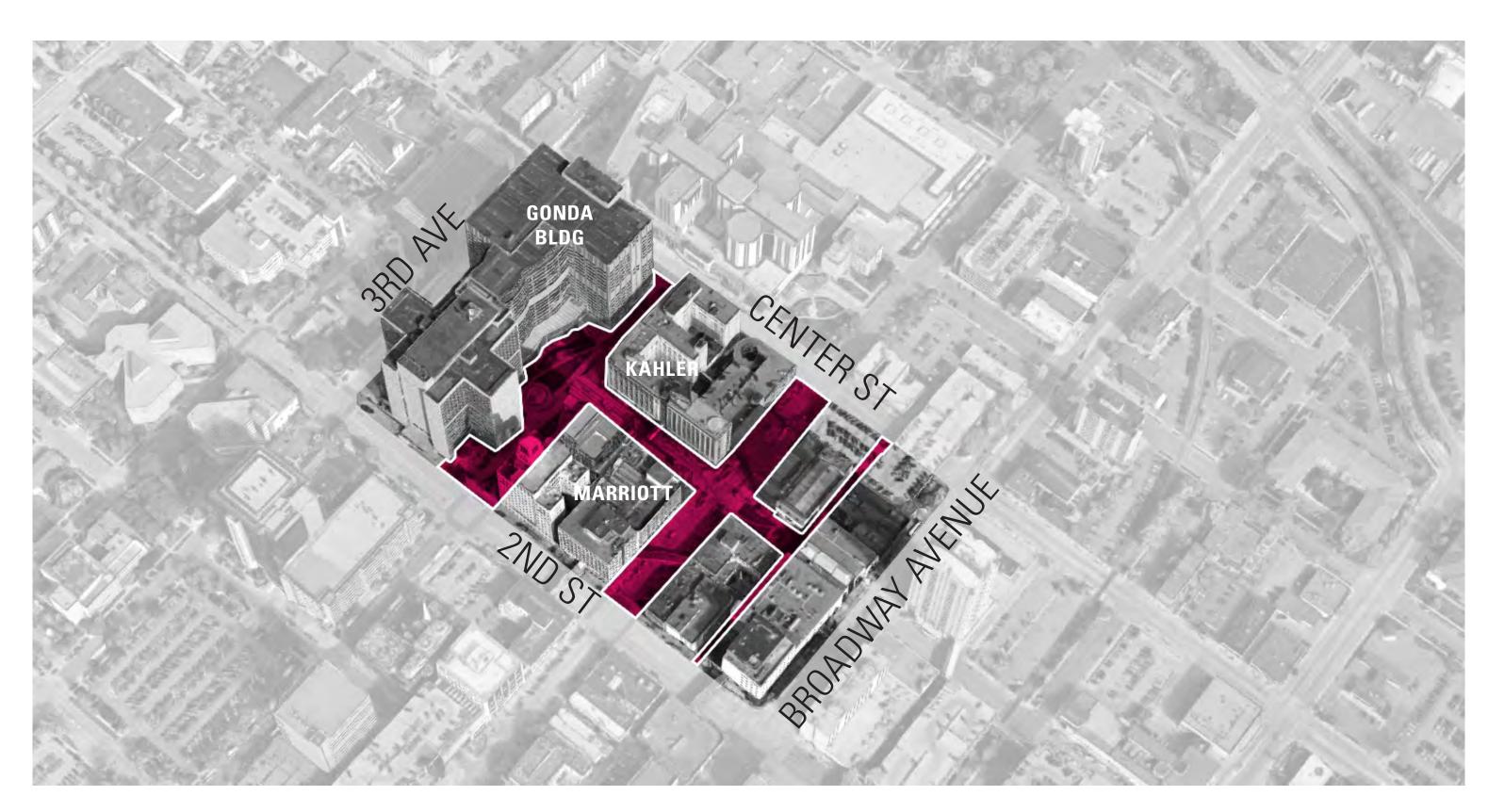


### THIS IS THE HEART OF THE CITY



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

### **HEART OF THE HEART OF THE CITY SITE**



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

### **PROCESS**



#### **PHASE ITEMS**

RESEARCH REVIEW + KNOWLEDGE SHARING INTERVIEWS, RESEARCH + OBSERVATION RESEARCH SYNTHESIS RESEARCH SHARING + REPORT DEVELOPMENT DISCOVER PRESENTATION

### **DREAM**

#### **PHASE ITEMS**

CONSOLIDATE BASE DATA DESIGN FRAMEWORKS BASED ON DISCOVERY CURATE COMMUNITY OUTREACH STAKEHOLDER & COMMUNITY DESIGN WORKSHOPS CONSOLIDATE DESIGN FRAMEWORK DREAM PRESENTATIONS

### **DESIGN**

#### **PHASE ITEMS**

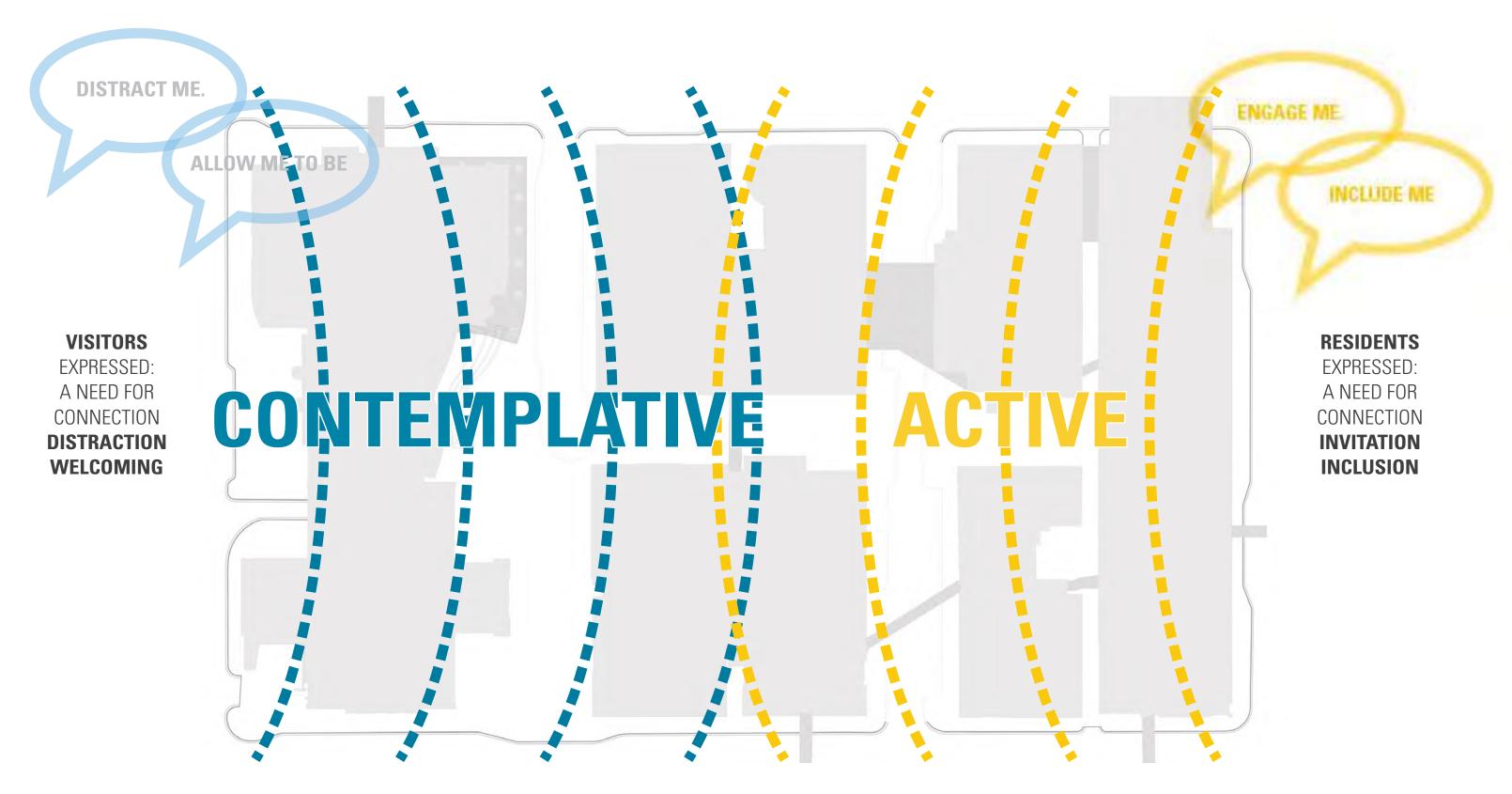
STAKEHOLDER & COMMUNITY DESIGN WORKSHOPS DESIGN CONCEPTS OPERATIONS + MAINTENANCE STRATEGY CONCEPT DESIGN PRESENTATION TEST KEY IDEAS & GATHER INPUT / SCHEMATIC DESIGN 50% FULL SCHEMATIC DESIGN PRESENTATION

### D0

#### **PHASE ITEMS**

IMPLEMENTATION PLANNING PHASING RECOMMENDATIONS FINAL DOCUMENTATION FINAL UPDATE

### **CONNECTING RESIDENTS + VISITORS**



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

### **ACTIVE + LAYERED DOWNTOWN**



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

### **MISSION STATEMENT**

Create a vibrant, world class urban downtown that is uniquely Rochester to attract residents and visitors to the Heart of the City — a place that celebrates life, community, health and wellness 365 days a year

### **DESIGN PRINCIPLES**

#### **MAKE IT ROCHESTER**

AUTHENTIC + CONTEXTUAL



HOME GROWN + WORLD RENOWNED

**MAKE IT A DESTINATION** 



**MAKE IT BIG + KEEP IT SMALL** 

BLEND BIG CITY + SMALL CITY, OLD + NEW



**REVEAL THE UNSEEN** 

REVEAL THE MAGIC OF MAYO + SHARE STORIES





**MAKE IT ABOUT LIFE** 

DIVERSITY OF EVENTS + ACTIVITIES THROUGHOUT DAY



**MAKE IT ABOUT ART** 

INNOVATIVE + TRANSFORMATIVE + INTERACTIVE



**MAKE IT ABOUT HEALING** 

MOMENTS OF REPOSE IN AN URBAN SETTING



**MAKE IT INVITING** 

FLEXIBLE + DIVERSE PLACES TO GATHER



**EMBRACE THE NORTH** 

PROVIDE YEAR-ROUND ATTRACTIONS + EVENTS



**MAKE IT BRIGHT** 

INTEGRATED + EXPERIENTIAL LIGHTING



**MAKE IT CONNECTED** 

ADA ACCESSIBILITY + SKYWAY, STREET + SUBWAY



**MAKE IT GREEN** 

URBAN + NATURAL



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

### **ACTIVATING & CONNECTING PUBLIC SPACE FOR THE 365 PLAZA**



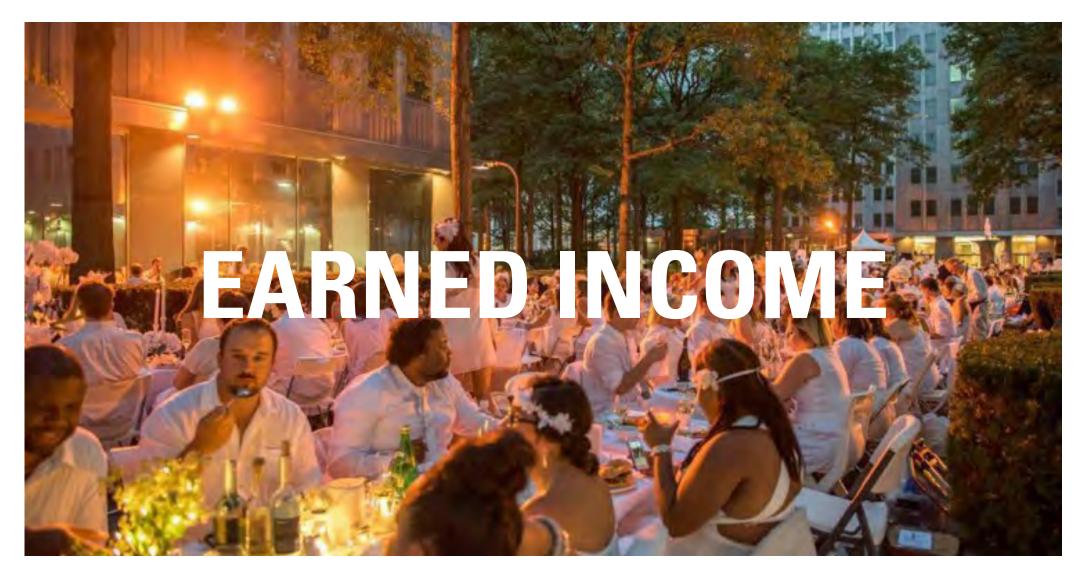
**HEART OF THE CITY DESIGN TEAM** 







### **HEART OF THE CITY PLAZA ACTIVATION**



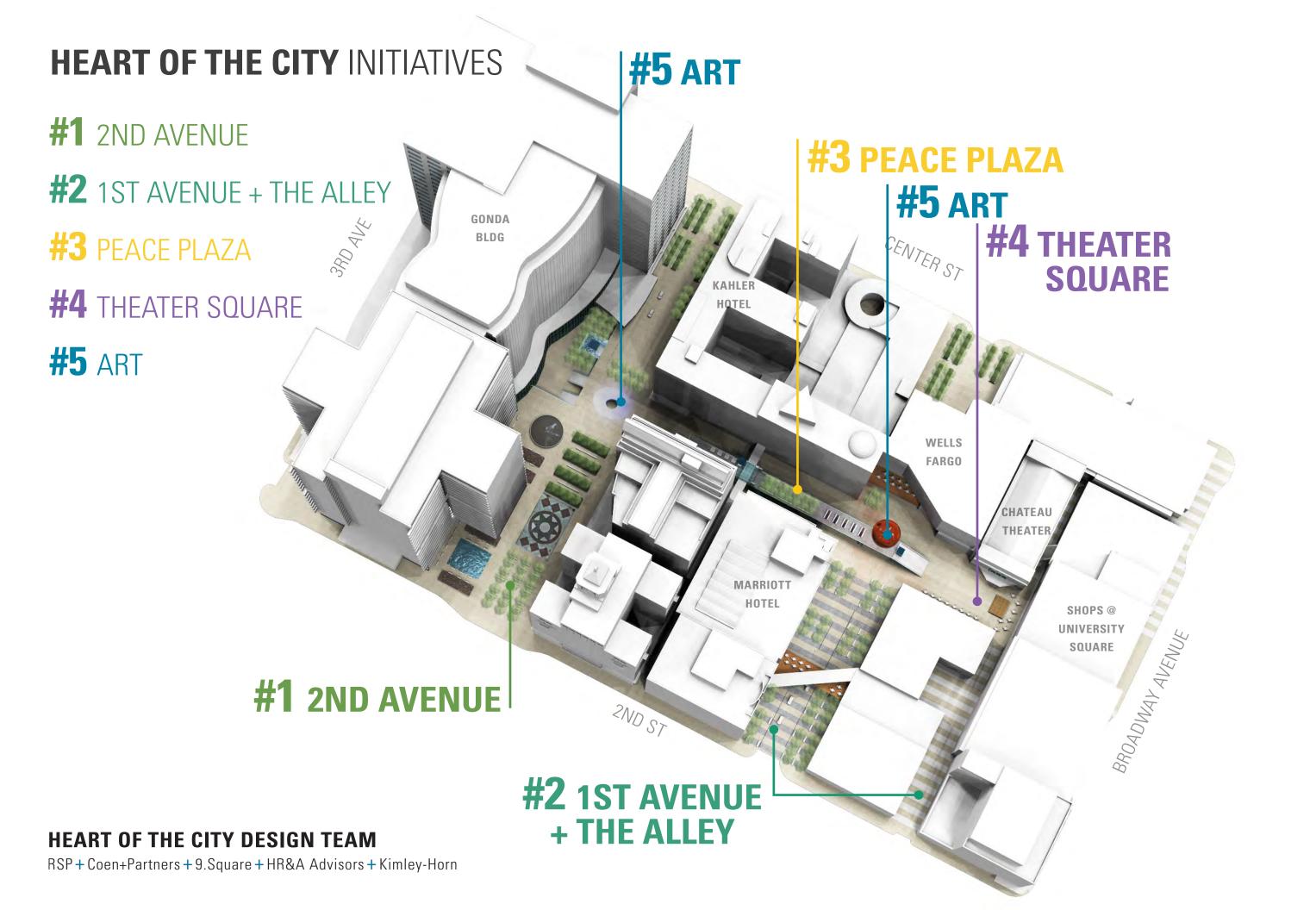
OPERATING REVENUE CONSIDERATIONS, SPECIFICALLY **EARNED INCOME**, ARE IMPORTANT FOR BOTH THE **ECONOMIC VIABILITY**OF THE SPACE AND ITS **YEAR-ROUND ACTIVATION** AND **VITALITY** 





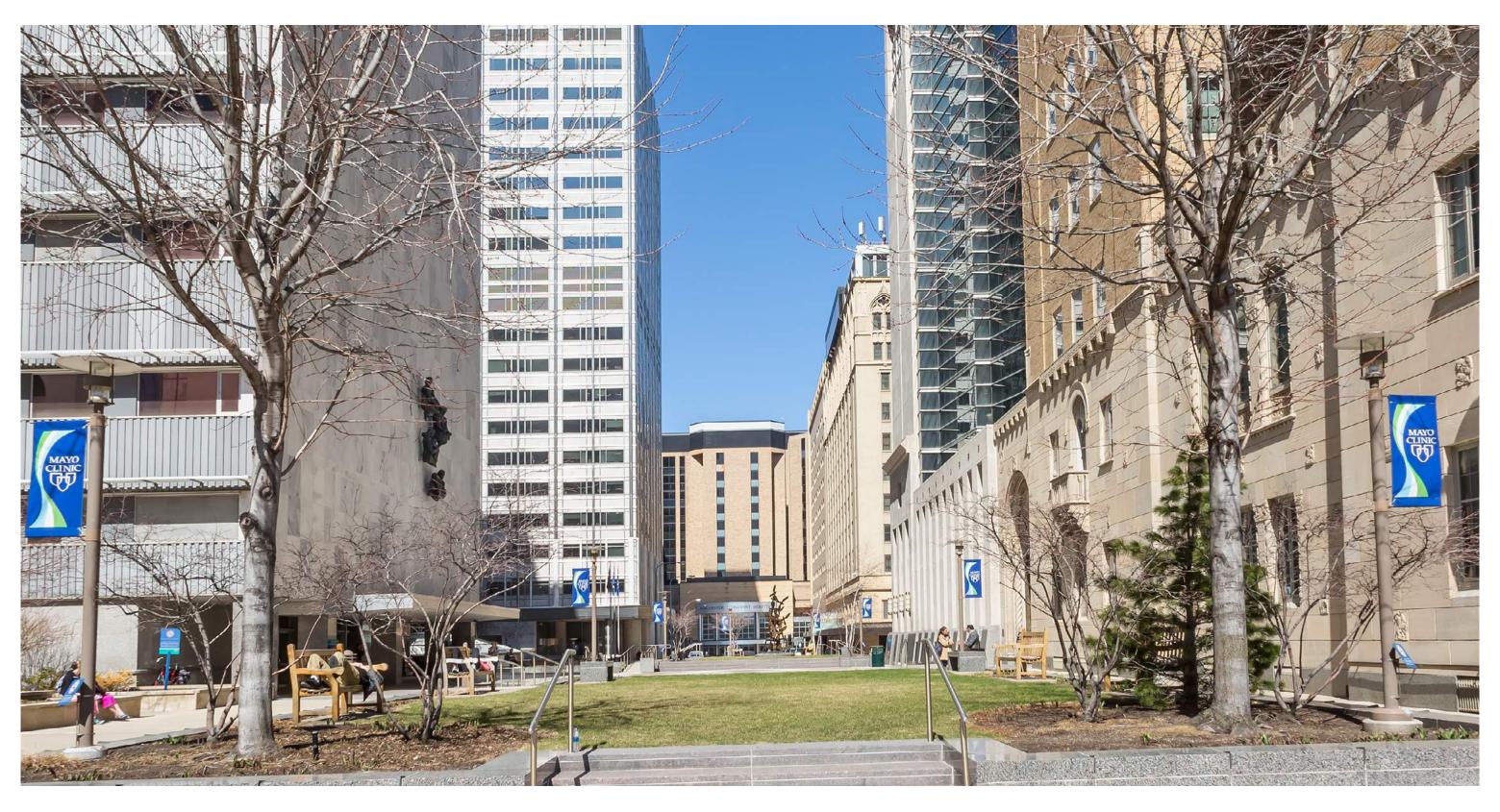


#### **HEART OF THE CITY DESIGN TEAM**



# INITIATIVE #1 2ND AVENUE **INVITING PEDESTRIAN** STREET THAT CONNECTS TO DISCOVERY SQUARE BLDG KAHLER HOTEL **WELLS** FARGO CHATEAU **THEATER** MARRIOTT HOTEL SHOPS @ UNIVERSITY SQUARE **#1 2ND AVENUE HEART OF THE CITY DESIGN TEAM** RSP + Coen+Partners + 9. Square + HR&A Advisors + Kimley-Horn

### **2ND AVENUE** EXISTING



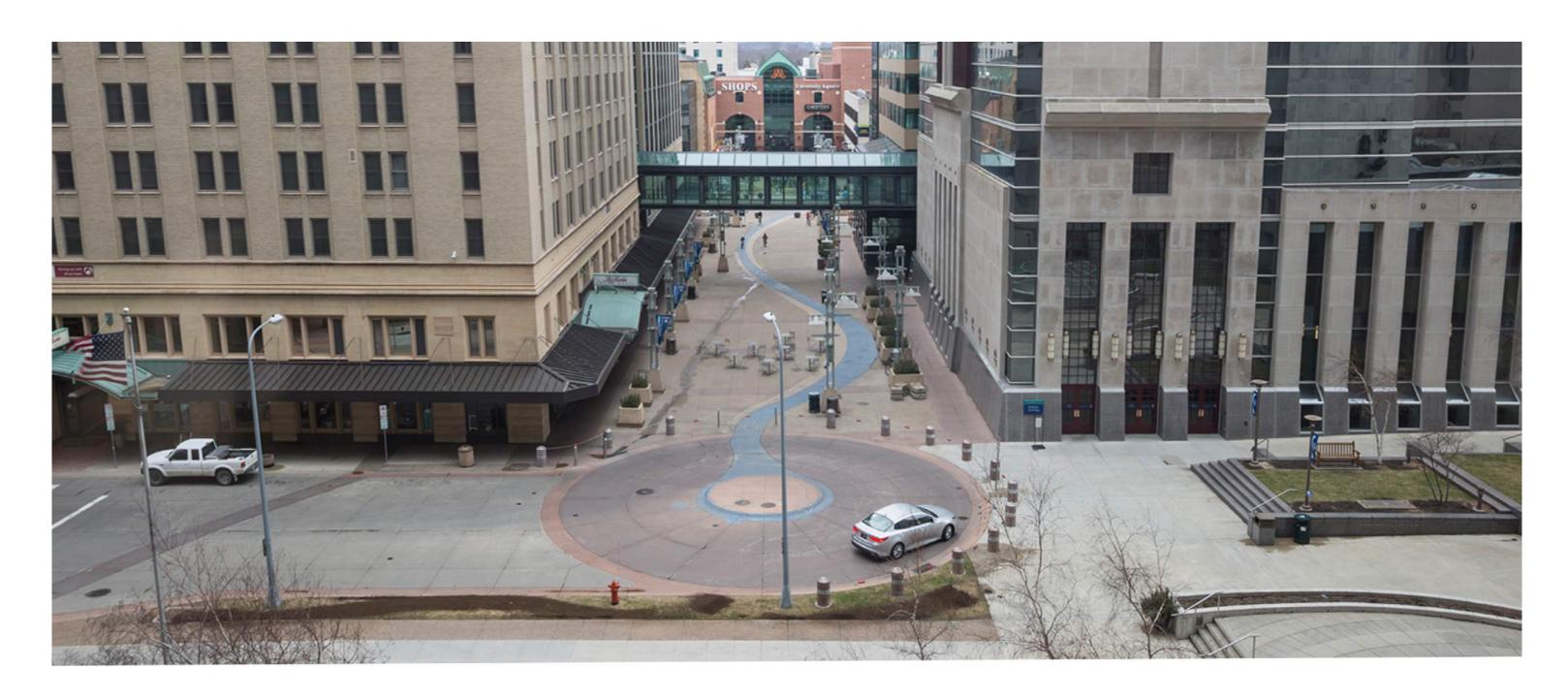
#### **HEART OF THE CITY DESIGN TEAM**

### **ZUMBRO GARDENS** 2ND AVENUE



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

### 2ND AVENUE + PEACE PLAZA EXISTING



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

## **EARTH/SKY/WATER**



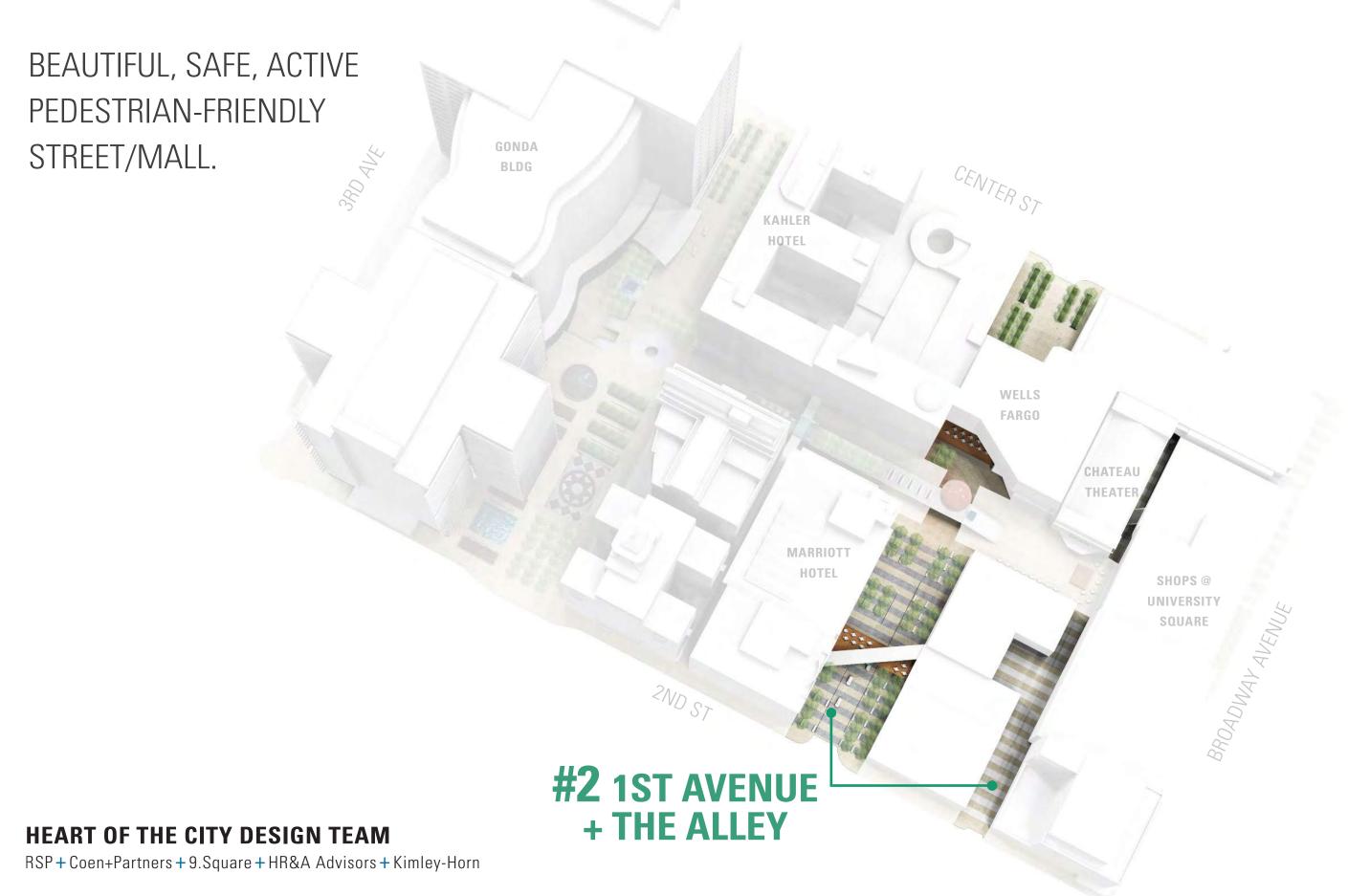
### **HEART OF THE CITY DESIGN TEAM**

## **EARTH/SKY/WATER**

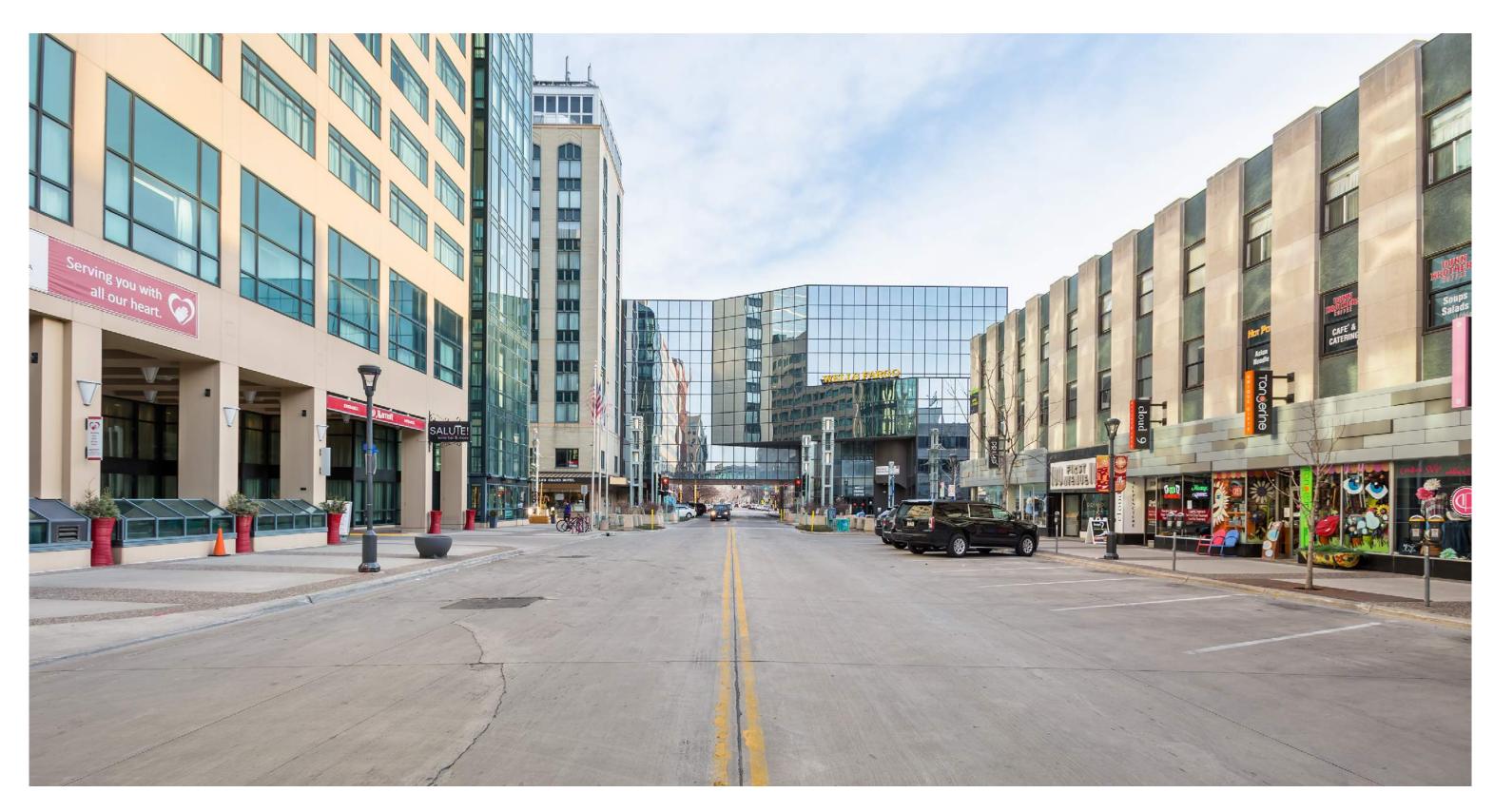


### **HEART OF THE CITY DESIGN TEAM**

# INITIATIVE #2 1ST AVENUE + THE ALLEY



### **1ST AVENUE** EXISTING



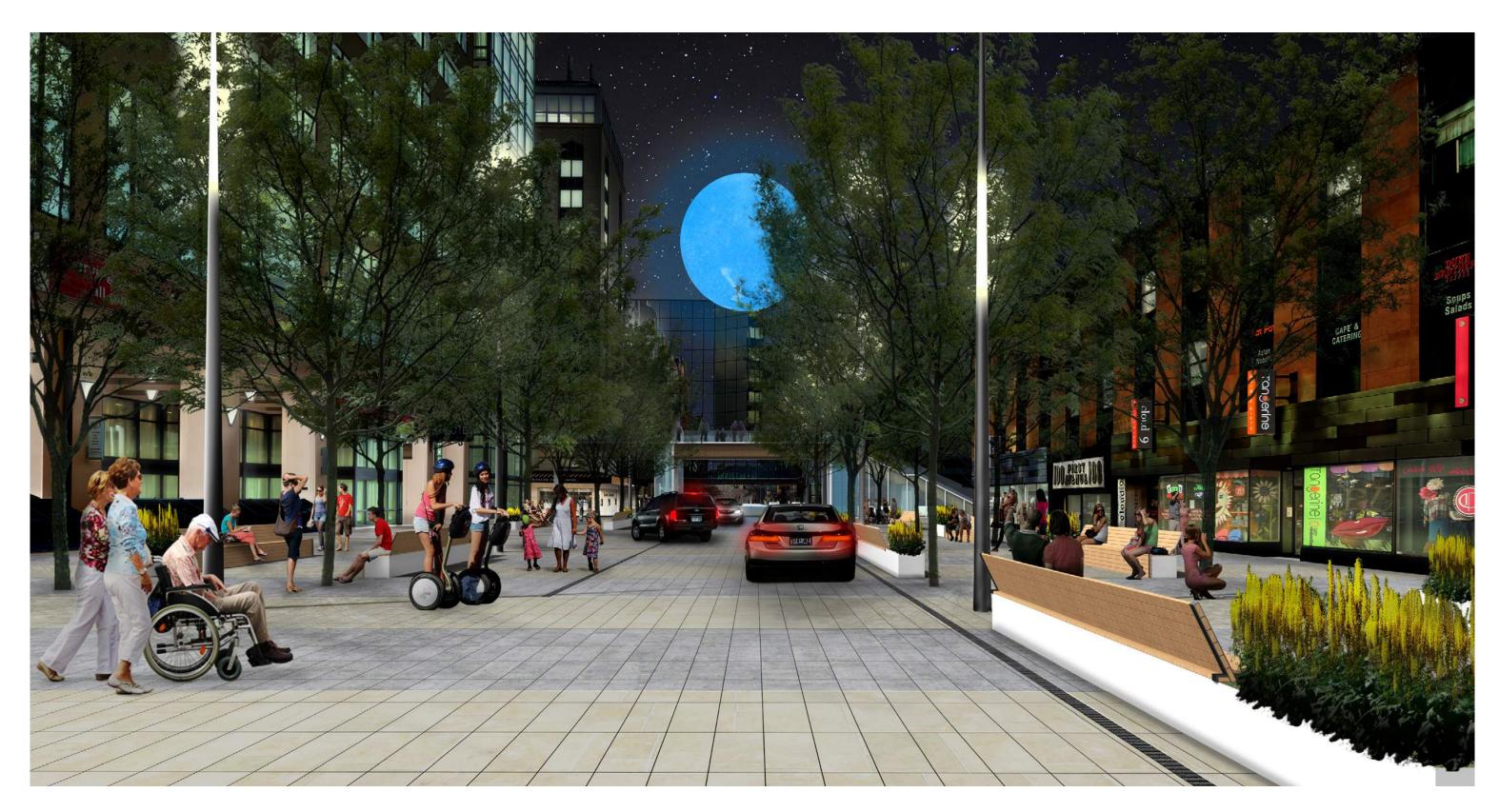
### **HEART OF THE CITY DESIGN TEAM**

## ENTRY PLAZAS (CURBLESS) 1ST AVENUE



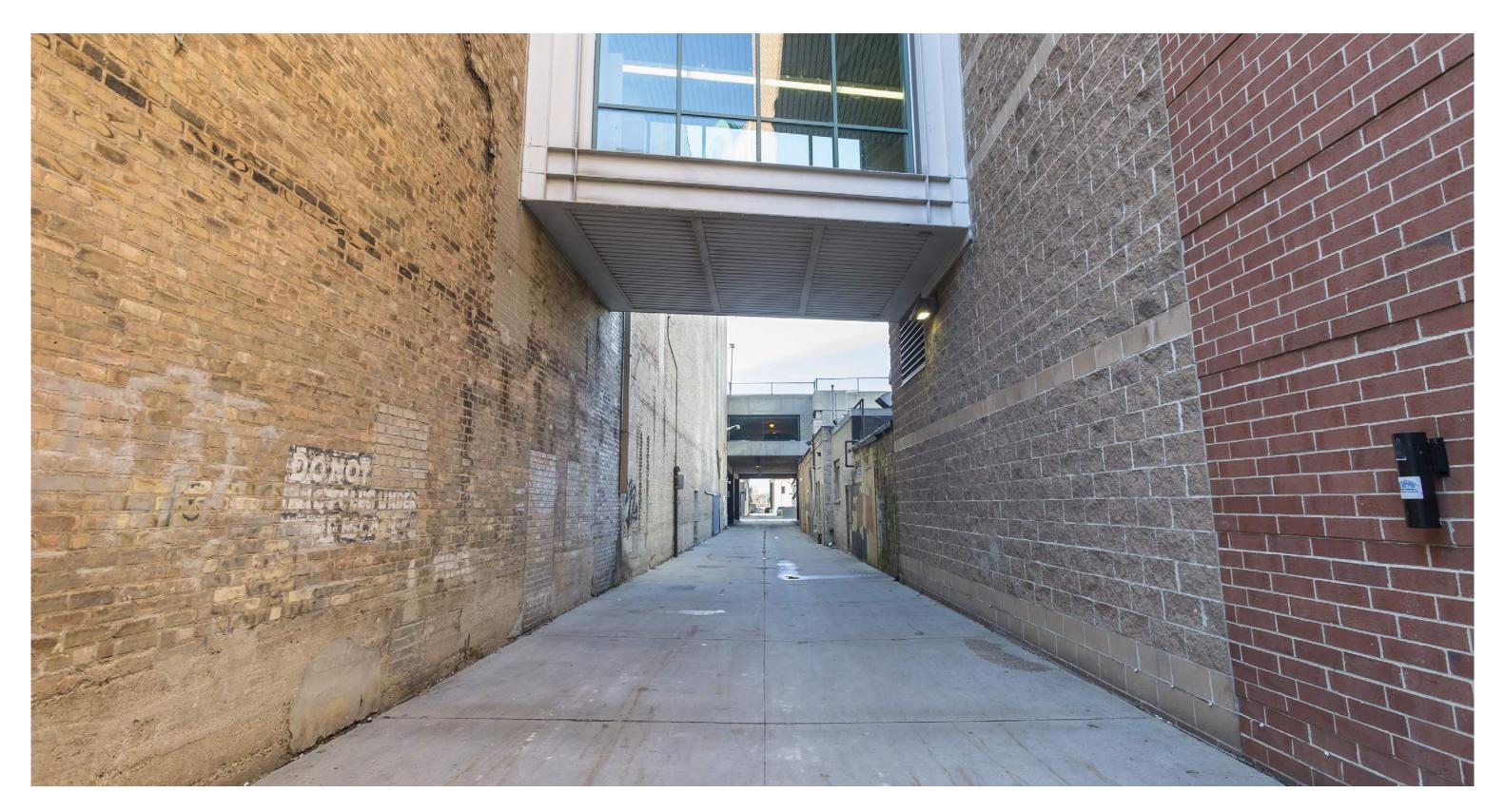
#### **HEART OF THE CITY DESIGN TEAM**

## ENTRY PLAZAS (CURBLESS) 1ST AVENUE



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

### THE ALLEY EXISTING



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

### **THE ALLEY**



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

## INITIATIVE #3 PEACE PLAZA ACTIVATED PLAZA TO DRAW **#3** PEACE PLAZA PEOPLE TO THE STREET AND CREATE A UNIQUELY BLDG ROCHESTER DESTINATION KAHLER HOTEL **WELLS FARGO** CHATEAU **THEATER** MARRIOTT SHOPS @ UNIVERSITY SQUARE **HEART OF THE CITY DESIGN TEAM** RSP + Coen+Partners + 9. Square + HR&A Advisors + Kimley-Horn

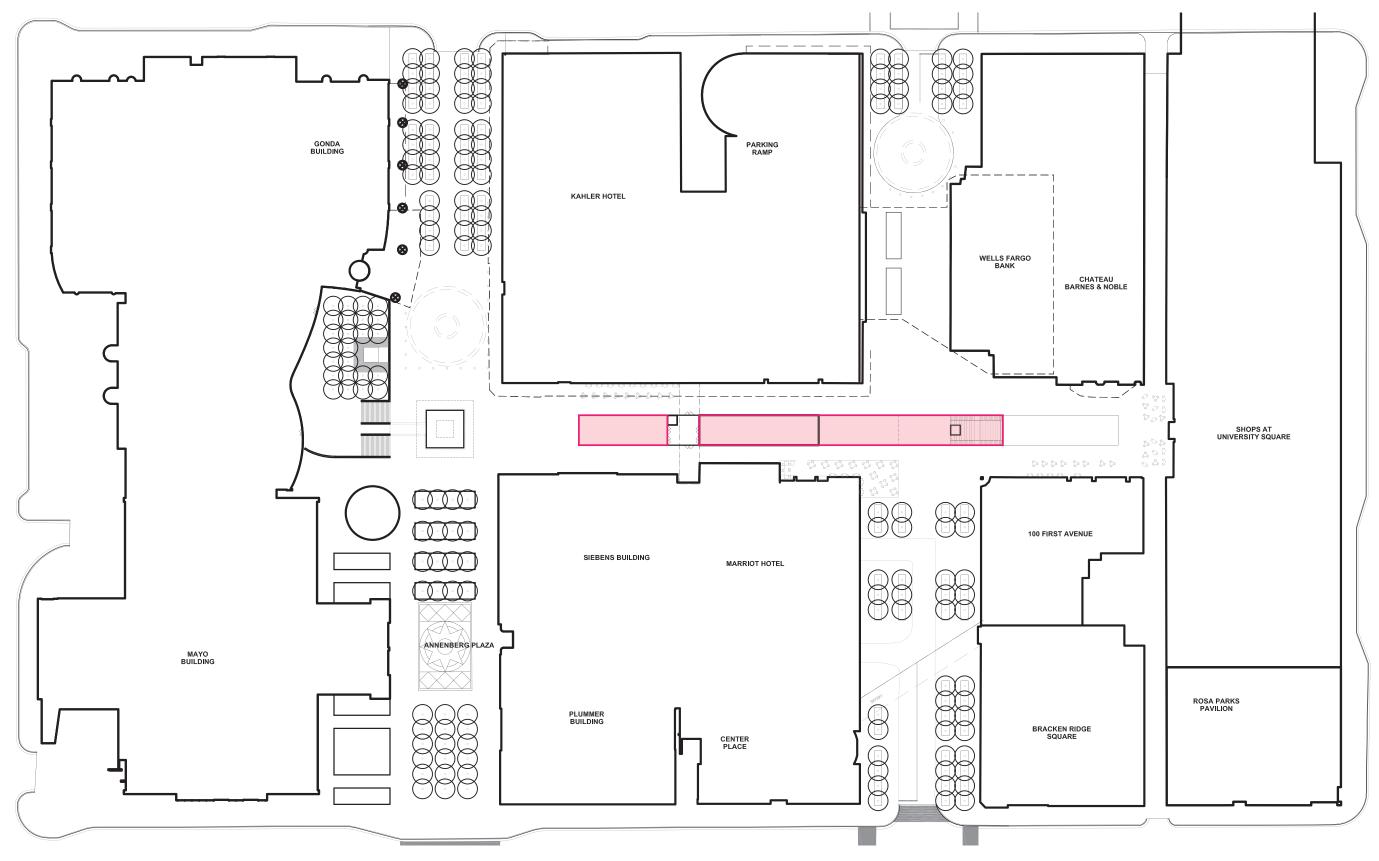


### **EVENT USE**

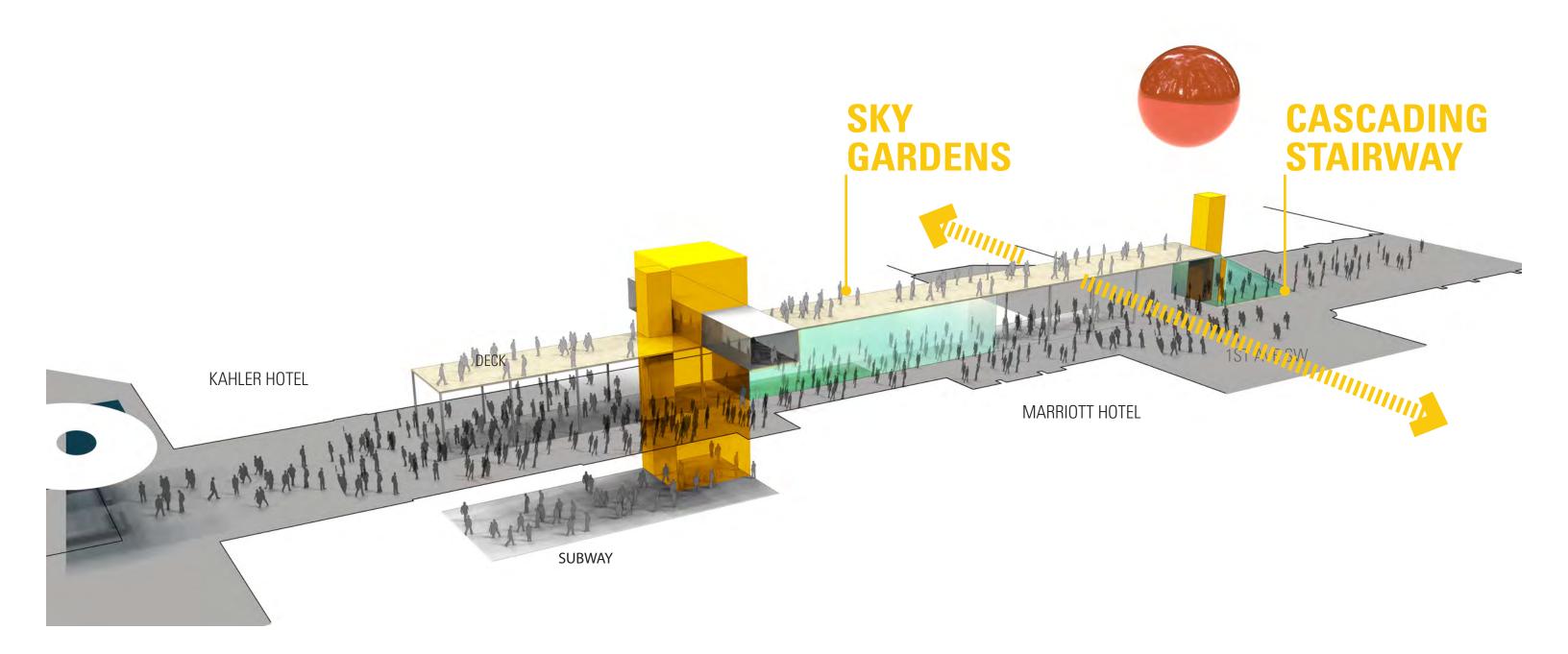




## PROPOSED (SKY GARDEN) SQUARE FOOTAGE 7,540 SF (420 PP CAPACITY @ 18SF/PERSON)



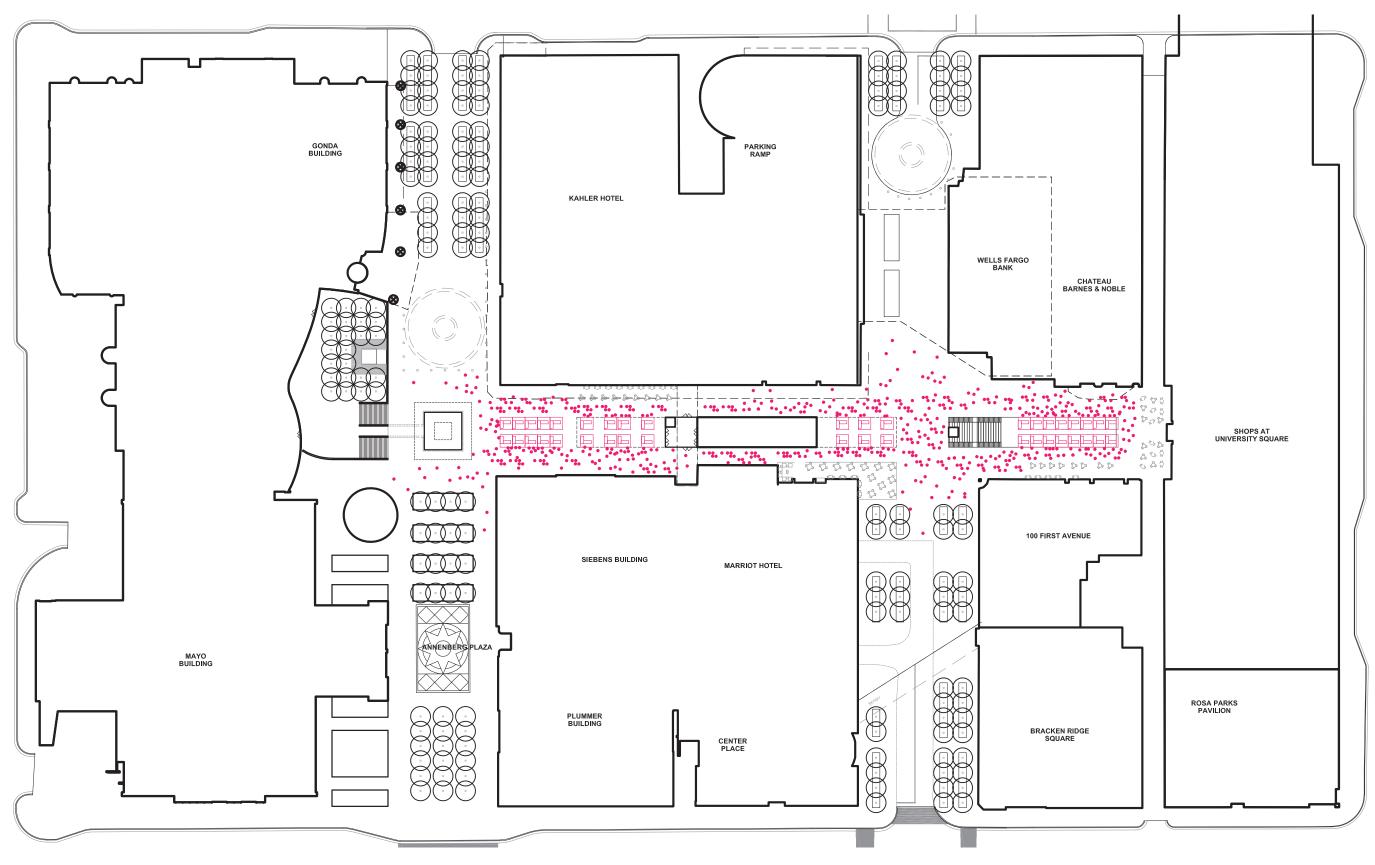
### CONNECTION ACTIVATION+RETENTION TRANSFORMATION ICONIC



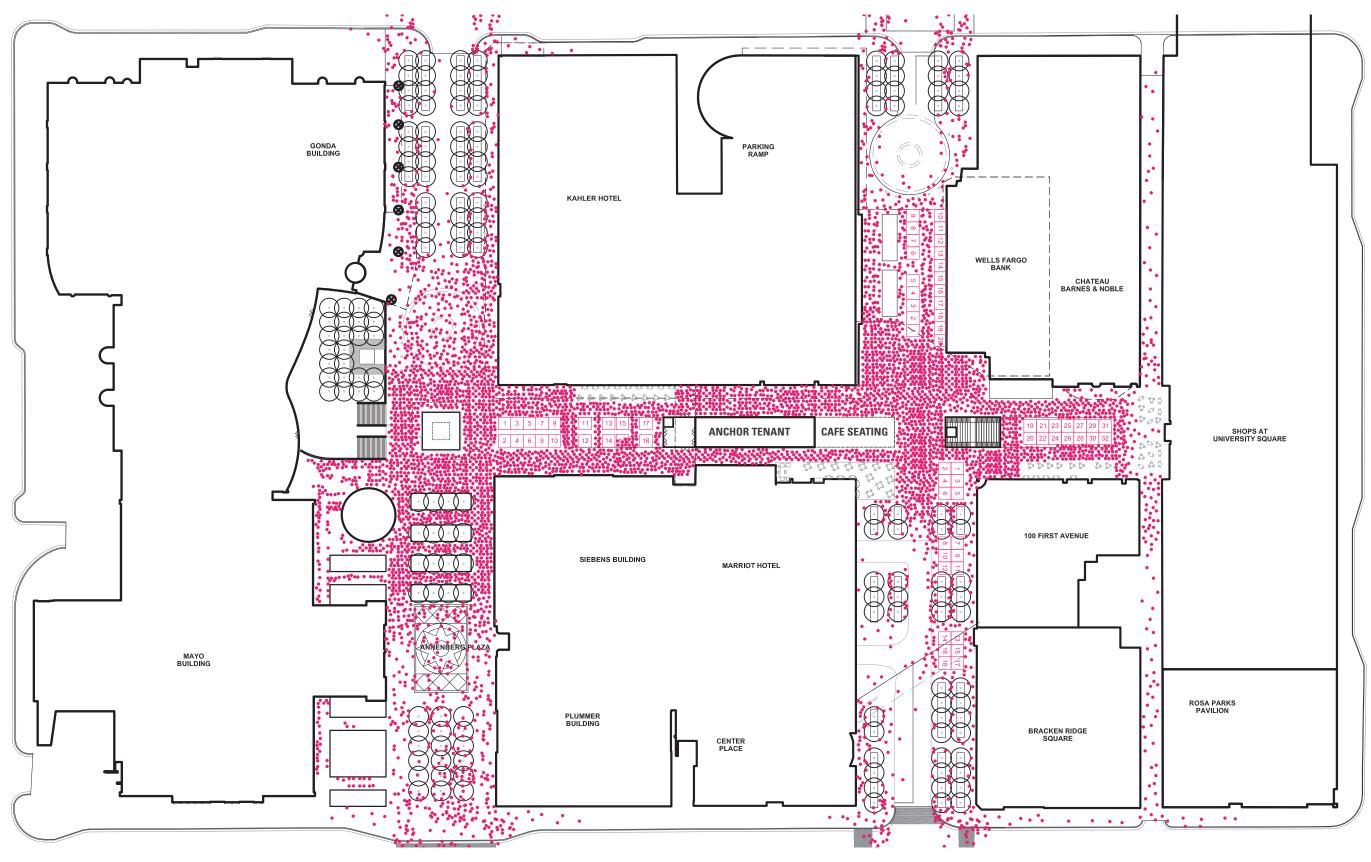
THE SKY GARDENS AND CASCADING STAIRS AT THEATER SQUARE COMBINED WITH THE MARKET BRIDGE WILL MAKE A BOLD AND ICONIC STATEMENT IN ROCHESTER

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

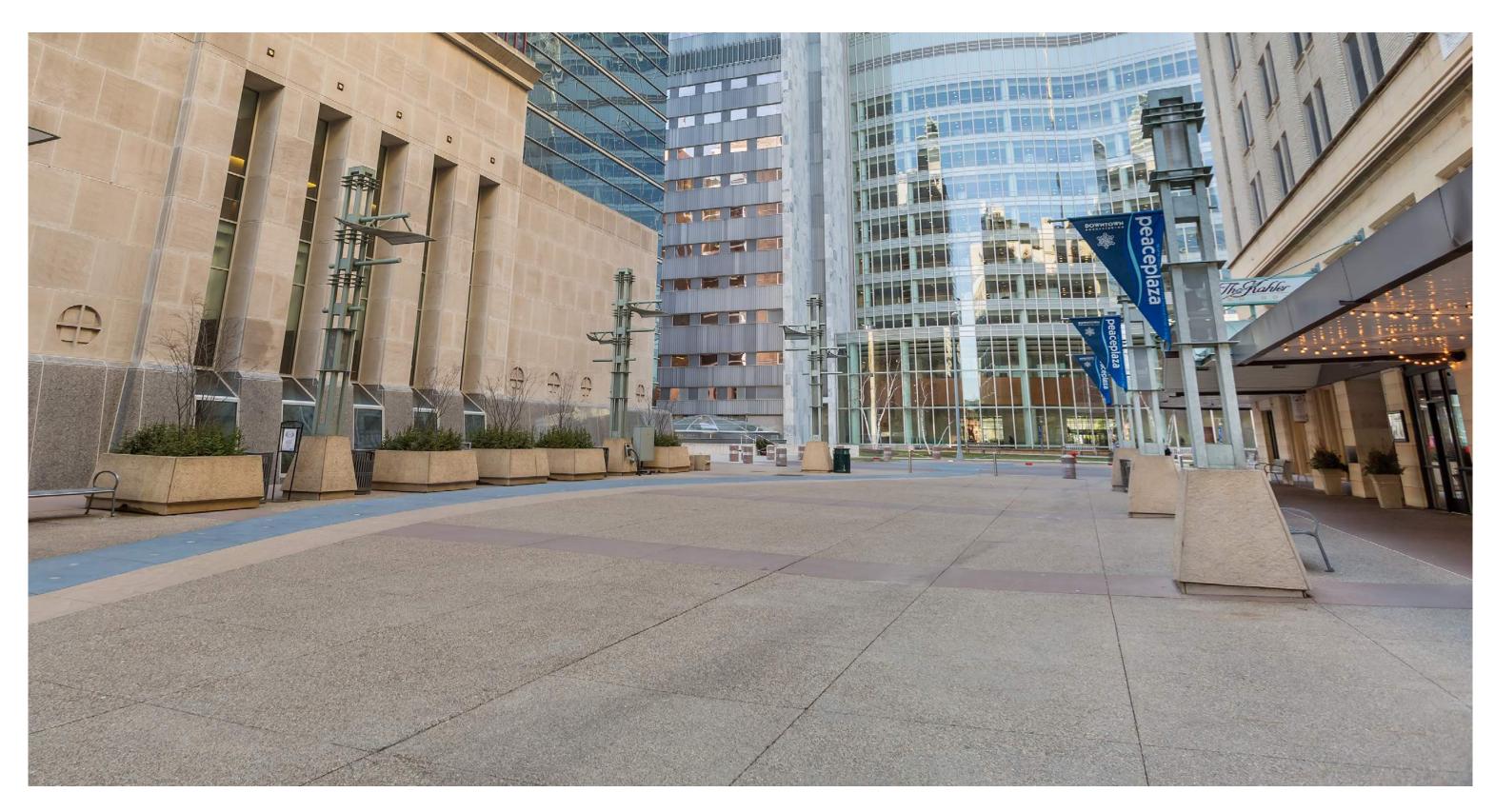
### **FARMER'S MARKET** 40 BOOTHS / 500 - 4,500 PP



### **THURSDAYS ON FIRST** 40 BOOTHS / 4,500 - 10,000 PP

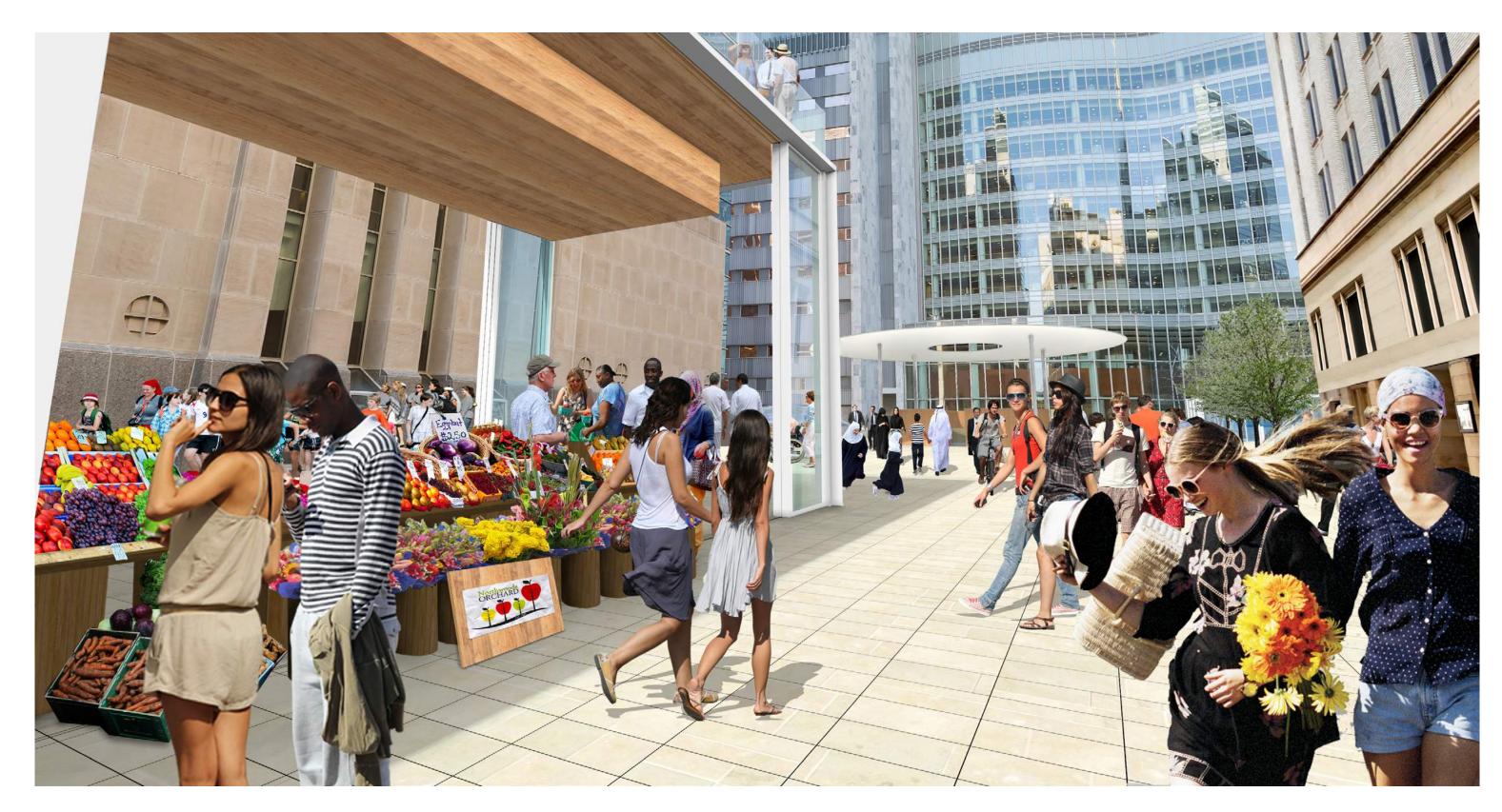


### **PEACE PLAZA EXISTING**



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

## THE MARKET BRIDGE (SUMMER/OPEN)



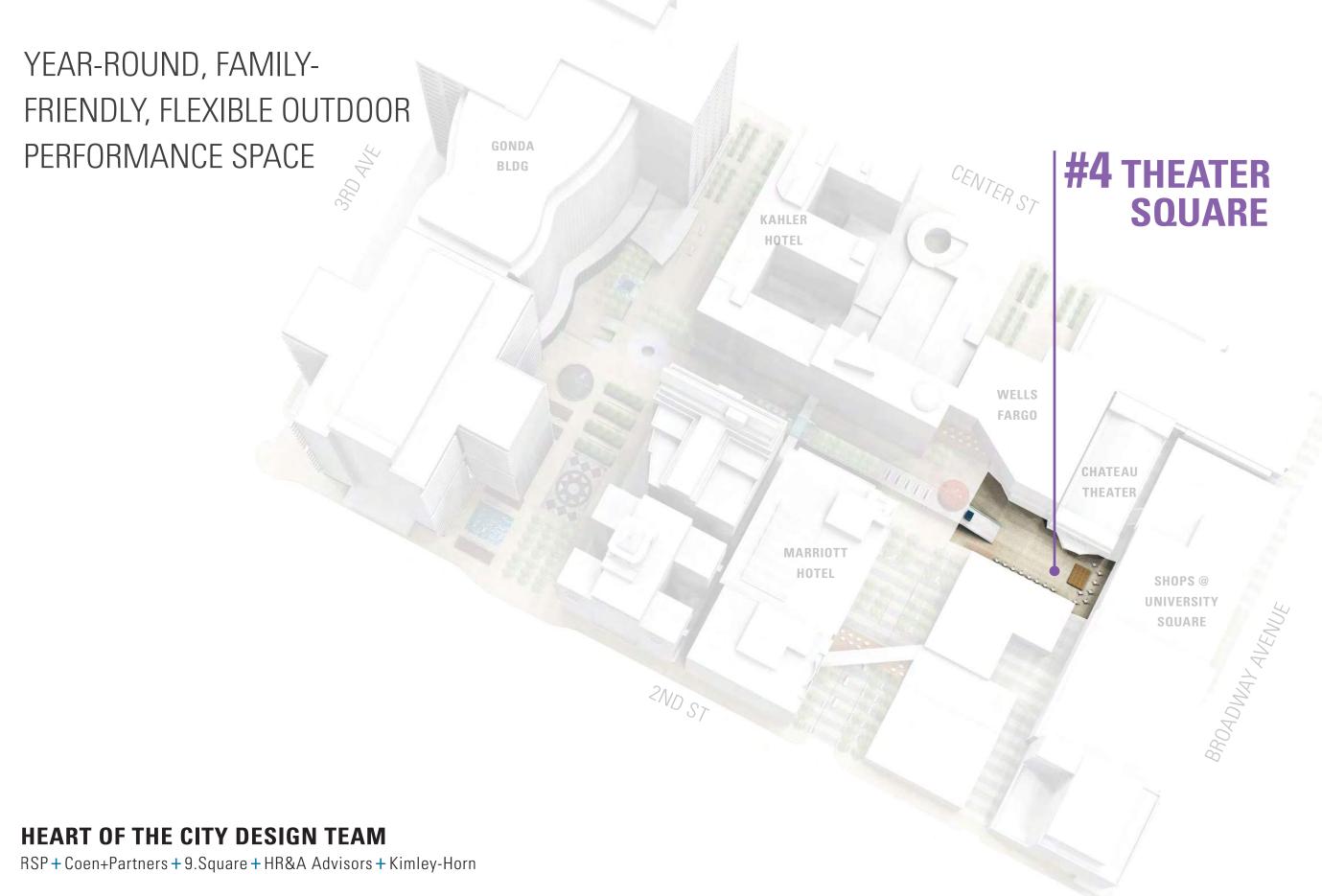
#### **HEART OF THE CITY DESIGN TEAM**

## THE MARKET BRIDGE (WINTER/CLOSED)



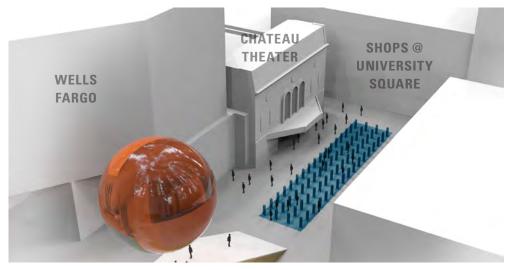
#### **HEART OF THE CITY DESIGN TEAM**

## INITIATIVE #4 THEATER SQUARE

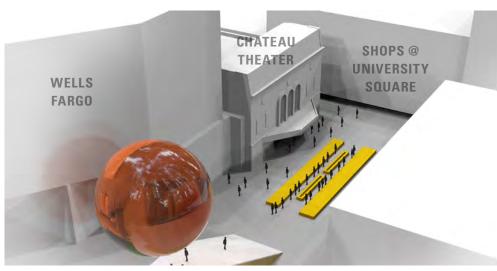


### THEATER SQUARE TRANSFORMABLE SPACE FOR ANY EVENT

#### **SUMMER FOUNTAIN**



#### **WINTER FIRE TABLES**



#### PERFORMANCE/EVENT









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

### THEATER SQUARE EXISTING



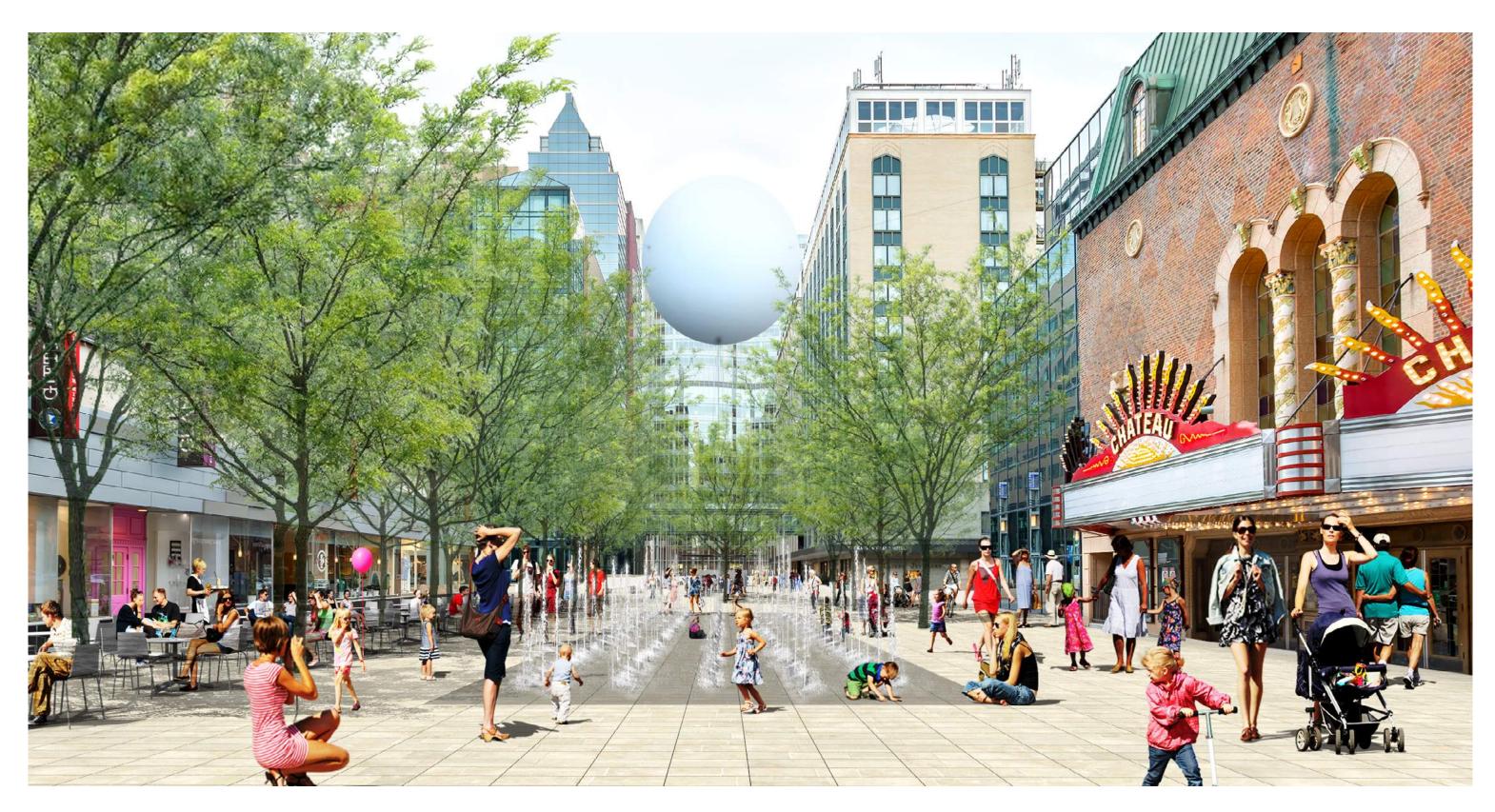
#### **HEART OF THE CITY DESIGN TEAM**

### **THEATER SQUARE**

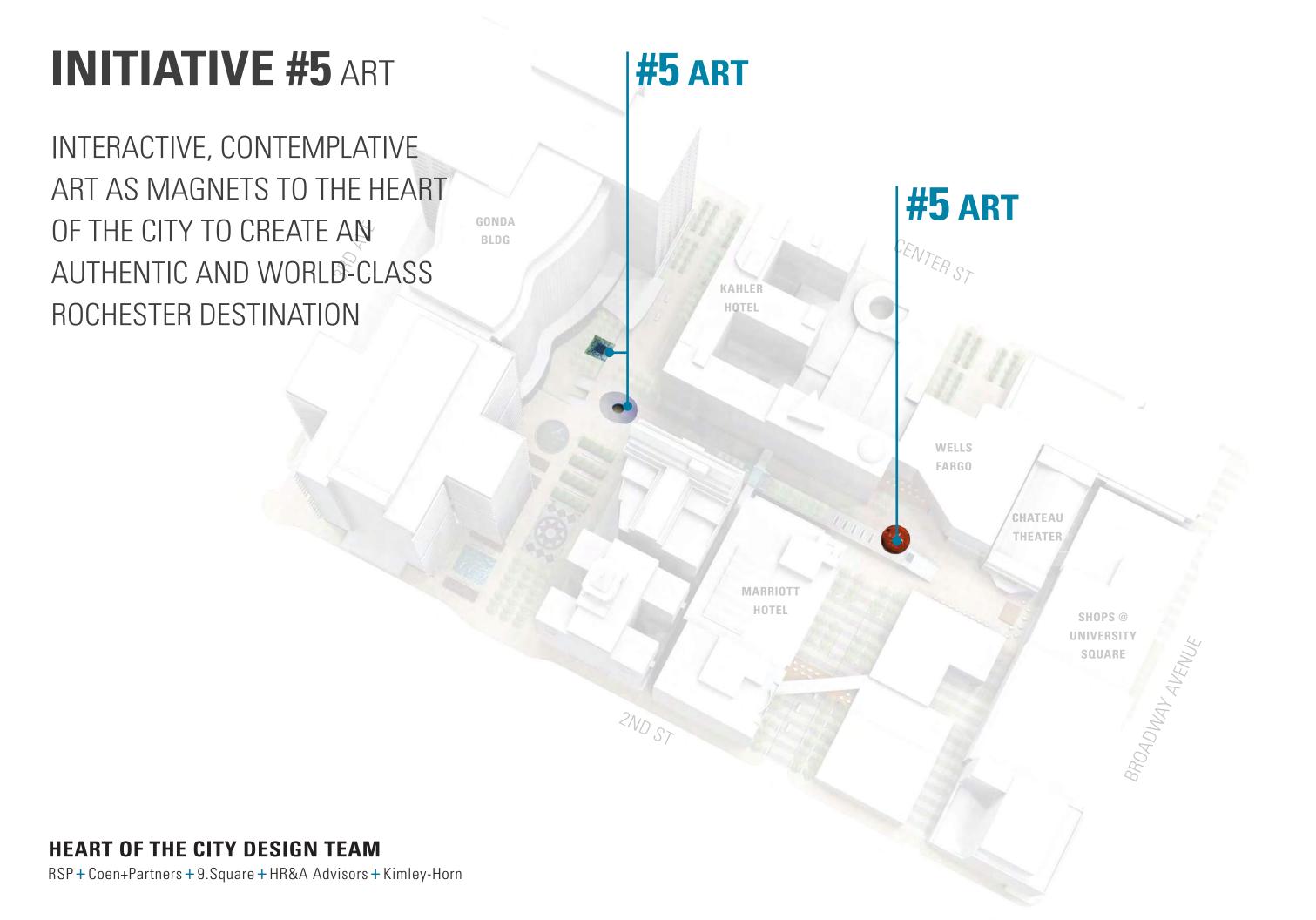


#### **HEART OF THE CITY DESIGN TEAM**

### **THEATER SQUARE**



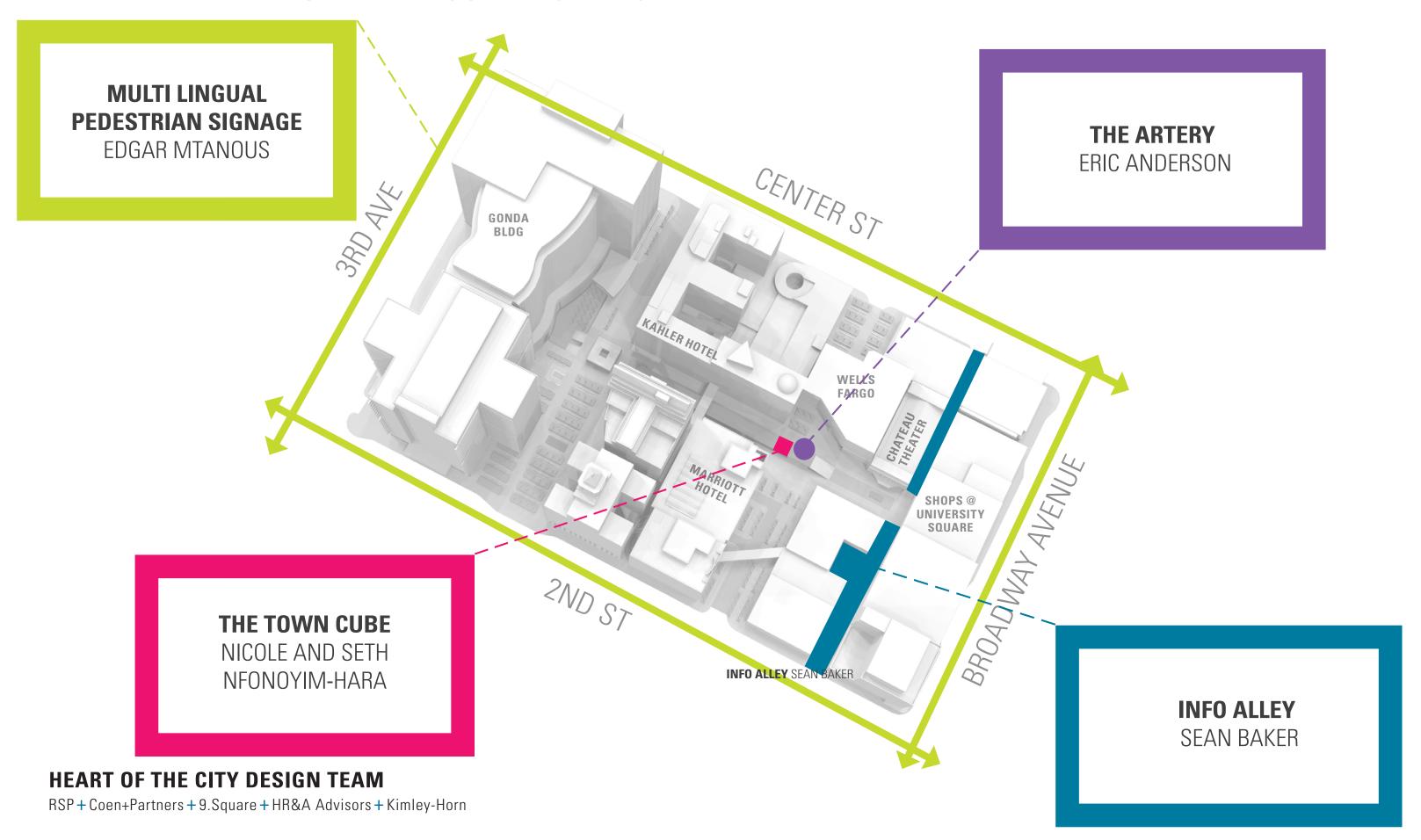
#### **HEART OF THE CITY DESIGN TEAM**







### PROTOTYPERS POTENTIAL COLLABORATION





# Richard Freese, City of Rochester

Short & Long-term Transit and Transportation



**Integrated Transit Studies (ITS)** 

Real Estate Development and Investment Summit

May 4, 2017



## Transportation Principles For DMC

- Make it easy, affordable, and convenient for people from southeast Minnesota and around the World to get to downtown Rochester.
- 2. Bring 30% of the workforce to downtown Rochester on transit by 2035
- 3. Create a park-once downtown environment connected by a frequent downtown circulator
- 4. Build shared-parking prioritized for economic development
- 5. Create world-class streets, designed for People





## Transportation Principals for DMC

- 6. Create an exceptional place for healthy, human-powered transportation
- 7. Form a downtown Rochester Access Authority
- 8. Invest in sustainable transportation infrastructure and programs that reduce the ecological footprint of the City
- 9. Use DMC funding to leverage public and private transportation infrastructure funding
- 10. Establish and maintain a transportation network that is accessible and inclusive to people of all ages, abilities, and states of wellness



## **Existing Employment**

	DMC/Downtown Rochester		City of Rochester
Health Care and Social Assistance	81%	Health Care and Social Assistance	46%
Accommodation and Food Services	6%	Retail Trade	11%
Public Administration	6%	Manufacturing	9%
Professional, Scientific, and Technical Services	1%	Accommodation and Food Services	8%
Retail Trade	1%	Educational Services	5%
Others	5%	Others	21%
Total	100%	Total	100%





## **Economic Sector Changes**

# **Major Employment Growth by Sector**

Employment	Annual Average Growth		Change in Annual Growth	Total Growth
Sector	1980-2010	2010-2040	Rate	2010-2040
Health Service / Medical Science	851	854	3	25,600
Non Business Service	204	285	82	8,600
Hospitality	113	163	50	4,900
Retail Trade	143	152	8	4,500
Construction	50	108	58	3,200
F.I.R.E.	84	94	10	2,800
Business Services	77	84	7	2,500
Information Services	34	64	30	1,900
Government & Education	92	48	(44)	1,400
Manufacturing	(88)	25	114	800
Transp/Warehsg/Util.	21	25	4	700
Wholesale Trade	20	22	3	700

# **Downtown Employment Growth**



The ratio of downtown jobs to the regional population is very high when compared to other US cities. This ratio is projected to increase further over the next 20-30 years and will result in a widening gap between workforce demand and working age residents.

Source: DMC Development Plan





## **-**

## DMC Plan Mode Shift Goals

Mode	Current mode share	2035 Target mode share at minimum standards	2035 Target mode share with more capacity for growth and people
Drive alone	71%	50%	43%
Carpool	12%	14%	14%
Walk or bicycle	7%	13%	13%
Transit	10%	23%	30%





## **Integrated Transportation Studies**

- Four Transportation Studies Underway
  - Downtown Transit Circulator & Operations Study
  - Street Use & Operations Study
  - Parking & Travel Demand Management Study
  - City Loop Study
- Purpose of this cycle of work is to validate & refine DMC Vision concepts with focus on feasibility of implementation & costeffectiveness in context of overall District vision
- Studies will advance overall transportation program to point where work on developing individual projects can proceed

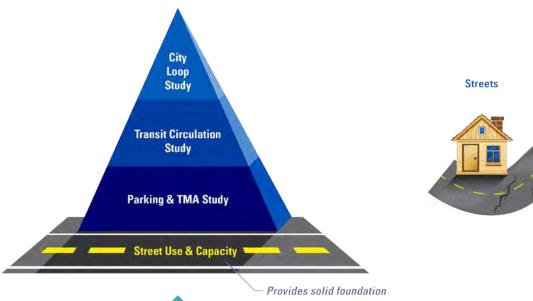




## **Integrated Transportation Studies**

In a compact urban district all travel modes & services impact others and need to be considered jointly to achieve a successful outcome

Addressing each mode individually or on a project by project raises significant risk that projects or services will not work in concert to achieve vision



Parking/TMA Circulation

Streets

The alternative is to conduct independent studies without a solid base or connection.

Each study works with and supports the related studies to create an **Integrated System**.

Result will be an Uncoordinated System.

## Study Overview

DMC Plan ESTABLISHED the Vision....Purpose of Studies is to advance EXECUTION of that Vision

DMC Plan an excellent example of identifying elements of a Subarea Transportation Plan

- Understanding of current travel / Understanding of future travel needs
- Goals and Objectives for Transportation reflecting Economic & Community Development Goals
- Identified Access & Mobility Problems / Potential Access & Mobility Strategies
- Completed High Level Assessment of Strategies
- Defined a recommended Transportation Concept and Scope addressing Objectives for the District

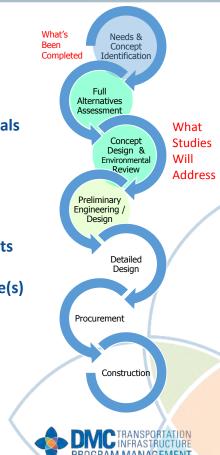
Additional steps as shown are needed to begin refining elements the Plan elements into Projects

Study work will lead the point of having officially recognized Locally Preferred Alternative(s)

#### Work will include

- Understanding of impacts and possible mitigation needs
- Understanding of constructability & financial feasibility
- Develop refined estimate of costs to use in programming dollars
- Help develop understanding of Coordination & Phasing Issues





### Key Transit Circulator Work in ITS Study

- Study transit alternatives / changes at level of detail needed to enter FTA
   Project Development
- Analyze circulator operations under different operating conditions
- Analyze impact of shifting bus hub operations to 3<sup>rd</sup> / 4<sup>th</sup> Ave west of Gonda Building
- Assess combined impact of Circulator & Reservoir Parking operations on streets and properties outside of District
- Assess potential ramifications of circulator / peripheral parking on city bus operations
- Address issue of relocating regional commuter bus drop-off and layover parking





### Key Street Use Work in ITS Study

- Assess street redesigns at concept engineering level
- Study impact of reducing travel lanes, increasing # of transit vehicles, intersection restrictions
- Access possible business impacts relative to on-street parking, loading, visibility, pedestrian access
- Achieve stakeholder buy-in on proposed changes in individual corridors
- Confirm magnitude of traffic reduction needed
- Look at optimum phasing of projects
- Fully consider need / feasibility of new streets



### Key Parking and TDM Work in ITS Study

- **Parking Management** 
  - Develop a better understanding of demand by User Market
  - Identify potential location & possible actions to protect Reservoir Parking sites
  - Develop phasing or development guidelines for bringing peripheral parking online
  - Identify actions to implement key parking policies
  - Determine whether circulator service to peripheral parking is phased in first as lower cost bus-type service
- Travel Management Authority
  - Resolve preferred organizational structure / Delivery Model for TMA efforts
  - Develop Final TMA Business Plan
  - Create a TMA Pilot Program delivering customized programs
  - Foster Transition from Pilot to Permanent Program



#### Key City Loop Work in ITS Study

- Determine how City Loop would "Fit on the ground"
- Evaluate through community engagement process how residential and business owners opportunity for input on design and impacts within specific corridors
- Finalize alignment and design concept by district
- Prepare City Loop Design Book (appropriate materials, streetscaping, street hardware, etc)
- Address early federal project development requirements
- Identify opportunity / plan Pilot project



# Integrated Transit Studies



# Transit Circulation Study



Street Use and Operations Study



P Parking and TDM Study



© City Loop Study

#### Circulator Purpose and Need Statement

The purpose of the Rochester Downtown Transit Circulation Project is to provide high quality downtown public transportation service for residents, commuters, businesses, patients, students, and visitors that will support the City of Rochester and DMC district transportation, economic development, and livability goals and substantially increase public transportation use downtown.



#### Rochester Transit Markets

Mayo
passengers
between
St. Marys and
Downtown

Peripheral parking for St. Marys and Downtown Employees

Internal circulation within downtown for employees, residents, patients, visitors and students





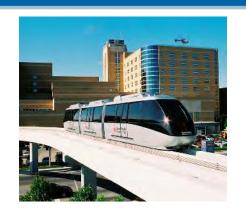






#### Transit Modes – Elevated















# Transit Modes – Surface













#### Transit Modes – Subterranean



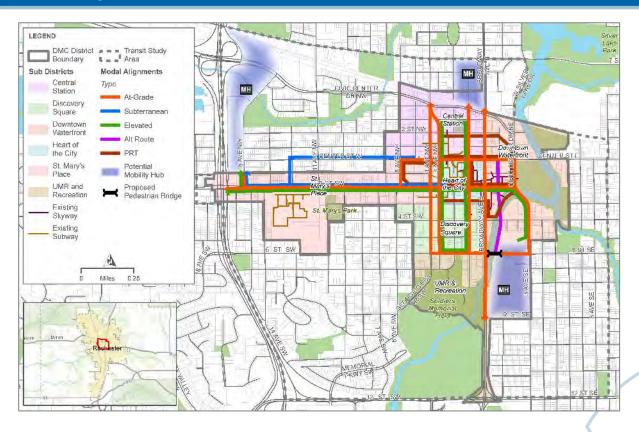






# 7

# Route Options







#### Integrated Transit Studies



Transit Circulation Study



Street Use and Operations Study



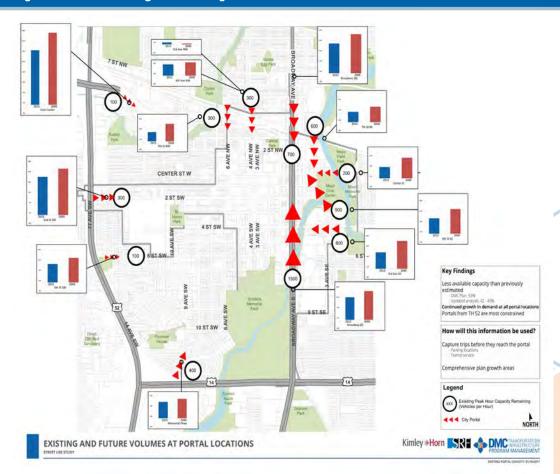
P Parking and TDM Study



© City Loop Study

## Portal Capacity Update

- Key Findings
  - Less available capacity than previously estimated
    - DMC Development Plan 53%
    - Updated analysis 42-45%
  - Portals from TH 52 are most constrained
  - Inform parking locations and transit options





# Integrated Transit Studies



Transit Circulation Study



Street Use and Operations Study



Parking and TDM Study



© City Loop Study

#### **Parking Policies**

- 1. Maintain ownership of parking assets & grow the system
- 2. Set an expectation of a 5-to-1 return on parking investments
- 3. Strongly support the concept of "Shared Parking"
- 4. Leverage parking investment to support new development opportunities



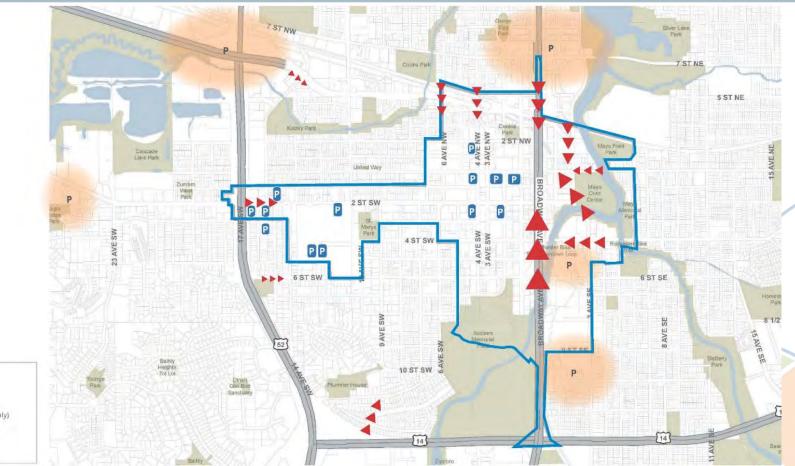
#### **Parking Policies**

- 5. Support a consolidated parking management organization to promote effective and customer friendly parking and access management
- 6. Develop a robust parking planning function
- 7. Create a balanced and sustainable community access strategy
- 8. Promote a "Park Once" approach for downtown Rochester and integrate good urban design principles



#### \_ ]

#### Street Network / Portal Capacity / Parking Relationship





# Parking / TDM Study Overall Approach

- Emphasis on Access, not Parking
- ☐ Access supports City's goals (especially economic development / health)
- ☐ Rochester needs the people, not their cars parked all day long
- Transportation Demand Management (TDM)
- Encourages access through programs/incentives that use multiple travel modes and make it easy to choose not to drive
- Develop Modal Shift Targets
- ☐ Develop modal shift targets and program elements designed to achieve single occupant vehicle demand reduction goals





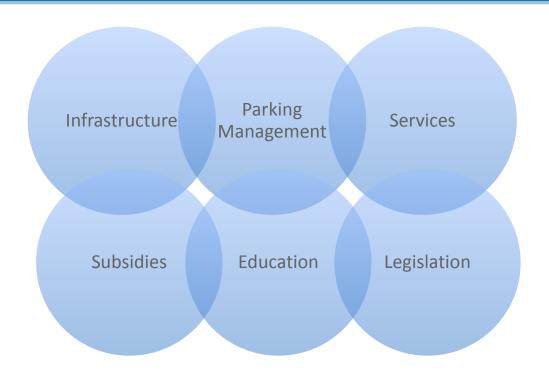
#### What is TDM?

A collection of strategies designed to reduce roadway congestion and demand for single occupancy vehicle travel while redistributing travel demand to alternative travel modes, times, and routes.





#### What is TDM?







## Integrated Transit Studies



Transit Circulation Study



Street Use and Operations Study



P Parking and TDM Study



City Loop Study

#### City Loop Purpose and Need

City Loop is an branded, accessible, high quality year-round walking and biking facility designed to promote health (physical and mental) and attract development.

Potential users: Rochester residents, downtown and DMC area employees, visitors, patients, and patient companions.

- Convenient and accessible to high activity areas in the DMC
- Connecting both energized and reflective places
- Recognizable as a key element of Rochester's downtown
- Welcoming to all users
- ADA accessible



# Studies Findings to date:





# DMC Plan remains a solid framework

- Current DMC marketing efforts are yielding success
- Development interest is exceeding our expectations for the first five years
- Development is occurring in a manner consistent with the DMC Vision
- Infrastructure planning is consistent with the DMC timeline



- Multiple circulator types may be needed to provide quality service to the variety of community needs and downtown employees.
- Peak hour congestion and rapidly diminishing capacity at downtown portals near Highway 52 suggests reconsideration of reservoir parking locations.



- Mayo has a comprehensive, well-run TMA in place serving 28,000 employees
- 12,000 current downtown employees are not served by any TMA

Therefore...



- Travel Demand Management will be a critical element to address traffic and parking needs. We have conducted surveys with downtown employers and employees to determine how best to tailor a program to meet Rochester's needs.
- A TDM Advisory Committee has been established
- Downtown City employees to take part in Pilot Program



• The City Loop holds potential to be a transformative element for downtown Rochester – adjustments are being made to improve accessibility for those with limited mobility and incorporate restorative healing opportunities identified in the Heart of the City planning.



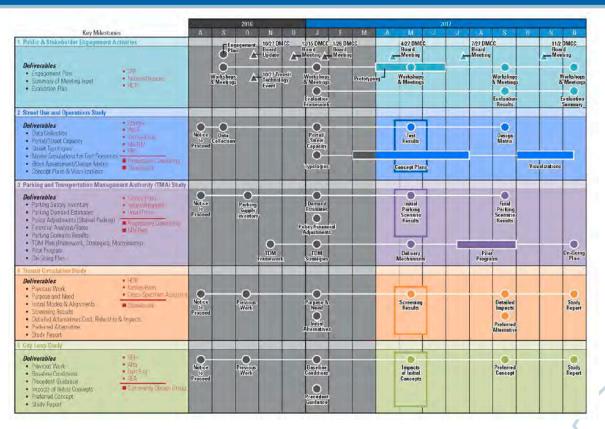
#### TDM Stakeholder Recommendations

- More transit service outside peak hours, on-time performance and greater convenience
- A single online portal or application where people can see all their travel options
- Educational programs that help employers and employees understand their travel options and what transportation programs and services are available to them
- Incentives to encourage people to try travel options other than driving alone
- Better wayfinding to showcase not only where to go, but how far the walk is





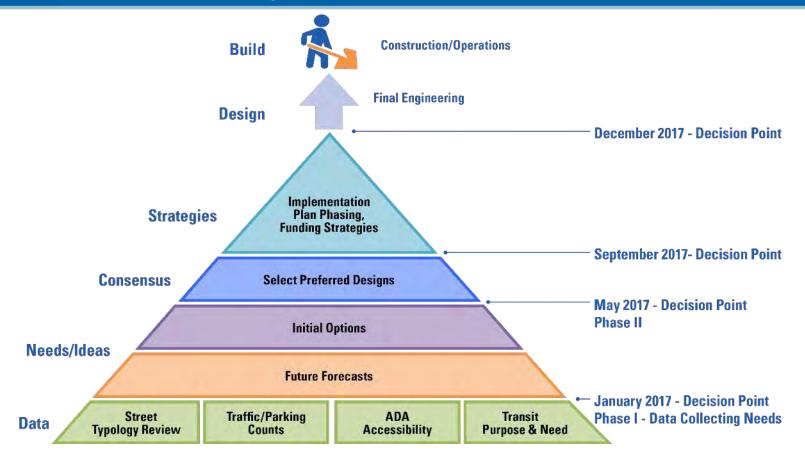
#### Milestones and Deliverables



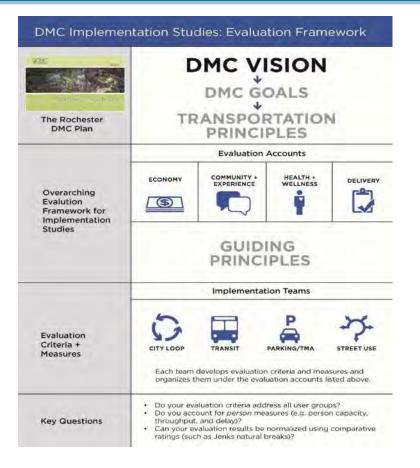




## Next Steps – May Milestones



#### ITS Evaluation Framework



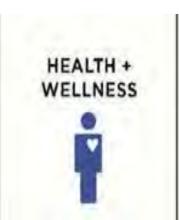




#### Four accounts



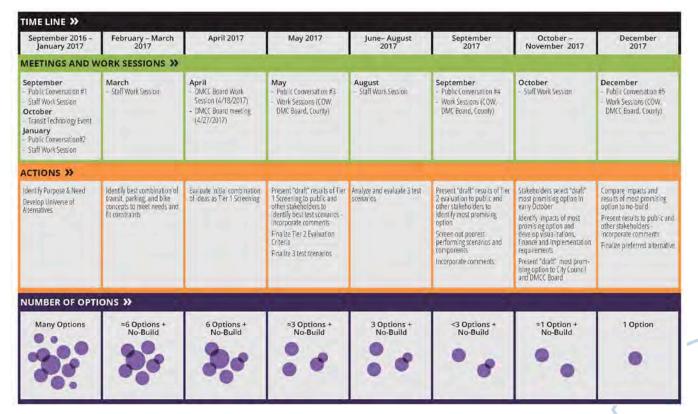








#### Process to Develop and Evaluate Alternatives







#### Our continued focus

space required to transport 60 people







car

bus

bicycle



#### **Questions & Answers**

