

# DMC PRIORITIES



DMC

Destination Medical Center  
Rochester, MN

# EVALUATING DMC INVESTMENT OPPORTUNITIES

## OUR DECISION-MAKING PROCESS

### DMC Development Plan Goals

- Visionary Planning
- \$5.6B of private investment
- 30,000 jobs
- \$7.5-\$8B new tax revenue
- Highest quality experience

### DMC Guiding Principles

- Be Bold
- Economic Engine
- Comprehensive Strategy approach
- Market Driven
- Dynamic Downtown Core
- Mobility to support growth
- Model for Sustainability
- Tech+ Innovation to promote globally

### DMC Strategic Priorities

- Heart of the City
- Discovery Square
- Transportation
- Development along the Rapid Transit Corridor
- Waterfront

### Annual Commitments

- Capital Improvement Plan
- Workplan and operating budget

# DESCRIBING DMC'S PURPOSE, IN TWO STEPS

## Guiding \$585M Public Infrastructure Investment

The public infrastructure necessary to allow for job growth, capital investment, new tax generation, an improved community experience, and the fulfillment of the DMC vision



+



## Attracting \$5.6B Private Investment

The programs and project support to attract developers, private capital, and new businesses.

# TRANSLATING OUR PURPOSE TO PROJECTS

- Public Realm
- Mobility
- Strategic Development
- Streets and Sewers
- Programs and Operations



# PUBLIC REALM

Outcome: Achieve DMC investment and experience goals

Investments include:

- Discovery Walk (Completion)
- Chateau Theatre (Continuation)
- Soldiers Field improvements (New)
- Riverfront development (Preparation)



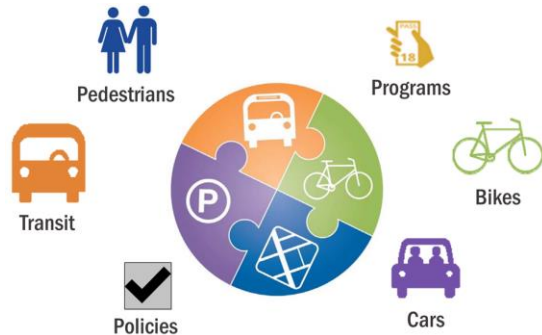


# MOBILITY

Outcome: Move downtown residents + workforce, patients and visitors via a high-quality mobility network

Investments include:

- Link rapid transit development
- Second Street SW reconstruction



# STRATEGIC DEVELOPMENT

Outcome: Targeted public investments necessary to secure extraordinary private investment and improve the community experience



Possible investments:

- Bio-med-tech
- Small- and medium-scale redevelopment
- Development along the Rapid Transit Corridor

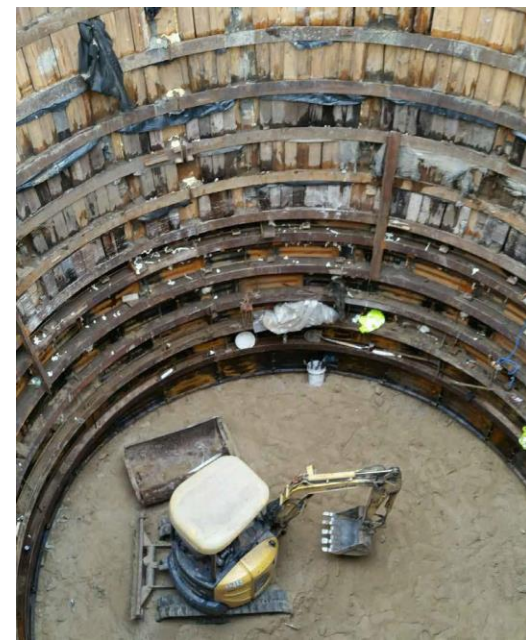


# STREETS AND SEWERS

Outcome: Build the public infrastructure necessary to support and enable economic activity and investment

Investments include:

- 6th Street (design)
- Sanitary sewer improvements





# PROGRAMS AND OPERATIONS

Outcome: Support the organizational and programmatic activities necessary to implement the DMC development plan

New in 2023:

- Added capacity for business development and lead generation
- Resources to fulfill DMCC board expectations for advancing equity, sustainability, affordability, community engagement, and health
- Capacity-building within the City of Rochester



# FUTURE PLANNING AND DECISION POINTS

## Through 2024 and beyond:

- Riverfront (6<sup>th</sup> St. Bridge, river access, infrastructure)
- West Transit Village
- Major Development Projects (TBD)
- Discovery Labs (simulation lab, wet lab, maker space)
- Wayfinding and neighborhood connectivity
- Smart City digital infrastructure
- Heart of the City Phase 2
- Downtown facilities/bathrooms-showers
- Opportunities associated with Mayo Clinic 5 Year Capital Plan
- Energy Infrastructure





# Organizational Priorities

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February 9, 2023



# Strategic Priorities

**Strategic Priority:**  
Affordable Living

**Strategic Priority:**  
Economic Vibrancy and  
Growth Management

**Strategic Priority:**  
Quality Services for  
Quality Living





# Strategic Priority: Affordable Living

## Areas of Focus

- Housing variety and affordability
- Transportation options and access
- Equitable regulatory landscape and creative incentives
- Access to opportunities and amenities

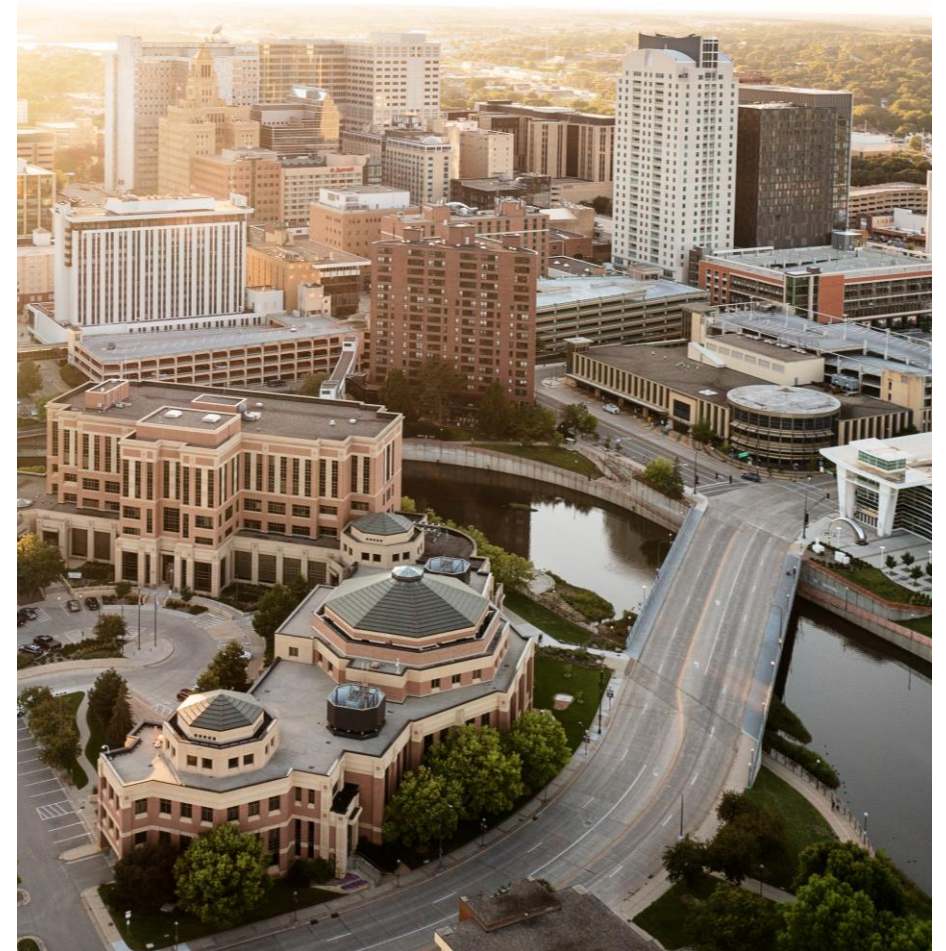




# Strategic Priority: Economic Vibrancy and Growth Management

## Areas of Focus

- Create clarity, alignment and unity with economic development partners in defining city leadership and community values
- Establish competitive and sustainable approach to effectively allocate DMC resources, Legislative allocations, and city revenue
- Develop implementation tools and strategies for Comprehensive Plan to ensure current decisions reflect future projections
- Adopt design guidelines that better reflect Council and community values



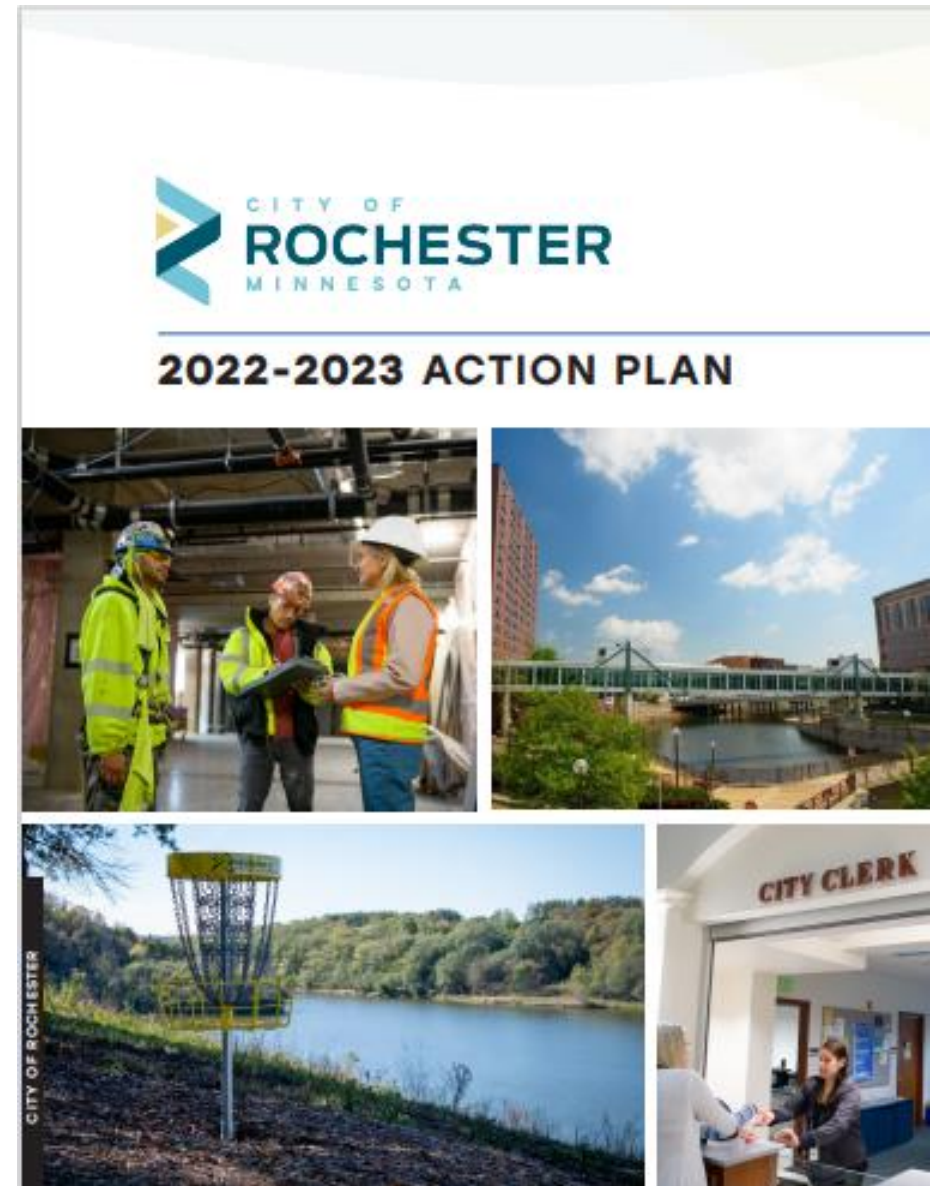
# Strategic Priority: Quality Services for Quality Living

## Areas of Focus

- Cultural and Recreational opportunities that provide access and equity
- The organization and Services reflect changing demographics and needs identified by community
- Operations are sustainable, integrated, and easy to navigate
- Service delivery is optimized, cost effective, and reflect our Foundational Principles







# 2-Year Budget Process



Strategic Planning Session



Identify Strategic Priorities



City Administrator works with City teammates to develop action plan



City Council approves action plan



Action plan becomes working document City teammates use to build budget





# Economic Vibrancy



# Unified Development Code

ROCHESTER, MINNESOTA



Unified Development Code  
Updated  
November 16 2022

## What does the UDC accomplish?

- Aligns development standards with the Comprehensive Plan
- Efficient and predictable approval processes for residents and developers
- High quality base standards that reflect best practice
- Aligns Development Incentives with Priorities

Council  
Approval  
September  
7th 2022



Implemented  
January 1st  
2023



Zoning map  
update kick-off  
March 2023



First planned  
update, June  
2023



Regular yearly  
updates for  
continuous  
improvement



201 4th Street SE, Rochester, MN 55904

201 4th Street SE, Rochester, MN 55904

[www.rochestermn.gov](http://www.rochestermn.gov)

# Rochester Downtown Task Force

Collaborating to create a community-based framework for moving downtown Rochester forward

## Accelerated 90-Day Model to develop plan

- In-person and virtual listening sessions
- Sessions moderated by 3<sup>rd</sup> party to ensure productive dialogue

## Task Force formed from Coalition of Key Downtown Organizations

- Mayo Clinic
- RAEDI
- Experience Rochester
- City of Rochester
- DMC EDA
- RDA

## Strategic Priority: Economic Vibrancy & Growth Management

- Reopening and Resiliency
- Strengthening collaboration with economic development partners

## Strategic Priority: Quality Services for Quality Living

- Developing services and actionable items for downtown business owners and stakeholders



# Reactivation of Downtown Economy



CONVENTIONS  
COMEDIANS  
CONCERTS  
COMMUNITY  
ENGAGEMENT



- Diverse options for *entertainment, education, and enrichment*
- Unique opportunities to partner and launch new events like the **Night Market**
- Debut of **Celebrate Rochester** New Year's Eve party
- Debut of **Rochester Restaurant Week**

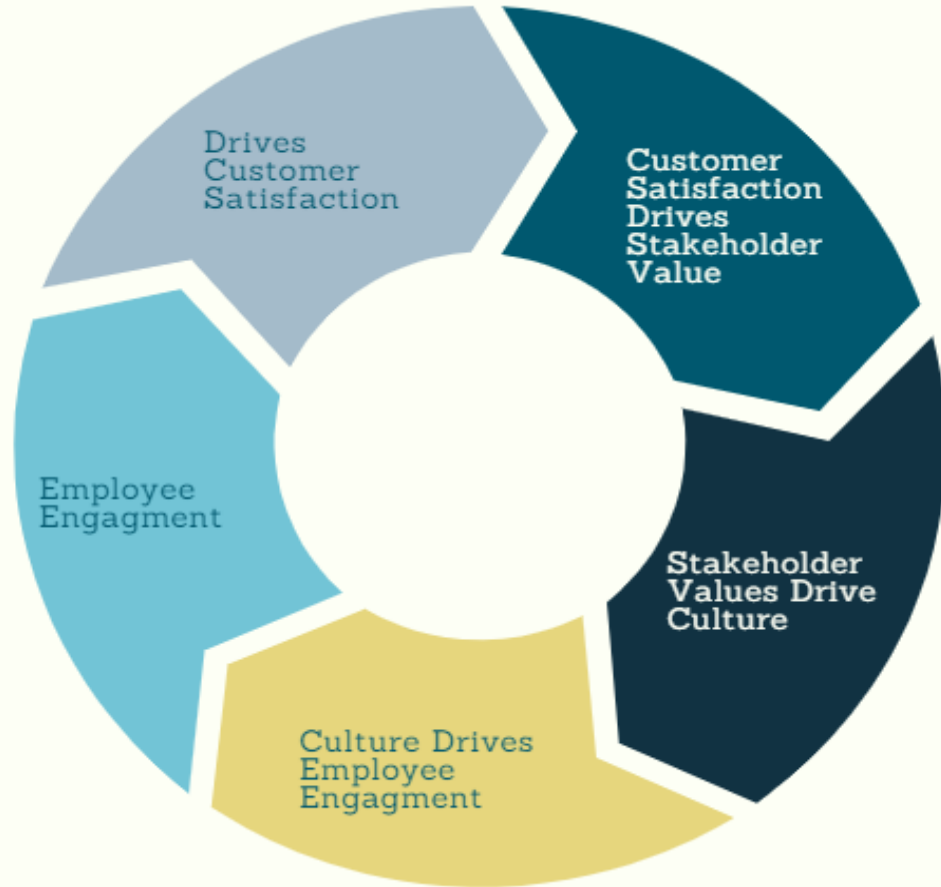




# A look Forward

- **Organizational Culture**
  - ✓ High Performance Teams
  - ✓ Continuous Improvement
  - ✓ Quality Services
- **Strategic & Transformational Community Investment**

# Clarity - Alignment - Unity



## Forward

- Positive momentum, progress and advancement
- Achieving a goal
- Leadership and innovation
- Transformative and essential services

## Together

- Making opportunity and engagement possible for all
- A unified organization where teamwork matters
- The power of collaboration and engagement
- A place of diversity, equity and inclusion



# High Performance Team Model

	MISSION	WHO	FREQUENCY OF CONNECTION
 <b>FORWARD TEAM</b>	<ul style="list-style-type: none"> <li>• Vision</li> <li>• Strategy</li> <li>• Direction</li> <li>• Support: make others successful and achieve their full potential</li> <li>• Organizational health and culture (focus on people)</li> </ul>	City Administrator & Representatives of Each Standing Impact Team	Weekly Connect and Monthly Strategy Session
 <b>IMPACT TEAMS</b>	<ul style="list-style-type: none"> <li>• Align around common objectives</li> <li>• Create team cohesion around service areas</li> <li>• Implement initiatives and strategic service delivery</li> <li>• Clarify, communicate, share collective goals and clarify needs with the Forward Team</li> </ul>	<ul style="list-style-type: none"> <li>• Community Enrichment (Parks, Library, &amp; Civic Music)</li> <li>• DSI (PW &amp; Community Development)</li> <li>• Public Safety (City Attorney, Fire, &amp; Police)</li> <li>• HPG (City Clerk, Finance/IT, &amp; HR)</li> <li>• Public Service (RPU Electric &amp; Water)</li> <li>• Focused Impact (Strategic Comm. &amp; DEI)</li> <li>• Data and Evidence Based Decision Making</li> </ul>	Weekly Impact Team Meetings for Standing Teams; Focused Impact Teams as Needed
 <b>LEADERSHIP FORUM</b>	Focus on: <ul style="list-style-type: none"> <li>• Organizational communication</li> <li>• Learning together</li> <li>• Trusted leadership relationships</li> <li>• Organizational unity</li> </ul>	All Department Heads & other Key Leaders	Meets Monthly



# STRATEGIC GOVERNANCE & INCLUSIVE DECISION MAKING

## TACTICS LEAD TO RESULTS



## RESULTS FROM TACTICS

- Service delivery models consider partnerships where City is not always the leader
- Decision-making is informed by citywide communication and engagement strategy with Diversity/Equity/Inclusion (DEI) at the forefront
- Teammates create action plans/annual commitments aligned with Foundational Principles and Strategic Priorities
- Policy and operational actions reflect equitable community investment



# 2023 Construction Coordination

## Continuous Improvement

### MEETINGS

City Staff are coordinating with community partners, like Mayo Clinic, to ensure the footprint and timeline of City projects mesh with other projects. Staff meet regularly with partners impacted by or planning construction.

- **Development Review Committee** (Weekly)
- **Predevelopment consultation meetings** (weekly)
- **Development Services Committee** (Monthly)
- **LINK RT Coordination meeting** (Weekly)

### TOOLS

City Staff are developing tools to increase access to information about project timelines and impacts.

- **New Construction Mapping tool**
- **Agency Counter planning & permit dashboard**
- **Co-Design Toolkit**
- **Business Forward Strategy**





# Soliders Memorial Field Master Plan: Implementation Begins

- Final construction design based on Preferred Alternative Concept starting
- Award of Bid
- Construction to begin on new Aquatics Center with operations expected by 2024
- West Trail construction and Playground construction also anticipated to proceed
- Extensive community engagement led to refinement of plan and increased trust and confidence in Parks & City



# Award-winning Riverfront Small Area Plan

- Project designers **Gamble Associates**, were recognized by the Boston Society for Architecture, receiving top honors in the Campus and Urban Planning category.
- Plan incorporates natural features and existing historic buildings into a cohesive campus.
- Commercial, residential, and recreational spaces all feature, with opportunities for private development within the scheme.





# Other Big Things Coming in 2023

- North Civic Center Lot Redevelopment
  - Possibility of New District Energy Phase 1
- Begin Design 6<sup>th</sup> Street Bridge
- LINK Rapid Transit
  - Final design
  - Bid award
  - Bus Procurement starting
- Mayo Civic Center
  - Marquee
  - Park improvements for outdoor activation
  - Partner Investments in Food & Beverage Experience
- Chateau Theater Improvements
  - Restroom renovations
  - HVAC upgrades



# State and Federal Advocacy in 2023





# Tying it All Together





**THANK YOU**



# OLMSTED COUNTY 2023 BOARD PRIORITIES

Heidi Welsch, Olmsted County Administrator



## NEW 2023 COUNTY BOARD!



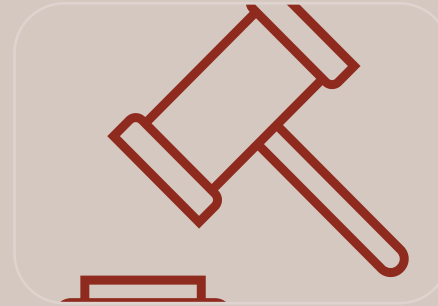
## WHAT WILL YOU SEE US WORKING TOWARDS IN 2023?



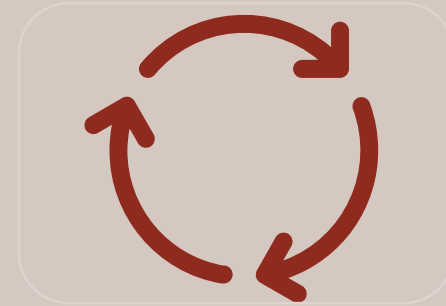
**Assure safe and  
healthy  
communities**



**Be good stewards of  
our built and natural  
environments**



**Maintain  
foundations of  
democracy**



**Provide operational  
excellence**

# **Assure safe and healthy communities**





## ADDING TO THE AFFORDABLE HOUSING CONTINUUM



- \$10M American Rescue Act Funds
- Mayowood II: Senior Housing



## FAMILY HOMELESSNESS PREVENTION

- 2.0 Social Workers approved with new funding to work with schools.



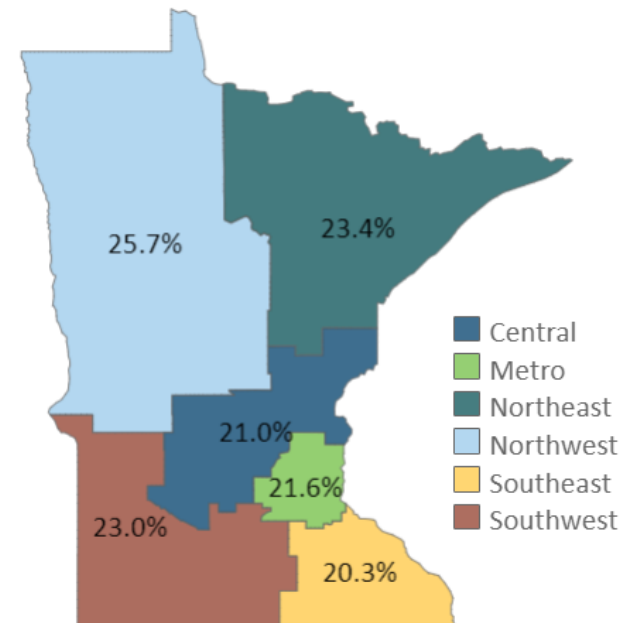
## EXPANSION OF CARE COORDINATION



## UNWIND THE PANDEMIC IN PUBLIC ASSISTANCE

- 30,000 cases to be reviewed as the pandemic emergency ends.

Percentage of the population within the region enrolled in Medicaid



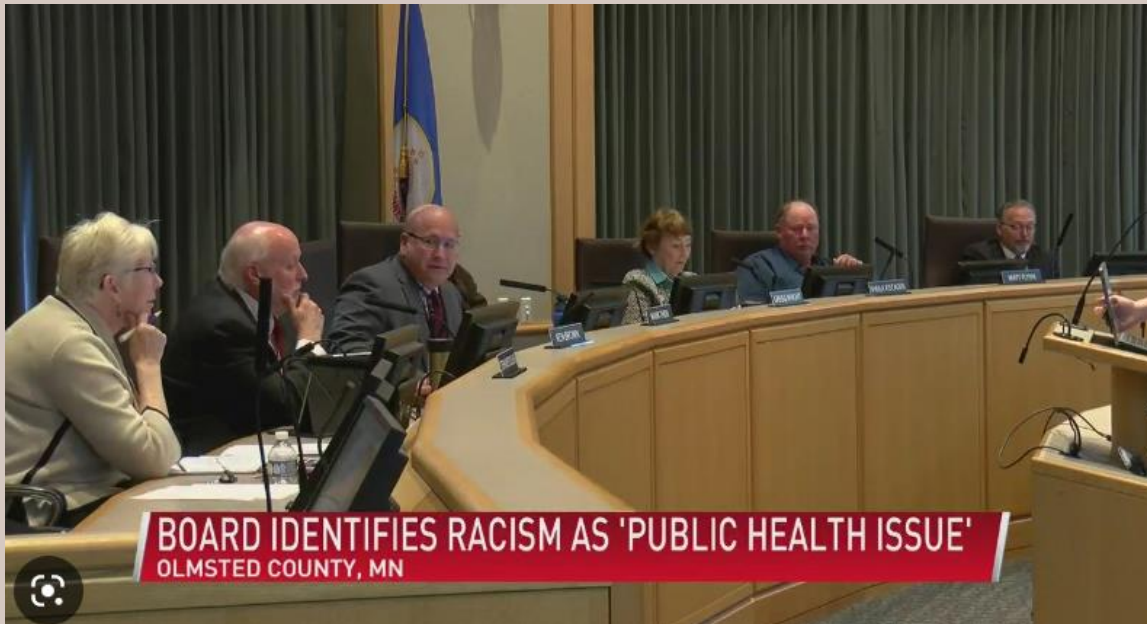


# REINVEST IN JUSTICE SYSTEM

**Reinvest in the justice system to be fiscally and socially impactful and address inequities and racial disparities.**



## IMPLEMENTING THE JOINT STUDY ON RACE AND RACISM AS A PUBLIC HEALTH ISSUE



**Be good stewards of  
our built and natural  
environments**



## OXBOW NATURE CENTER

- Suffered from many construction delays in 2022; but we expect opening in spring 2023.





# CLIMATE MITIGATION AND RESILIENCY PLAN



# IMPLEMENT THE OLMSTED SOIL HEALTH PROGRAM



## DISPOSITION OF THE FORMER SENECA PROPERTY & CONTINUED WORK ON GRAHAM PARK





# MATERIALS RECOVERY FACILITY

<https://www.olmstedcounty.gov/residents/garbage-recycling/proposed-materials-recovery-facility-mrf>





## CSAH 44/TH 14 INTERCHANGE



# Maintain foundations of democracy



# GOVERNMENT CENTER CONVERSION TO THE JUSTICE TOWER





## FOCUS ON COMMUNITY ENGAGEMENT PROCESSES AND TECHNIQUES

- Community Council work underway.





# Operational Excellence



# 2024-2034 COUNTY STRATEGIC PLAN UNDERWAY



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