



DMC
Destination
Medical Center

Destination Medical Center Corporation
Board of Directors Meeting

Thursday, December 5, 2024
9:30 A.M.

DESTINATION MEDICAL CENTER CORPORATION (DMCC) BOARD MEETING

Thursday, December 5, 2024, 9:30 A.M.

Mayo Civic Center, 30 Civic Center Drive SE, Rochester, MN 55904

To View the Meeting Remotely: <https://www.youtube.com/@DestinationMedicalCenter>

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¹ For public comments, please indicate that you wish to speak either in-person at the meeting by emailing info@dmc.mn by 9:00 A.M. on Thursday, December 5. Written comments may also be submitted to info@dmc.mn.

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DESTINATION MEDICAL CENTER CORPORATION (DMCC)
BOARD MEETING

Thursday, September 26, 2024
9:30 A.M.

MINUTES

- I. Call to Order. Chair Pamela Wheelock called the meeting to order at 9:30 a.m.
- II. Roll Call. Doug Baker, James Campbell, Council President Brooke Carlson, R.T. Rybak, Commissioner Mark Thein, Pamela Wheelock, and Paul Williams were present. Mr. Rybak participated via videoconference due to a scheduling conflict.
- III. Approval of Agenda. Commissioner Thein moved to approve the agenda. Council President Carlson seconded the motion. Ayes (7), Nays (0). Motion approved.
- IV. Approval of Minutes: May 23, 2024. Council President Carlson moved to approve the May 23, 2024 minutes. Mr. Baker seconded the motion. Ayes (7), Nays (0). Motion approved.
- V. Public Comment. Brenda Quaye, downtown property owner, spoke regarding the DMC Joint Funding Application submitted by R&R Properties of Mankato, LLC.

Jo Marie Morris, Executive Director of the Coalition for Rochester Area Housing, spoke regarding community housing needs.

Paul Widman, City of Rochester Parks and Recreation Director, spoke regarding the improvements made to Soldiers Memorial Field.
- VI. Chair's Report. Chair Wheelock recognized Tami Diehm and Katie Johnson of Winthrop & Weinstine, the DMCC's new legal counsel. Chair Wheelock also noted the recent certification of 2023 DMC private investment by the State of Minnesota.
- VII. Consent Agenda.
 - A. DMCC Insurance: League of Minnesota Cities Insurance Trust (LMCIT) Waiver:

Motion: Elect not to waive statutory tort limits.
 - B. 2025-2026 Regular Meeting Schedule

Resolution A: Approving the 2025 Regular Meeting Schedule.
 - C. DMCC 2024 Budget: Year to Date Update.
Mr. Williams moved to approve the consent agenda. Commissioner Thein seconded the motion. Ayes (7), Nays (0). Motion approved.

VIII. DMCC Form 990; Minnesota Annual Charitable Organization Report

Resolution B: Approving the 2024 State of Minnesota Charitable Organization Report and 2023 Form 990.

Craig Popenhagen, CliftonLarsonAllen LLP, presented the Form 990 and Minnesota Charitable Organization Report.

Council President Carlson moved to approve Resolution B. Mr. Baker seconded the motion. Ayes (7), Nays (0). Motion approved.

IX. Metrics. Patrick Seeb, DMC EDA Executive Director, and Michael Flynn, DMC EDA Senior Director of Economic Development, provided an update on regional job growth and described strategies to identify and induce additional job creation and retention.

X. EDA Board President Comments. Dr. Clark Otley, DMC EDA President, described the board agenda action items. Dr. Otley also highlighted development activities, including the recent approval of the University of Minnesota Rochester campus climate and action plan, planning for the West Transit Village, a possible shared life science lab, and the 2025 update to the DMC Development Plan.

XI. Private Development Funding Request. Catherine Malmberg, DMC EDA Director of Public Infrastructure and Strategic Development, and Josh Johnsen, City of Rochester Director of Strategic Initiatives, presented a brief housing market update and recommendation to deny a DMC Joint Funding Application submitted by R&R Properties of Mankato, LLC. The DMC EDA and City of Rochester prepared evaluation reports in support of the recommendation to deny. The funding applicant provided a letter to the Board prior to the Board meeting. Ms. Diehm described the Board's responsibilities when considering a DMC Joint Funding Application, noting that the Board determination should be made with due consideration of DMC plans and strategies and the non-binding advisory recommendation provided by the DMC EDA. Chair Wheelock noted that the applicant has thirty days following denial of the funding request to amend and resubmit the request.

Resolution: Denying Request for Private Development Funding.

Mr. Williams moved to approve the Resolution denying the request for private development funding. Mr. Baker seconded the motion. Ayes (7), Nays (0). Motion approved.

XII. Downtown Historic District Infrastructure Project Request. Jamie Rothe, DMC EDA Director of Public Experience for Strategic Infrastructure, presented a request for downtown historic district infrastructure funding. The funding would enable a roof replacement at 216 1st Avenue SW.

Resolution: Approving Downtown Property Preservation Program Funding Request.

Mr. Campbell moved to approve the Resolution approving the downtown property preservation program funding request. Council President Carlson seconded the motion. Ayes (7), Nays (0). Motion approved.

- XIII. 2025 DMC Work Plan and Budget. Mr. Seeb and Cindy Steinhauser, City of Rochester Deputy Administrator, presented the proposed 2025 DMC work plan and budget, describing specific capital investments and work plan priorities. Mr. Seeb also noted the likelihood that staff would present a Capital Improvement Plan (CIP) amendment at an upcoming board meeting to remain aligned with the construction schedules related to private investment and development. Ms. Steinhauser also noted that staff will return to the board with proposed criteria for the use of Link bus rapid transit contingency funding.

Resolution C: Approving the 2025 DMCC Funding Request and the Extension of Working Capital Loan and Authorizing Transmittal to the City.

Mr. Baker moved to approve Resolution C. Commissioner Theirn seconded the motion. Ayes (7), Nays (0). Motion approved.

- XIV. Adjournment. Mr. Baker moved to adjourn the meeting. Commissioner Theirn seconded the motion. Ayes (7), Nays (0). Motion approved.



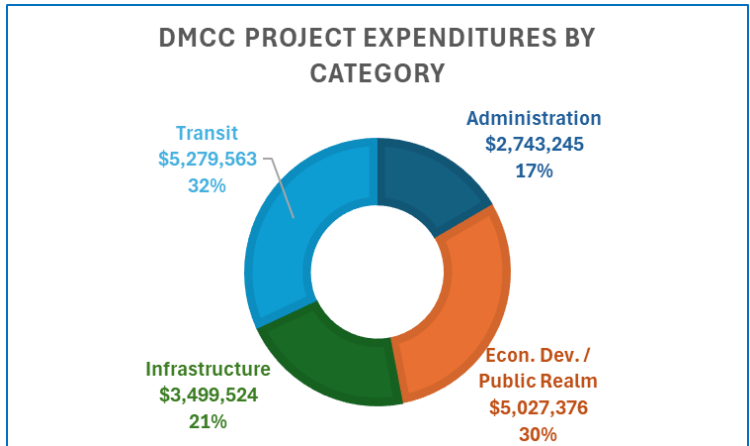
December 5, 2024

Re: December 5, 2024 DMCC Budget Summary

Dear Mr. Mark Thein, DMC Treasurer,

The attached Financial Budget Summary through October 2024 reflects the DMCC operating expenditures totaling \$2,745,633 of its \$4,218,891 budget for 2024. Thus far, the remaining amount unspent is 35% of the total budget, which continues to be on track given usual timing issues for certain categories.

The second page provides an outline of the DMCC Projects by Category managed by the City of Rochester and categorized by program budgets. Approximately \$16,546,708 has been spent on these projects in 2024 while \$16,554,427 has been received in revenue. The graph on the right outlines that 32% of the total expense this year have been spent on Transit while 30% has been spent on Economic Development/Public Realm, and 21% being spent on Infrastructure. Total Life-to-Date expenditures on all projects are approximately \$194,426,410.



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

Brian J. Anderson

Director of Finance
City of Rochester

Destination Medical Center Corporation
Financial Budget Summary
October 31, 2024

BUDGET ENTITY	AUGUST EXPENSES	SEPTEMBER EXPENSES	OCTOBER EXPENSES	2024 YTD	APPROVED BUDGET	AMOUNT REMAINING	PERCENT REMAINING
DMCC Corporation:							
Rents and Leases	\$ -	\$ -	\$ 3,528	\$ 37,616	\$ 36,607	\$ (1,009)	-3%
Professional Services	125	120	34,818	85,247	165,000	79,753	48%
Travel/Training	-	389	172	743	6,000	5,257	88%
Insurance and Bonds	-	-	11,205	19,697	11,323	(8,374)	-74%
Interest / Other Administrative	3	3	3	34	-	(34)	
Subtotal DMCC	128	512	49,726	143,337	218,930	75,593	35%
DMC EDA - Third Party Costs							
Employee Services	196,831	126,721	125,631	1,302,089	1,714,702	412,613	24%
Operating Expenses	1,429	1,429	6,018	31,529	64,079	32,550	51%
Economic Development Outreach & Support	25,002	5,000	32,192	96,514	535,826	439,312	82%
Professional Services	14,495	60,223	28,299	292,726	467,900	175,174	37%
Miscellaneous Expenses	-	-	-	-	60,000	60,000	100%
Subtotal DMC EDA	237,757	193,373	192,140	1,722,858	2,842,507	1,119,649	39%
City of Rochester Project Management Budget - Third Party Costs							
Employee Services	85,637	85,303	135,110	834,339	1,032,543	198,204	19%
Contractual Maint and Repair	-	-	-	598	38,760	38,162	98%
Expert and Professional Services	-	255	-	255	8,160	7,906	97%
Travel/Training/Memberships	1,134	131	8,642	12,577	18,197	5,620	31%
Operations Expenses	1,178	16,611	397	18,348	42,832	24,484	57%
Miscellaneous/Other	21	57	28	13,320	16,962	3,642	21%
Subtotal City Project Management	87,970	102,357	144,177	879,437	1,157,454	278,017	24%
Total DMCC Operations	\$ 325,855	\$ 296,242	\$ 386,042	\$ 2,745,633	\$ 4,218,891	\$ 1,473,258	35%

City of Rochester, MN
DMCC Projects by Category
Through October 2024

PROJECT	AUGUST		SEPTEMBER		OCTOBER		YTD REVENUES	YTD EXPENSES	PROJECT BUDGET	LTD EXPENSES
	REVENUE	EXPENSES	REVENUE	EXPENSES	REVENUE	EXPENSES				
Administration										
C.8601 - COR Administrative Costs-DMCC	(9,317)	-	29,452	-	566	241,415	8,623	728,141	\$ 4,392,347	\$ 4,381,271
C.8602 - Contributions to DMC Corporatn		191,470	-	175,676	-	260,802	-	2,006,787	30,285,846	31,074,992
C.8606 - City Staff Costs-DMCC	300	300	842	842	27	27	8,317	8,317	-	451,584
C.8607 - County Staff Costs-DMCC							-	-	-	168,754
C.8629 - Development Plan Update			-	-	-	-	-	-	-	154,960
Total Administration	(9,018)	191,770	30,293	176,518	593	502,244	16,940	2,743,245	34,678,193	37,849,727
Econ Development/Public Realm										
C.8613 - Chateau Theatre Pre-Occupancy M & O		62	-	-	-	-	-	62	4,926,802	541,094
C.8624 - Chateau Theatre Building Improvement Purchase		8,592	-	48,835	-	472,830	-	1,714,131	2,350,000	11,508,719
C.8625 - Heart of the City		-	-	-	-	47,727	-	308,040	18,248,940	21,671,245
C.8627 - Property & ROW Acquisition			-	-	-	-	-	-	-	-
C.8633 - Strategic Development									16,000,000	2,200,000
C.8634 - Riverfront Reimagined		-	-	-	-	19,553	-	85,353	2,000,000	1,016,901
C.8904 - Discovery Walk		695,476	-	801,566	-	93,003	-	2,918,473	15,720,000	17,738,831
C.8905 - CnstrctSnSwCpBys3AveSWfr2StSW	3,182	98	-	-	-	-	3,182	1,316	-	27,132
Total Econ Development/Public Realm	3,182	704,228	-	850,402	-	633,113	3,182	5,027,376	59,245,742	54,703,920
Infrastructure										
C.8611 - Sn/S12AvSW/NW<2StSW>2StNW		-	-	-	-	-	-	169	2,850,000	6,164,150
C.7319 - Reconst 7th Ave NW from 2nd St NwW to 4st NW		-	-	-	-	-	-	-	1,250,000	9,383,953
C.7318 - Reconsruct North Broadway		-	-	-	-	-	4,000,000	10,729	300,000	22,674,050
C.1037 - Steam Replace/District Energy	589,017	49,267	27	198,468	-	338,907	11,917,133	2,648,159	-	13,212,132
C.8711 - Private District Energy Pilot			-	-	-	12,400	-	12,400	-	12,400
C.4716 - Downtown Sidewalk Experience Enhancement		176	-	-	-	-	-	65,830	-	2,258,016
C.7344 - Reconstruct 3rd Avenue NW Between 4th St. SW and 5th St SW		-	-	-	-	-	-	344	-	406,077
C.7830 - 1st Stret NW San. Sewer Diversion from 1st Ave to Broadway	173	-	-	-	-	-	173	173	-	2,171,651
C.7919 - 6th Street Bridge over Zumbro River	392,000	270,284	-	69,097	-	30,196	392,000	761,721	-	1,255,211
Total Infrastructure	981,189	319,727	27	267,566	-	381,503	16,309,305	3,499,524	13,850,000	72,655,738
Transit										
C.8706 - DMCTransit CirculatorTODPlnStdy							-	-	-	829,414
C.8707 - Rapid Transit Projects	225,000	1,174,596	-	191,392	-	893,088	225,000	5,265,283	77,007,083	16,673,312
C.8708 - Transit Villages 1&2			-	-	-	-	-	-	-	29,321
C.8709 - Arrive Rochester Implementation			-	-	-	-	-	14,280	300,000	177,717
Total Transit	225,000	1,174,596	-	191,392	-	893,088	225,000	5,279,563	100,394,854	29,217,025
Total Project Costs	\$ 1,200,354	\$ 2,390,321	\$ 30,320	\$ 1,485,877	\$ 593	\$ 2,409,947	\$ 16,554,427	\$ 16,549,708	\$ 208,168,789	\$ 194,426,410

DESTINATION MEDICAL CENTER CORPORATION

RESOLUTION NO. __-2024

**COMMENDING BROOKE CARLSON AND EXPRESSING GRATITUDE
AND APPRECIATION FOR HER 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, Brooke Carlson has served as the President for the City Council, as well as a City representative on the Board of Directors for the DMCC, and has been an integral partner in the close cooperation between the DMCC and the City; and

WHEREAS, Ms. Carlson offered a unique perspective to the DMCC, by virtue of her years of public service to the City, which enhanced the expertise she offered to the DMCC, including: championing City and DMCC efforts to secure more than \$100,000,000 in federal grants for key public infrastructure projects, including the Sixth Street S.E. corridor, Soldiers Memorial Field, Chateau Theatre, and the Link bus rapid transit initiative; and

WHEREAS, Ms. Carlson has been instrumental in the support and adoption of programs and projects to advance economic equity and community co-design, targeted business and workforce utilization across DMCC and City projects, affordable and workforce housing, sustainability, and the development of Rochester’s life science ecosystem; and

WHEREAS, Ms. Carlson has been unwavering in her stewardship of the City and in her commitment to the citizens of Rochester, as well as in her service to the DMCC and the destination medical center initiative.

RESOLUTION

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

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

Downtown Property Preservation Program

To: DMCC Board of Directors
From: DMC EDA
Date: November 26, 2024

Request of the board of directors:

- Review downtown property preservation program funding request for approval

Overview:

In response to both the DMCC board and City Council supporting the Downtown Commercial Historic District, DMC and City staff prepared funding applications, webpages and marketing materials, and created shared processes to administer this program.

In partnership with the City of Rochester, the Downtown Historic District preservation program was launched on July 1, 2024. Since that time, City and DMC EDA staff have engaged with the property owners and tenants of eligible properties to inform them of the various historic district property preservation programs.

Since October 11, 2024 (the deadline for consideration at this board meeting) staff have assisted in the following:

- **4 submitted intake forms.** The intake form is the first step in the application process and provides the minimum information necessary for staff to assist in further developing the project scope and funding needs. Staff continue to engage with these proposed projects.
- **3 funding applications ready for board consideration.** The 3 proposed project funding requests will be presented for consideration at the November 21, 2024, board meeting. The memo that follows this report provides further detail regarding the recommended board action and proposed projects.

Prior-approved Projects:

Address	Recommended DMC Funding	Total Project Cost	Category of Investment	Project Description
216 1 st Ave. SW	\$84,912.00	\$169,824.00	Building Safety & Preservation	Roof replacement

When the DMCC board of directors approved the historic district property preservation program, it did so with the following conditions, to which staff adhere:

- **Approval conditions:**
 - Meet the DMC statutory definition of “public infrastructure project”
 - Proposed projects must result in a capital improvement that is intended to be a permanent asset of the downtown historic district
 - Proposed projects must occur at a contributing property of the current City of Rochester downtown commercial historic district, excluding properties owned by a public or Mayo Clinic entity
- **Funding guidelines:**
 - DMC funding covers fifty percent of any eligible expenditure.
 - DMC funding be limited to a maximum of \$500,000 per property, as determined by the parcel identification number (PIN)
 - To allow property owners and tenants maximum opportunity to prioritize capital investments, funding may be applied for and received more than once, subject to the \$500,000 maximum described above
 - To align historic district construction activity with other major downtown improvements, including Link BRT and Bold. Forward. Unbound. in Rochester., program funding will remain available for request through December 31, 2029 or until rescinded by action of the DMCC and Rochester City Council
- **Reporting and program evaluation categories:**
 - Adaptive Reuse: Conversion of property use, such as office to retail or restaurant, or renovating vacant second-story space for housing or commerce, etc.
 - Building System Upgrades: HVAC, electrical, plumbing, etc.
 - Building Safety and Preservation: Exterior envelope sealing, accessibility improvements, etc.
 - Code Modernization: Improvements made to legacied properties in relation to ADA or other regulatory compliance, preparation of reuse, future reinvestment, sale, etc.

Public Realm Update:

It is anticipated that the City of Rochester will release a Request for Proposals in the coming weeks focused on creating a common vision for the newly established Historic District. Responses will be due December 16.

DESTINATION MEDICAL CENTER CORPORATION

RESOLUTION NO. ____-2024

**A RESOLUTION APPROVING DOWNTOWN HISTORIC DISTRICT
INFRASTRUCTURE PROJECT REQUESTS**

BACKGROUND RECITALS

A. The Destination Medical Center Corporation (“**DMCC**”) established five long-term goals for the Destination Medical Center (“**DMC**”) initiative, including creating a comprehensive and strategic plan, new jobs, tax revenues, and achieving the highest quality patient, companion, visitor, employee, and resident experience.

B. The DMCC has long recognized the important role of historic preservation to achieve these goals. The Development Plan adopted by the DMCC on April 23, 2015, as amended (the “**Development Plan**”) recommended strategies and programs to encourage preservation efforts: “The preservation of historic landmarks and districts is an important part of a City’s historic fabric. . . . As the DMC implementation process moves forward, we recommend the EDA work with federal agencies, state agencies and local organizations to evolve strategies and programs to incent historic preservation [in the] DMC District.”

C. On January 22, 2024, the City of Rochester (the “**City**”) established a downtown commercial historic district of thirty-two properties (the “**Commercial Historic District**”) located within the development district boundaries as adopted in the Development Plan (the “**Development District**”).

D. On May 23, 2024 the DMCC established a downtown property preservation program (the “**Program**”). The Program provides an application and general state infrastructure aid funding process for public infrastructure projects within the Commercial Historic District.

E. The Program provides an opportunity of funding up to 50% of a capital improvement project (not to exceed \$500,000 per property) within the Commercial Historic District if such project (i) meets the definition of a “public infrastructure project” (as defined in Minnesota Statutes, Section 469.40, subdivision 11); (ii) lies within the Development District and is defined as a “contributing property” within the Commercial Historic District; (iii) is consistent with the Development Plan; (iv) achieves a capital improvement that is intended to be a permanent asset of the Commercial Historic District; and (v) satisfies certain statutory requirements, including prevailing wages and use of American-made structural steel, as well as local requirements, such as sustainable building standard, women- and minority-owned construction contracting, and workforce development (collectively, the “**Program Requirements**”).

F. The following projects have been submitted for funding consideration under the Program: (i) the owner of the property located at 330 Broadway Ave S has requested funding for a project involving adaptive reuse of a building through the development of 2nd story housing; (ii) the owner of the property located at 400 Broadway Ave S has requested funding for a project that will include roof replacement, brick tuck-pointing and interior bathroom renovation; and (iii) the owner of the property located at 212 1st Ave SW has requested funding for a project that will

include roof and trusses replacement and mechanical upgrades (collectively, the “**Proposed Projects**”).

G. DMC EDA has recommended approval of the Proposed Projects based on the summary and recommendation attached as **Exhibit A** and DMCC must now act on the request.

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED, by the DMCC Board of Directors, that the DMCC approves the Proposed Projects costs based on the following findings:

1. The Proposed Projects are a public infrastructure project within the meaning of Minnesota Statutes, Section 469.40, subdivision 11.
2. The Proposed Projects lie within the Development District and are defined as contributing properties within the Commercial Historic District.
3. The Proposed Projects are consistent with the Development Plan.
4. The Proposed Projects achieve a capital improvement that is intended to be a permanent asset of the Commercial Historic District.
5. The Proposed Projects will satisfy the necessary statutory and local requirements set forth in the Program.

BE IT FURTHER RESOLVED, that the approval of the Proposed Projects are expressly subject to the following conditions:

1. The Proposed Projects must meet all City requirements.
2. The final payment will be based on the actual costs and will not exceed 50% of the cost of each of the Proposed Projects.
3. The funds provided to the Proposed Projects must satisfy the terms and conditions of this Resolution, including, but not limited to, the parameters of the Program and the Program Requirements as set forth in the Recitals, which are incorporated herein.
4. The recipient of the funds must provide certification that the Program requirements have been satisfied, including but not limited to the statutory and local requirements of the Program.
5. The DMCC Board shall receive an annual report concerning Program updates, expenditures, metrics to evaluate the success of the Program, and recommendations concerning future funding in the capital improvement plan.

BE IT FURTHER RESOLVED, that DMCC Resolution No. 51-2017 is incorporated fully herein by reference.

BE IT FURTHER RESOLVED, that the Chair or the Treasurer of the DMCC is authorized to transmit this Resolution to the City of Rochester, and to take such actions as are necessary and appropriate to effectuate the findings and approvals of this Resolution.

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EXHIBIT A

To: DMCC Board of Directors
 From: DMC EDA
 Date: November 26, 2024

RE: Downtown Property Preservation Program Recommendation

The DMC EDA and City of Rochester staff recommends that the following project(s) be considered by the DMC Corporation and City of Rochester for funding under the DMC Downtown Property Preservation Program. This recommendation follows DMC EDA and City staff review and evaluation of the project funding request(s).

Specifically, staff recommend that the DMCC and City:

- Designate the proposed project(s) as a DMC “public infrastructure project”
- Approve the recommended project(s) as consistent with the DMC Development Plan
- Allocate DMC funding to the project(s) and in the amount(s) described in the table below

Address	Recommended DMC Funding	Total Project Cost	Category of Investment	Project Description
330 Broadway Ave S	\$125,288.04	\$250,576.09	• Adaptive Reuse	Development of second-story housing unit
400 Broadway Ave S	\$202,274.33	\$404,549.67	• Building Safety & Preservation	Roof replacement, brick tuck-pointing, interior bathroom renovation
212 1 st Ave SW	\$380,985.00	\$761,970.00	• Building Safety & Preservation • Building System Upgrades	Roof & trusses replacement, mechanical upgrades

If approved for funding, the project(s) will be required to meet DMC development requirements, including:

- Prevailing wage
- American made steel
- Targeted business and workforce utilization
- Sustainable building standards

Additionally, prior to the distribution of DMC funds the project(s) must:

- Meet all City of Rochester planning, zoning and entitlement requirements
- Provide project and financing documentation
- Execute any necessary agreements with the City of Rochester
 (Funding made available on a reimbursement basis upon project completion)

DESTINATION MEDICAL CENTER CORPORATION

RESOLUTION NO. ____-2024

**A RESOLUTION APPROVING CRITERIA FOR USE OF LINK BUS RAPID TRANSIT
CONTINGENCY FUNDING**

BACKGROUND RECITALS

A. In the 2025 Five Year Capital Improvement Plan (the “**2025 CIP**”) approved by the Destination Medical Center Corporation (“**DMCC**”) on September 26, 2024 per Resolution No. 154-2024, the DMCC approved \$13,740,000 in general contingency funding (the “**Contingency Funding**”) for the Link Bus Rapid Transit (“**BRT**”). The approved Contingency Funding augments existing contingency budgets provided for various portions of the BRT project. As a result of the increase in the Contingency Funding, the DMCC imposed a condition in connection with its approval requiring that “[t]he additional contingency funds of \$13,740,000 will be expended based on criteria developed at the direction of the DMCC board and following approval by the DMCC and City staff made prior to use.”

B. Staff of the City of Rochester (“**City**”) and the Destination Medical Center Economic Development Agency (“**EDA**”) have developed criteria for the preservation and use, approval, and reporting of the Contingency Funds, including anticipated expenditures, which are attached as **Exhibit A** (the “**BRT Contingency Criteria**”).

C. Staff of the City and the EDA now request that the DMCC approve the BRT Contingency Criteria.

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED, by the DMCC Board of Directors that the DMCC approves the BRT Contingency Criteria; provided, that:

1. The scope of approval for the BRT Contingency Criteria is set forth in the attached **Exhibit A**.
2. Any modification to the BRT Contingency Criteria will be subject to subsequent approval by the DMCC.

BE IT FURTHER RESOLVED, that the Chair and Treasurer are hereby authorized and directed to transmit this Resolution to the City and to take such actions as are necessary or convenient to effectuate this approval and finalization of the BRT Contingency Criteria.

EXHIBIT A

To: DMCC Board of Directors

From: DMC EDA

Date: November 26, 2024

RE: Proposed Criteria for the Use of Link Bus Rapid Transit Contingency Funding

The 2025 DMC Capital Improvement Program (CIP) includes \$13,740,000 in general contingency funding for the Link Bus Rapid Transit (BRT) project sourced from DMC transit aid. This stand-alone contingency budget augments existing contingency budgets that are assigned to various elements of the BRT project. Because of this increase in the project budget, the DMCC required that “(t)he additional contingency funds of \$13,740,000 will be expended based on criteria developed at the direction of the DMCC board and following approval by DMC and City staff made prior to use.”

This memorandum describes proposed criteria for the preservation and use, approval, anticipated expenditures, and reporting of contingency funds.

1. **Preservation and use of contingency funds.** Contingency funding allocated to various elements of the BRT project should serve as the first source of funding for immediate project needs, with stand-alone contingency funding as a “replenishment” source if needed. Additionally, staff understand that it is the preference of the DMCC board of directors to complete the BRT project without expending stand-alone contingency funds if possible. Careful management of the project budget may permit these DMC transit funds to be reallocated to other transit initiatives following the close-out of this project.
2. **Contingency use approval.** Prior to the expenditure of the stand-alone contingency funding, the BRT project team should report to the DMCC board of directors on the status of the project budget, including the use of other contingency budgets, and the necessity to use stand-alone contingency funding. If the use of contingency funding is approved by the DMCC, City staff may proceed to negotiate individual project change orders.
3. **Anticipated expenditures.** If the use of stand-alone contingency funds is recommended, staff anticipate that expenditures will generally be related to: 1) project elements that are deemed necessary for the project to continue, 2) are intended to provide for project optimization, 3) or serve to mitigate the impact of construction through “Business Forward” strategies:
 - i. **Necessary:** Necessary change orders will detail scopes of work that are required to complete the project’s stated purpose as approved by the DMCC. Such change orders typically involve work needed to address time-sensitive and unforeseen field conditions, or adjustments with adjacent public infrastructure or private property to ensure a fully functional, resilient, and high-quality project. For necessary change orders, staff would propose a per-order expenditure limit of \$350,000.

- ii. **Optimization:** Optimization change orders will detail scopes of work that are intended to improve the project and long-term public experience beyond what was described in the as-awarded project scope of work. Such change orders typically involve work that is intended to improve the user experience, decrease long-term operating and maintenance costs, or leverage construction activity to make other timely and prudent infrastructure improvements. For optimization change orders, staff would propose a per-order expenditure limit of \$150,000, with the aggregate total of optimization change orders not to exceed \$2,000,000.
 - iii. **Business Forward:** Business Forward change orders will detail scopes of work that are intended to reduce the impact of construction on individuals and properties in proximity to project construction activities through improved project phasing, communications, and programming/activation. For Business Forward change orders staff would propose an aggregate total not to exceed \$750,000.
4. **Reporting.** Whether stand-alone contingency funding is approved for use or not, City project management staff shall provide a written BRT project update at each regular DMCC board of directors meeting. The update will detail:
- i. Any factors that may impact the on-time completion of the project, such as construction or procurement delays
 - ii. Upcoming project milestones
 - iii. Any factors that may impact the on-budget completion of the project
 - iv. A summary of all project change orders to include, at minimum, the approval date, scope of work, and amount of the change order
 - v. The status of project funding, to include any use of the contingency funding allocated to specific project elements, including:
 - 1. Guideway and Track Elements
 - 2. Stations, Stops, Terminals, Intermodal
 - 3. Support Facilities: Yards, Shops, Admin. Buildings
 - 4. Sitework & Special Conditions
 - 5. Systems
 - 6. Right-of-Way, Land, Acquisition Costs
 - 7. Business Forward engagement and construction mitigation
 - 8. Professional Services
 - vi. Additional foreseeable uses of contingency funding

Aligning Infrastructure: Bold. Forward. Unbound. in Rochester

To: DMCC Board of Directors
From: DMC EDA
Date: November 26, 2024



Request of the board of directors:

Consider amending the 2025 Five Year Capital Improvement Plan as to “Infrastructure Alignment: Bold. Forward. Unbound. in Rochester”

Background:

In September 2024, the DMCC board of directors made an initial investment to support the extraordinary growth associated with Mayo Clinic’s Bold. Forward. Unbound. in Rochester (BFUIR) initiative. That investment of \$1,000,000 is intended to support allow “staff and consultants from Mayo, City, and DMC to evaluate infrastructure needs, develop a proposed construction and responsibility matrix, and make recommendations to optimize project schedules.” The approval resolution further noted that “these funds are not intended to support specific physical improvement, and any future capital requests in the affected area will be informed by these coordinating activities.”

In response to this approval, the DMC EDA and City of Rochester staff have been undergoing an analysis of infrastructure investment requirements and opportunities associated with as a result of Bold. Forward. Unbound. in Rochester.

The analysis will:

- Identify streets that will be impacted by construction
- Indicate whether those streets present an opportunity for the City to make additional infrastructure investment to support increased capacity for future development, enhance design improvements to increase community integration and connectivity, optimize construction expenditures, or achieve other DMCC and City goals.

This analysis, driven in part by the implementation schedule of BFUIR, particularly construction undertaken in 2025 and 2026, will be presented for discussion at the February 2025 DMCC board meeting.

That said, there is time sensitive opportunity that requires consideration by DMCC at this time related to work that will commence in Q1 2025:

Mayo Clinic growth will require Utility Plant Underground Infrastructure Improvements (UPUI) in approximately 10 blocks in an area bordered by Center St. W, 6th Ave. NW, 3rd St. NW and 2nd Ave NW.

The proposed resolution and staff report that follow this memorandum further describe the request.

DESTINATION MEDICAL CENTER CORPORATION

RESOLUTION NO. ____-2024

A RESOLUTION APPROVING AMENDMENT TO THE 2025 FIVE YEAR CAPITAL IMPROVEMENT PLAN AND PROVIDING FINAL APPROVAL OF EXPENDITURE OF FUNDS FOR PUBLIC INFRASTRUCTURE IMPROVEMENTS

BACKGROUND RECITALS

A. In the 2025 Five Year Capital Improvement Plan (the “**2025 CIP**”) approved by the Destination Medical Center Corporation (“**DMCC**”) on September 26, 2024 per Resolution No. 154-2024, the DMCC approved supporting infrastructure alignment in association with Mayo Clinic’s Bold. Forward. Unbound in Rochester (“**BFUiR**”) initiative in the amount of \$1,000,000. Specifically, DMCC’s approval stated that “these funds are not intended to support specific physical improvement, and any future capital requests in the affected area will be informed by these coordinating efforts.”

B. Staff of the City of Rochester (“**City**”) and the Destination Medical Center Economic Development Agency (“**EDA**”) have commenced an analysis of infrastructure investment requirements and opportunities associated with BFUiR. This analysis has identified an additional opportunity in connection with the Infrastructure Alignment: Bold. Forward. Unbound in Rochester, not included within the 2025 CIP, as further detailed in the attached **Exhibit A** (the “**Capital Project**”).

C. Staff of the City and the EDA now request that the DMCC approve an increase in the 2025 CIP in the amount of \$1,600,000 to fund the Capital Project.

RESOLUTION

NOW, THEREFORE, BE IT RESOLVED, by the DMCC Board of Directors, that the DMCC approves an amendment to the 2025 CIP in the increased amount of \$1,600,000 to fund the Capital Project and that the DMCC hereby approves the Capital Project as a public infrastructure project within the meaning of Minnesota Statutes Section 469.40, Subdivision 11, and consistent with the Development Plan, adopted on April 23, 2015, as amended; provided that:

1. The scope of approval for the Capital Project is set forth in the attached **Exhibit A**;
2. Any material deviation from the scope of approval for the Capital Project will be subject to subsequent approval by the DMCC, which approval shall be based upon final determination and review of scope, costs, and availability of funds; and
3. The EDA and City are directed to provide the DMCC Board of Directors with regular updates with respect to the scope and costs of the Capital Project.

BE IT FURTHER RESOLVED, that the Chair and Treasurer are hereby authorized and directed to transmit this Resolution to the City and to take such actions as are necessary or convenient to effectuate this amendment to the 2025 CIP.

EXHIBIT A

To: DMCC Board of Directors
From: DMC EDA
Date: November 26, 2024

RE: Recommendation to amend the 2025 Five Year Capital Improvement Plan as to “Infrastructure Alignment: Bold. Forward. Unbound. in Rochester”

In September 2024, the DMCC board of directors made an initial investment to align community infrastructure with the growth associated with Mayo Clinic’s Bold. Forward. Unbound. in Rochester (BFUIR) initiative. As staff continue to evaluate infrastructure needs, develop a proposed construction and responsibility matrix, and make recommendations to optimize project schedules, there is a time sensitive infrastructure investment opportunity adjacent to the first phase of BFUIR projects.

Mayo Clinic growth requires Utility Plant Underground Infrastructure Improvements (UPUI) in approximately 10 blocks in an area bordered by Center St. W, 6th Ave. NW, 3rd St. NW and 2nd Ave NW. The City and Mayo Clinic are coordinating on final design and approvals for one phase of this work around the proposed North Parking Ramp shown in the image below. Mayo Clinic will be installing infrastructure improvements on three sides of the ramp that are colored green.



This is an area where staff believe it is optimal to make additional infrastructure improvements to support future growth and demand.

The DMC EDA and City staff recommend approving \$1.6 million in DMC General State Infrastructure Aid (GSIA) funding to modernize and upsize the sanitary and storm sewer lines and install a cycle track element which will connect with future legs of the cycle track as further street upgrades occur.

This work would be completed in 2025/26.

Private Development Preview

To: DMCC Board of Directors
 From: DMC EDA
 Date: November 26, 2024

Request of the board of directors:

No action requested.

Background:


While all private development projects submitted to DMC must meet the “but for” test, DMC EDA staff evaluates each submitted project against the priorities set by the Board before developing a recommendation for the Board. Below is a summary of Board priorities as staff understand them:

- Geographic priorities: Heart of the City, Discovery Square, TOD corridor
- Product Type: Preferencing med-tech and workforce housing development
- Prioritize projects most likely to achieve DMC goals: private investment, job creation, tax base growth
- Validate market demand; support first-in-market opportunities
- Meet or exceed Sustainability targets
- Contribution to City of Health experience goals
- Leveraging existing infrastructure investments to catalyze more opportunity

Areas of focus adopted as part of the Phase 2 development update (Nov. 2020 adoption):

- Economic diversification
- Housing affordability
- Mainstreet innovation
- Local entrepreneurs
- Local minority and women-owned business capacity

Below is a summary of the active conversations underway with private developers within the DMC District. Inclusion on this list does not mean that these projects will ultimately apply for DMC funding, but rather is included to give you an overview of what kinds of projects are currently being contemplated within the district that *may* come forward in the future for a funding request.

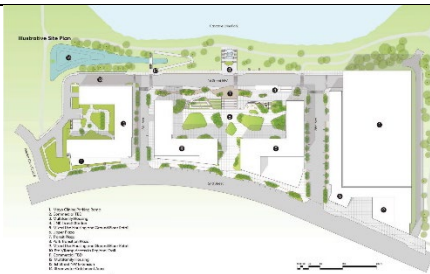
HOUSING	
 <p>Civic Center North Lot</p>	<p>Action was taken by the DMCC Board at the 2Q2024 meeting, and subsequently by City Council to authorize public support for this project. DMC support is for \$3M in GSIA infrastructure support to enable the project to be the first private customer of the downtown district energy system, as well make an enhanced public realm experience surrounding the project, including the Riverfront.</p> <p>The project will include 243 market rate units and 76 affordable housing units available to those making at or below 60% AMI.</p>



Gerrard 2nd Street

Proposing a mid-to-large apartment building (~133 units) with ground floor commercial space on 2nd Street near 6th. A smaller (4-unit) building planned as affordable for-sale units, and a mid-block pedestrian public realm corridor to break up the superblock are also part of the project and it is anticipated that there would be a DMC request to support the land and construction of this public connection, which would be deeded to the City while the developer would oversee ongoing maintenance for a term of at least 20 years.

The developer is looking to proceed with this project and so is working with the City and First Homes. Once the City is solidified on their interest in the mid-block park, and First Homes is clear that this property is what will work for their customers, a DMC funding request can be submitted.



West Transit Village (WTV)

The western terminus of the LINK Rapid Transit line is envisioned as a transit village that will accommodate several hundred units of housing and amenity retail in addition to the transit and parking infrastructure needed on the site. Mayo Clinic is in active negotiations with Kraus Anderson as their developer partner and has refined the project vision to two options that include +/- 300 units of housing, retail, parking and public realm.

At the 2Q2024 DMCC Board meeting action was taken to support \$3.9M in DMC GSIA funding to support the first phase of residential development by Aeon – a 94 unit senior affordable housing building that wraps 2 sides of the planned Mayo parking ramp. City Council subsequently also voted to support this allocation of funds.

Significant additional work is being done and it is expected that an additional request for this project will come forth in the 1Q2025 meeting that include other components of site infrastructure needed to support additional housing and commercial space (potentially including a daycare) on this site.



Michael's Site

A high-rise multifamily and UMR programmatic space is in the early planning stages for this Broadway location. The development will include active ground floor retail and skyway connection across Broadway to the Hilton Hotel.





This project is still in concept planning, and the development team has continued active conversations with City and DMC staff. This would also potentially be a district energy customer.




CityWalk Apartments

This is an approximately 400-unit market rate apartment building on the south side of 2nd Avenue and 6th Street. The development plan includes preservation of the NOAH units next door to this new construction.

They have received Main Street grant funding for the enhanced public realm space on the corner.

 <p>YMCA Development</p>	<p>Redevelopment of the downtown YMCA site into approximately 215 units of multifamily housing including some ground floor live-work spaces.</p> <p>Construction is currently underway on this project, with completion in 2025.</p>
<p>R&R Properties of Mankato (Discovery Walk)</p>	<p>An approximately \$8.4M request was brought forward in 3Q2024 for this ~94 unit unrestricted rental property (TDC approximately \$34M).</p> <p>The request was denied by the DMCC Board in 3Q2024, no further information has been received by DMC EDA staff regarding a re-submission.</p>
 <p>Maria's Apartments</p>	<p>New ownership of long-standing NOAH is interested in updating these apartments and providing a desirable housing choice for nurses at St. Marys. This project could be the first pilot in smaller scale incremental development and redevelopment opportunities that may access DMC support.</p>
<p>HOSPITALITY</p>	
 <p>Olmsted Bank Building</p>	<p>The project was awarded \$300,000 in Main Street Grant funds to support predevelopment interior demolition. No further progress on the development as developer is reconsidering their plans.</p>
 <p>Post Office</p>	<p>The Post Office building on Broadway is owned by a Utah-based hospitality developer with local ties.</p> <p>Owners of the building are proposing a 140-key boutique hotel for longer-term travelers. The developer is interested in sustainability and considering a flag that aligns with this environmental approach.</p> <p>This project has submitted a TIF application to the City of Rochester. However, currently interest rate environment has added additional project costs and widened the gap for feasibility, so the project is under continued review for possible solutions. There are several hurdles the developer has outlined (access to a long-term parking</p>

	<p>agreement, TIF) that need to be crossed for this project to proceed. The developer is looking to make a decision in the next several months and conversations are active.</p>
 <p>Civic Center Drive Site</p>	<p>A development team has come forward with a proposed 2-phase, 250 unit affordable housing project in the Civic Center Drive area.</p> <p>The team continues to advance their proposal with the City to determine the potential bond support and TIF capacity that could be granted before determining whether DMC support will also be requested.</p>
Post Bulletin Site	A hospitality-centered team last shared a concept with two hotels, a high residential tower and 7,000 sf of retail space, but is still in very high level concept stages of pre-development.
OFFICE/LAB	
Three Discovery Square	<p>An application has been submitted for Mortenson’s DS3 project that proposes a 7-story speculative building that is half lab space half CGMP space (clean manufacturing). DMC EDA staff is in early review of the submitted materials along with City staff.</p> <p>Mortenson has commissioned HR&A to do a complete economic impact analysis of DS1, DS2 and DS3 that is being refined, as well as signed its first lease in Discovery Square 2 with NRI and Mayo. Mortenson is seeking to hit 50% leased in 2DS before moving forward with 3 DS.</p>
Shared Lab	In coordination with DMC EDA staff in Business Development, the operating program for a shared lab is still in development in partnership with Mortenson and various potential 3 rd party operators. When this business model is more defined it is expected that this project will return to the DMC Board for a funding request.

Fulfilling the DMC Vision, Mission, and/or Goals:

DMC aims to support private investment that is in line with the overall mission of the DMC Initiative. The 20-year goal is to attract more than \$2.1B of non-Mayo private investment.

Approvals, milestones, and decision points:

As projects further develop their plans we will continue to update the Board and if an application for funding is submitted the formal review process will begin. Currently Discovery Square 3 is an active application under review.

5-Year Update to 20-year DMC Development Plan

To: DMCC Board of Directors

From: DMC EDA

Date: November 26, 2024

Request of the board of directors:

No action requested.

Current Status:

The DMC EDA has issued a Request for Proposals (RFP) for the provision of economic and fiscal impact analysis that measures progress toward DMC's five major goals from 2015-2024.

- 1) Creating a comprehensive strategic plan with a compelling vision that harnesses the energy and creativity of the entire region;
- 2) Leveraging public investments to attract more than \$5 billion in private investments to Rochester;
- 3) Creating more than 30,000 new jobs, with workforce development strategies that support that growth;
- 4) Generating approximately \$7.5–\$8.0 billion in new net tax revenue over 35 years (2015-2050); and
- 5) Achieving the highest quality patient, visitor, and community member experience both now and in the future.

Proposals will identify metrics, data sources, and other pertinent information that demonstrate quantitative and/or qualitative impacts toward each DMC goal. Additionally, successful respondents will compare the gathered data to the growth and investment assumptions made in the 2015 DMC Development Plan and provide a comparison of actual-to-assumed growth across DMC subdistricts and priority areas.

In addition to this retrospective analysis, the DMC EDA is working with City of Rochester staff to prepare an RFP seeking firms to assist in the preparation of a plan update that meets legislative requirements (requirements noted below). The DMC EDA expects to issue that RFP in early December, 2024.

Background:

In accordance with the DMC Act, the DMC EDA will prepare an updated DMC Development Plan for DMCC and Rochester City Council consideration in 2025.

The DMC Act requires that the DMC development plan:

- Provides an outline for the development of the City as a destination medical center, and the Plan is sufficiently complete, including the identification of planned and anticipated projects, to indicate its relationship to definite State and local objectives;
- Affords maximum opportunity, consistent with the needs of the City, County, and State, for the development of the City by private enterprise as a destination medical center;
- Conforms to the general plan for the development of the City and is consistent with the city Comprehensive Plan;

- Includes strategic planning consistent with a destination medical center in the core areas of:
 - commercial research and technology
 - learning environment
 - hospitality and convention
 - sports and recreation
 - livable communities, including mixed-use urban development and neighborhood residential development, retail/dining/entertainment, health and wellness, and transportation
- Estimates short- and long-range fiscal and economic impacts
- Provides a framework to identify and prioritize short- and long-term public investment and public infrastructure project development and to facilitate private investment and development, including the criteria and process for evaluating and underwriting development proposals
- Includes land use planning; transportation and transit planning; operational planning required to support the medical center development district; and ongoing market research plans

Additionally, as the 2020 DMC plan update did, this update can:

- Reflect the progress to-date against agreed-upon DMC goals
- Incorporate and/or complement other plans and strategies which may impact DMC
- Address community priorities
- Create opportunity to share and reaffirm DMC's primary mission, vision, and purpose

Chateau Theatre



To: DMCC Board of Directors
From: DMC EDA
Date: November 26, 2024

Request of the board of directors:

No action requested.

Background:

To-date, the DMCC and City Council have approved approximately \$7.7 million in DMC funding for the purchase, maintenance and operation of Chateau Theatre. The DMCC and City Council approved an additional \$1 million for HVAC upgrades in 2024.

The City of Rochester also secured a U.S. Economic Development Administration tourism grant to support restroom renovations.

Chateau Theatre

- Facility Update:
 - o City staff have been evaluating the Chateau Theatre building integrity including specific areas of the building that need special attention due to the historic nature (internal facade). A final report is pending.
- The Chateau Theatre is open daily for guests to explore the space and shop at Threshold Art's local art boutique.
- A busy holiday schedule is planned for the end of 2024 including:
 - Partnership with Absolute Theater: Plaid Tidings
 - Music performance: Shaun John's Cool Yule + the New Standards Holiday Show
 - Puzzle Night
 - Family Holiday Movie Showings
 - Winter Market (featuring food, music, and shopping)
- City and DMC staff have been working closely together to learn how to improve operations of the Historic Chateau Theatre with the goal of creating a new city operating model including learning from experts of other historic theatres. More information will be available to share at the next DMCC board meeting.

Fulfilling the DMC Vision, Mission, and/or Goals:

Heart of the City subdistrict is a long-standing priority for the DMC Corp. board. It is home to many hotels, restaurants, entertainment venues, and medical facilities, many of which have been undergoing reinvestment.

Discovery Square

To: DMCC Board of Directors
From: DMC EDA
Date: November 26, 2024

Request of the board of directors:

No action requested.

BUILD AWARENESS

- Awareness Metrics Update through Q3 2024
 - **17/8 Lead Generation Campaigns Completed**
 - 882/1,000 Company Pitches Made
 - 160/200 Opportunities Generated
 - **1/1 In-Market Familiarization Tours Completed**
 - **34/30 Industry Events Attended**
 - 102,000/250,000 Industry Exposures Generated
 - 109/150 Amplifier Visits Completed
- Investment in Healing Familiarization Tour, October 2-4
 - DMC hosted four life science industry leaders on a familiarization tour with the goal of increasing awareness of the local life science ecosystem and to gain feedback from them regarding Rochester's position in this space.
 - Key Takeaways and Questions
 - i. The connectivity withing our local ecosystem is unparalleled.
 - ii. For industry, navigating Mayo Clinic can be confusing and challenging.
 - iii. Rochester clearly has the assets for startups, but is it a good place for my family and for growth?
 - iv. DMC needs to expand how they market the assets of Rochester, and the companies that have had success here.

BUILD ECOSYSTEM

- Ecosystem Census
 - DMC has engaged a Minneapolis-based healthcare and MedTech expert to support a data gathering exercise intended to identify relevant ecosystem partners in the Service Provide, Higher Education, and Investment Capital nodes.
 - i. Additionally, DMC staff will be creating several “use cases” for how local innovators and start-ups can leverage the census to help them navigate their individual needs.
 - a. Initially, we will be focused on innovators working in the medical device, diagnostic, and cell therapy sectors for this project.
 - ii. DMC staff hopes to have a beta version of the census by Q22025.

BUILD INFRASTRUCTURE

- Shared Lab
 - DMC has completed a needs assessment for a shared lab at Two Discovery Square (see highlights below).
 - i. This assessment is the result of numerous conversations with both Mayo Clinic and non-Mayo Clinic innovators that represent likely users of the space.
 - ii. DMC collaborated with Mayo Clinic Innovation Exchange in the creation of the needs assessment, and it is reflective of their deep understanding of the needs of the Mayo Clinic innovator.

NEEDS ASSESSMENT

GENERAL TURNKEY LAB CHARACTERISTICS: details related to the overall setting, appearance, and function of a turnkey lab space.

- The space should be of a higher quality than typical lab space. The finishes and furnishings should represent quality in a way not found in other parts of the building. It needs to feel impressive.
- For each space type listed below, maximum flexibility should be prioritized and built into the design. The ability to repurpose, reposition, and flex the spaces to accommodate the widest variety of uses is of paramount importance.

BUSINESS MODEL: details related to the operation of the turnkey lab space.

- A thoughtful approach on how to move tenants out, should space become scarce, is critical. “Zombie companies” are a common problem in many shared lab environments, with businesses failing to add headcount, raise money, commercialize, or generally make forward progress. We don’t want an environment where zombie companies are allowed to fester, consuming space and resources that could be available to new, more promising, innovators.

TYPES OF SPACE: details related to the general types of space we feel are needed at Discovery Labs.

- **Shared Lab:** a room of lab benches where individual innovators and start-ups share space within a common area.
- **Private lab:** a private lab space available exclusively to the renter. The room would have typical laboratory furnishings capable of accommodating a range of uses. Could include a single bench, or multiple benches.
- **Equipment room with shared access:** could be a fully equipped shared equipment room (Discovery Labs owns the equipment and users reserve time), or a room where users bring their own private equipment. The specific model of shared vs private equipment is TBD
- **Data Center:** onsite capability to manage, store, and manipulate large data sets. Users could rent space in the data center for storage or rent time in the data center for computing.
- **Classroom/Training facilities:** a block of space within Discovery Labs where tenants and community partners could conduct training and education for cohorts of varying sizes.
- **Deal Room:** a private room available to tenants of Discovery Labs designed for highly confidential discussions around technology, or potential business relationships. A space for investors and companies to discuss deal terms.
- **Office Space – lab tenant:** desk space external from the lab spaces where Discovery Lab tenants can do a variety of non-technical, non-private work. A place to do “paperwork”.

- **Office Space – private tenant:** a private office space that can be rented by lab users, community partners, strategic business contacts, or other groups with an interest in the Rochester technology community.
- **Validation Suite:** a simulated healthcare setting where technologies can be tested, validated, or marketed. Available for use by Discovery Lab tenants, and potentially for rent by other non-Discovery Lab tenants.
- **Social Space:** community space that is intended to drive social interaction amongst Discovery Lab users.
- **Conference Room:** space(s) to accommodate small, private meetings of 2-10 people.

TECHNOLOGY AREAS OF FOCUS: the following list represents areas of technology focus for Mayo Clinic that will likely result in an above average share of lab tenants. Our turnkey lab facility should be tailored to meet this type of technology development.

1. Regenerative Medicine: biomanufacturing, biopharma, transplants
2. Diagnostics: tests, devices, processes
3. Medical Device: implantable, tech enabled, AI enabled
4. Drug Discovery: cancer, immunotherapies, CAR-T
5. Automation and Operational Tech: healthcare automation, “not enough hands”

CUSTOMER GROUPS: The following groups represent our primary targets for Discovery Lab residence. They are ordered according to how lucrative, and how quickly, they are likely to be drawn to Discovery Labs.

1. **Mayo Innovator/Start-up:** an individual innovator, or small start-up, that spins out of Mayo Clinic. This group likely represents the largest initial population for tenancy at Discovery Labs. This group needs the services of a diverse ecosystem, and the physical infrastructure represented at Discovery Labs, but likely does not need help navigating Mayo Clinic.
2. **International Innovator/Start-up:** an international company that has likely gone through some type of regulatory approval in their home country and is looking to expand to the US as they attempt to navigate the FDA. Is likely interested in Rochester and Mayo Clinic for collaborative purposes (clinical trials). Needs physical infrastructure, ecosystem infrastructure, and assistance navigating Mayo Clinic.
3. **Regional Innovator/Start-up:** an individual innovator, or small start-up, based in the upper Midwest. It likely needs physical infrastructure (their home community may not have shared lab assets), ecosystem infrastructure, and assistance navigating Mayo Clinic.
4. **Life Science/MedTech Amplifier:** an organization or association that can help carry the DMC/Rochester message. Many are focused on certain geographies (ie Innovation Norway), or specific technologies (ie the Emily Whitehead Foundation for CAR-T technologies). As we inform them of Discovery Lab capabilities, they can help direct members of their associations to our resources. Over time, those associations may also want a presence at Discovery Labs to further their missions.
5. **Strategic Acquirer:** a private company that is interested in acquiring specific technology companies or innovations present at Discovery Labs. Most start-ups end up being acquired by a larger enterprise, and those firms may like to be found in Discovery Labs to be proximate to that innovation.

SUCCESS METRICS: How we will measure (quarterly, annually) the success of Discovery Labs.

1. # of innovators/start-ups in residence: of the total “spaces” we have available (ie shared benches, private labs, private offices, etc), what percent are occupied at any given time. For community spaces (deal rooms, validation suites, classroom spaces), how often are they occupied?
2. % churn (new entrants vs exits): how many new tenants/members of Discovery Labs do we have on a monthly/quarterly/annual basis? How many innovators, or start-ups, do we have moving out on a monthly/quarterly/annual basis?
3. Total employment of tenants: what is the total payroll for all of the start-ups at Discovery Labs?
4. Total fundraising of tenants: what is the total dilutive/non-dilutive fundraising of Discovery Labs tenants?
5. Self-sustaining financial model: is Discovery Labs financially self-sustaining?

Business Forward Strategy

To: DMCC Board of Directors
From: DMC EDA
Date: November 26, 2024

Request of the board of directors:
No action at this time.



Background:

Business Forward Strategy is a construction mitigation approach used by the City of Rochester and DMC during the construction of public infrastructure in downtown Rochester. It prioritizes collaboration with local businesses and users of public spaces to minimize disruptions that are caused by construction.

With downtown Rochester's continued growth, the area is experiencing an unprecedented surge in public and private construction, projected to last for the next decade. These projects are essential for maintaining infrastructure and fostering community development. However, while offering long-term economic benefits, they present short-term challenges for businesses, such as:

- Reduced sidewalk access
- Street closures
- Parking loss
- Noise and dust
- Navigation difficulties for customers
- Decline in foot and vehicle traffic

Business Forward addresses these issues through proactive, collaborative planning, ensuring construction benefits the community while minimizing disruptions.

There are three key pillars of the Business Forward Strategy:

Construction Phasing:

- Implement micro-phasing to maintain safe and accessible paths to businesses during all stages of construction.
- Plan construction timing to minimize disruptions to businesses and community members.
- Employ innovative solutions to mitigate construction impacts effectively.

Communication:

- Create clear, accessible, and shareable content tailored to specific audiences.
- Provide timely updates to ensure stakeholders are informed throughout the process.

Programming and Activation:

- Develop strategies to sustain interest in construction zones, using wayfinding, beautification, and events to keep spaces vibrant during and after construction.

The first public infrastructure project that used Business Forward Strategy was Heart of the City Phase 1. Additional projects include Discovery Walk, Solders Field Memorial Park, and Broadway Sidewalk Improvement Project, and Link BRT.

Project Update:

DMC and the City of Rochester are working with consultant Jess Roberts of Culture of Health By Design, who also helped to build the Community Co-Design Toolkit, to develop the *Business Forward Playbook*. A new tool that will allow project managers to implement Business Forward into future public infrastructure projects. It is expected to be completed by December 2024.

Equitable Economic Development

To: DMCC Board of Directors
From: DMC EDA
Date: November 26, 2024

Request of the board of directors:
No action requested.

Workplan Update:

1. Community Co-Design Updates:

- a. **Community Co-design Leadership Training:** We offered the 4th Community Co-design Leadership Training in October of 2024. This cohort included leaders from: Wisconsin Dept. of Natural Resources, Engage Winona, City of Roseville, City of New Brighton, and City of Plymouth to expand the knowledge of Community Co-design regionally. We also had leaders from Olmsted County, City of Rochester, DMC, and for-profit organization as part of this cohort. 26 leaders completed the training in this cohort, and the total leaders who received this training grew to 94 in total.
- b. **Community Co-design Outreach:** We continue to host our bi-monthly Community Co-design Updates meetings. We are currently meeting with different local and regional organizations who are interested in learning about community co-design. We shared a presentation with the City of Duluth, the Cradle 2 Career Annual Education Summit, the Next Level Conference, Rochester Public Library, and the Young Southeast Asian Leaders Initiative. In addition to the Citizen Nation Place Engagement Toolkit, Community Co-design was featured in the World Economic Forum’s “Improving Social Outcomes in Urban Development” toolkit, and it was launched in October 2024.
- c. **Community Co-design 2025 Plans:** We are exploring different methods of equitable engagement, and we plan to identify 2.0 version of community co-design as a method of growing democratic participation in decision making. We look forward to updating the “Community Co-design Guide” to include recommendations, and recent co-design case studies and reports.

2. Equity Alliance Updates:

- a. **Equity Series:** We continue to host the Equity Series on the 2nd Wednesday of every month, and we have been successful in convening leaders from City of Rochester, RAEDI, Rochester Area Foundation, Mayo Clinic, United Way, Rochester Public Schools, Olmsted County, and many other organizations and non-profits to attend the virtual series. The topics we covered so far in 2024 are: Youth Engagement from the Youth Perspective, Latino Economic Development Center: Creating Generational Wealth, and Restoring Ecosystem Economies Through Indigenous Foodways.
- b. **Equity Series in Person Session:** we are currently planning to host the December 11th episode in person at Chateau Theatre where our community members, and community and organizations leaders are invited to attend a program that will focus on “Pathways to a Vibrant, Just, and Equitable Rochester”. The confirmed panelists are from the following organizations: City of Rochester, DMC EDA, Olmsted County, Mayo Clinic, Rochester Area Foundation, and Rochester Public Schools. The purpose of the event is growing the followers of the “Equity Series”, and to attract large organizations to join the Equity Alliance.

The flyer is titled "EQUITY ALLIANCE: THE EQUITY SERIES" and "Pathways to a Vibrant, Just and Equitable Rochester". It features a large green and grey arrow graphic pointing right. The event details are listed as follows:

- Wednesday December 11th, 2024
- 11:30 am to 2pm
- Chateau Rochester
15 1st St SE, Rochester, MN 55904
Lunch will be provided

At the bottom, it notes "Hosted in conjunction with BarbershopTalk and Griot Arts" and includes logos for the City of Rochester, DMC Destination Medical Center, griot arts, and Barber Shop Talk.

3. Community Connections and Capacity Building:

- a. Certification Workshops: DMC EDA in partnership with City of Rochester, Equity in the Built Environment Program, Minnesota Department of Administration (Equity in Procurement), and the Minnesota Department of Administration (APEX Accelerator) hosted the first certification workshop of a series of four (virtual and in person) on Saturday November 9th in John Marshall High School. 18 businesses attended the workshop and received technical assistance to become certified in the following certifications: CERT, MNUCP, TG/ED. We plan to the next three sessions in February, April, and June of 2025.
- b. **International Economic Development Council Conference in Denver, Colorado:** DMC EDA was invited to participate as a panelist in September 2024. Our participation focused on how our organization is shaping the built environment job market by sharing an overview of our Targeted Business, Workforce Participation Plan, and Prevailing Wage. The other panelists are from the Federal Reserve Bank of Philadelphia, and Memphis Medical District Collaborative. Based on the date the Federal Reserve has shared, Rochester showed higher wages for medical assistants, nursing assistants, and landscaping workers compared to peer cities.

c. Targeted Business/Targeted Workforce Goals and Reports:

Professional Technical & Construction Administration Projects

Goals	Results on Active Projects (as of November 2024)
Targeted Business Contracts: 7%	9.5%
Workforce Participation (Women): 9%	34.8%
Workforce Participation (Minorities): 15%	13.7%

Construction Projects

Goals	Results on Active Projects (as of June 2024)
Targeted Business Contracts: 7% Commercial	17.8%
Workforce Participation (Women): 9%	4.5%
Workforce Participation (Minorities): 15%	8.5%

4. Affordable Housing Updates:

- a. **Housing Developers Monthly Check-ins:** We are continuing our monthly check-ins with 10 developers who are interested in the Rochester community. We provide the developers monthly updates about the following sites: Riverfront, West Transit, and Kmart. We will continue to provide DMC district site opportunities and City of Rochester opportunities to housing developers, and emerging/BIPOC developers.

Minnesota MedTech 3.0

To: DMCC Board of Directors
From: DMC EDA
Date: November 26, 2024

Request of the board of directors:

No action requested.

Background

- The U.S. Economic Development Agency posted a notice of funding opportunity (NOFO) for the 31 federally recognized Regional Tech Hubs, as authorized by the 2022 CHIPS and Science Act.
- The grant opportunity was for \$40-70M over 2-5 years for each of 5-10 regional tech hubs.
- The Minnesota Tech Hub, referred to Mn MedTech 3.0 (MMT3.0) is based on our rich history in medical devices.
 - Led by GREATER MSP, the MN coalition includes 140+ individuals from ~30 organizations, including Mayo Clinic, Destination Medical Center, University of MN, Medtronic, Allina Health, Boston Scientific, Fogarty Innovation, gener8tor, HealthPartners, Medical Alley Association, Minnesota State Universities, Shakopee Mdewakanton Sioux Community, Office of Governor Tim Walz, and many more.
- Minnesota application was not awarded, but work continues

Update

- **Leadership:**
 - Greater MSP received funding to hire a Managing Director, position is posted.
 - Established a MedTech 3.0 Executive-in-Residence team to lead the development of a work plan and revisit overarching strategy. This team includes Chris Schad from the DMC team.
- **Business investment:** Supported the expansion of multiple healthcare and medical technology companies in Minnesota, with additional projects in process.
- **Workforce:** Created the Minnesota Microelectronics Workforce Partnership combining semiconductor and medical technology manufacturing interests
- **Startups:** Established the MNCubator strategic assessment team and began first pilots with local MedTech startups
- **Capital:** rained a cohort of accredited investors interested in angel investing in healthcare and medical technology

Mobility

To: DMCC Board of Directors
From: DMC EDA
Date: November 26, 2024



Request of the board of directors:
No action requested.

Background:

A multi-modal mobility strategy for the DMC has been developed and includes the implementation of a Link BRT a Rapid Transit Circulator, which is the priority focus of DMC’s mobility infrastructure investments.

Project Update:

Funding

- The City and DMC hosted members of the Federal Transit Authority in October to receive approximately \$58 million dollars in funding for Link BRT.
- The event was attended by local community and elected officials and widely covered in the media

Link BRT Vehicle Design

- City, DMC and Mayo Clinic are currently working with New Flyer of America on optimizing interior vehicle design.
- The exterior bus design is also being finalized.

Construction Management Services Contract

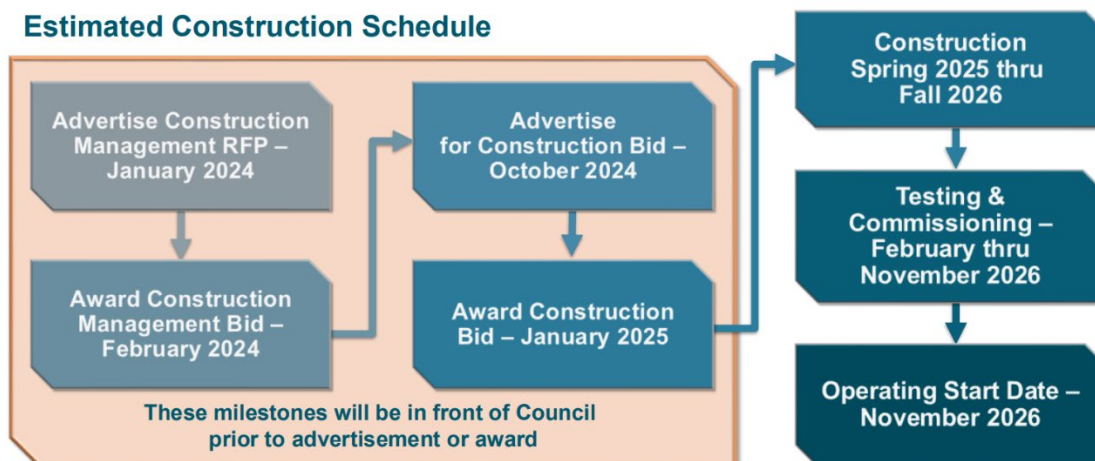
- City Council authorized a contract with Kimley-Horn and Associates, Inc. for Construction Management Services as a professional services agreement to review design documents, construction plans and specifications, complete construction management services of contracts and close-out and deliver the Link Rapid Transit Project.
- The city released multiple RFP bid packages in November 2024 related to the construction of Link BRT.

Fulfilling the DMC Vision, Mission, and/or Goals:

DMC EDA staff are working in collaboration with the city staff and the consultant team, SRF, with a continued focus on the goal of creating a world-class experience that centers equity of access and foregrounds BRT as a desirable consumer choice.

Next Steps:

Estimated Construction Schedule



Public Realm: Discovery Walk

To: DMCC Board of Directors
From: DMC EDA
Date: November 26, 2024

Request of the board of directors:
No action requested.

Background:

Discovery Walk is a linear parkway along 2nd Avenue SW in downtown Rochester that will serve pedestrians as well as vehicle access.



Discovery Walk connects Heart of the City to Soldiers Memorial Field and will create a high amenity pedestrian experience while also maintaining flexibility for bike and vehicular access, civic events, and future development.

Updates:

- Construction crews are currently punch-listing the site.
- DMC + Mayo Clinic held a “Discover Discovery Walk” event in October that welcomed over a thousand Mayo Clinic staff members to the new linear park
- A media event highlighting Ayub HajiOmar was held on Nov 14.
- DMC and City staff are working together to create a SOP for 2025 operations and maintenance.

Fulfilling the DMC Mission, Vision, and/or Goals:

Discovery Square is a new address for the future of bio-medical, research and technology innovation and a keystone to the DMC economic development strategy. The sub-district borrows from Mayo Clinic’s integrated care model to create an integrated district founded in the principles of translational medicine.

Work plan or capital improvement budget implications:

Completion of Discovery Walk has been budgeted for within the DMC CIP.

Public Realm: Downtown Riverfront

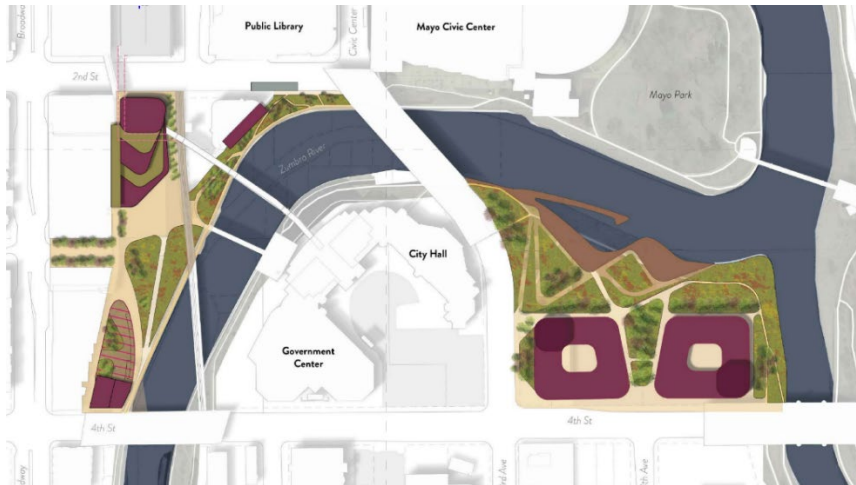
To: DMCC Board of Directors
From: DMC EDA
Date: November 26, 2024



Request of the board of directors:
No action requested.

Background:

To create a bold vision for future use of the Riverfront Small Area Plan site, it will be essential to leverage both the east and west sites together. The east-side focus being higher density and the west-side focused on civic and community engagement.



Update:

Graphics have now been added to multiple surfaces within the site that align with the pre-development infrastructure improvement plan including the parking garage, consolidated garbage enclosure and pedestrian skyway.

City of Rochester in collaboration with Destination Medical Center is working with Hunden Partners to provide preliminary market assessments and strategic advisory related to a developer RFQ solicitation and selection process for the redevelopment/reuse of the two city-owned riverfront parcels. The assessment offered detailed information regarding the timing of the release of an RFQ and the current market environment. Additional work continues with Hunden Partners related to financial feasibility and economic impact.

Additional Anticipated Pre-Development Improvements:

Several pre-development improvements are in progress. Including:

- Replacement wood decking, the area was previously closed to the public because of soft wood panels

- Lighting improvements to alley
- In current conversations with a light engineer about a winter light installation along the river and site

Fulfilling the DMC Vision, Mission, and/or Goals:

DMC EDA staff worked in collaboration with City staff to select the consultant team, and DMC staff will continue to participate through the planning and development process. DMC is particularly focused on the public realm experience and linkages between this site and the rest of the district.

Public Realm: Heart of the City

To: DMCC Board of Directors
From: DMC EDA
Date: November 26, 2024

Request of the board of directors:

No action requested at this time.

Heart of the City Phase 1 Update:

Paver Update:

- **Shifting Pavers:** Pavers that have shifted along the walkways and around the tree-rooms are currently being re-set to create the safest walkway through the site. This work will be completed by the end of November 2024.
- **Raised Letter Pavers:** RDG Planning and Design is working the City and DMC to determine what are the specific issues regarding the raised lettered pavers. There has been community feedback and concerns that some feel that these specific pavers are hard to traverse. The team is working with information gathered from past reports and reaching out to community members with different abilities for feedback.

Upcoming Recommendations:

- A comprehensive proposal, with anticipated costs and budget requests, addressing these issues will be brought to the February 2025 board meeting. This plan will include modifications based on input from residents and experts, ensuring that the public realm remains a safe, accessible, and engaging environment for everyone in downtown Rochester.

Fulfilling the DMC Vision, Mission, and/or Goals:

Heart of the City subdistrict is a long-standing priority for the DMCC board. It is home to many hotels, restaurants, entertainment venues, and medical facilities, many of which have been undergoing reinvestment. Transformation of the public realm, Peace Plaza, is an asset to the downtown core, improve the patient, visitor and resident experience, and help spur future investment.

Work plan or capital improvement budget implications:

This project is funded via state GSIA funds generated through the DMC initiative, approved by both DMCC and Rochester City Council.



Rochester Downtown Task Force

To: DMCC Board of Directors
From: DMC EDA
Date: November 26, 2024

Request of the board of directors:

No action requested.

Background:

In early 2023, the Downtown Rochester Task Force was established to help accelerate Rochester's path forward and build a more resilient downtown.

DMC took the lead in focusing on growth strategies related to task force priorities. DMC developed the "Grow Downtown Together" strategy that focuses on strengthening the demand drivers of downtown which include workforce, education, downtown housing, cultural anchors (Mayo Civic Center, Art Center, Civic Theatre, Chateau Theatre), and catalytic retail.

This work leads to the most impactful work DMC and downtown stakeholders can do together: attracting people downtown.

This work has been integrated as part of DMC workplan in 2024 and 2025.

Task Force Progress:

The Task Force has continued to change their focus from pandemic recovery to construction risk mitigation. *Thriving During Transformation* will be the new focus of the task force with the goal of working together while large transformational projects are being completed downtown. The group will use the Business Forward Strategy as a guide to work toward developing a collective work plan. As construction plans continue to be finalized, DMC will work with Task Force members to work together to mitigate the impact of downtown in key areas including construction phasing, communications, marketing, wayfinding, and business vitality.

Thermal Energy Network

To: DMCC Board of Directors
From: DMC EDA
Date: November 26, 2024

Request of the board of directors:

No action requested.

Project Updates:

1. To create the Thermal Energy Network (TEN) and install the heating hot water and chilled water pipes, DMC investment totaling \$7.2 million was approved in the 2024 DMC CIP.
2. The City of Rochester is preparing for Phase 2 of their Downtown Building Energy Transition (DBET) project, which will include Rochester Public Library, Rochester Art Center, Mayo Civic Center and the Civic Theater. DBET II is designed with connection points for adjacent development parcels including the Civic Center Lot where funding was approved at the May 2024 board meeting for the Sherman Associates multifamily development project.
3. The City and DMC EDA staff have agreed to move forward with a Request for Proposals/Request for Qualifications process to identify a system operator and determine an owner/operator agreement model.
4. A pro forma analysis for a full TEN was completed in November 2024. City and DMC EDA staff are reviewing and discussing the various models assessed.

Background:

In 2015, DMCC adopted the DMC Development Plan, where the principles of sustainability planning are interwoven throughout, through an integrated mix of medium-to-high density uses, integrated live-work environments and green/park space features throughout the downtown. Subsequent action by the DMCC board further reinforces its commitment energy, environmental sustainability and the evaluation and strategic pursuit of district energy systems (DES):

- 2015: DMC Sustainability Goals Adoption within DMC Development Plan
- 2015: Sustainable Energy Options Report Accepted by DMCC
- 2016: District Energy System Resolution Passed by DMCC
- 2019: EIC Strategic Energy Project Plan Approval by DMCC
- 2023: Rochester City Hall installs first downtown geothermal wells
- 2024: DBET II
 - January: Phase 2 budget approved
 - March: Request for Qualifications for construction management services
 - June/July: Phase 2 out for bid
 - August: Phase 2 construction was pushed to spring 2025 due to newly required NEPA (National Environmental Policy Act) and SHPO (State Historic Preservation Office) reviews.
 - December 9, 2024: A Request for Council Action will go to City Council to approve DBET II bid. Bid came in \$5M over original approved budget, from \$22.9M to \$28M.
- Winter 2024-2025: RFQ/RFP process for an operator.

Since 2007, the City of Rochester has made substantial gains toward meeting its climate goals and is on track to achieve a 50% reduction community-wide by 2030. That said, more focus is needed to achieve a 100% reduction by 2050. Electrification of heating systems for homes and buildings and electrifying car and truck fleets are critical to achieving this next stage of reduction.

District Energy helps achieve this goal by connecting buildings to the system that already has an electrified heating and cooling source, allows this to happen at scale, and at the pace of private development. The more who connect, the lower the utility rate and efficiency of the system. The DMC EDA and City staff leading this project believe this will also help attract private developers to our market aligned with the sustainability approach, and goal of realizing additional housing affordability for rent and ownership in the downtown.

West Transit Village

To: DMCC Board of Directors
From: DMC EDA
Date: November 26, 2024



Request of the board of directors:

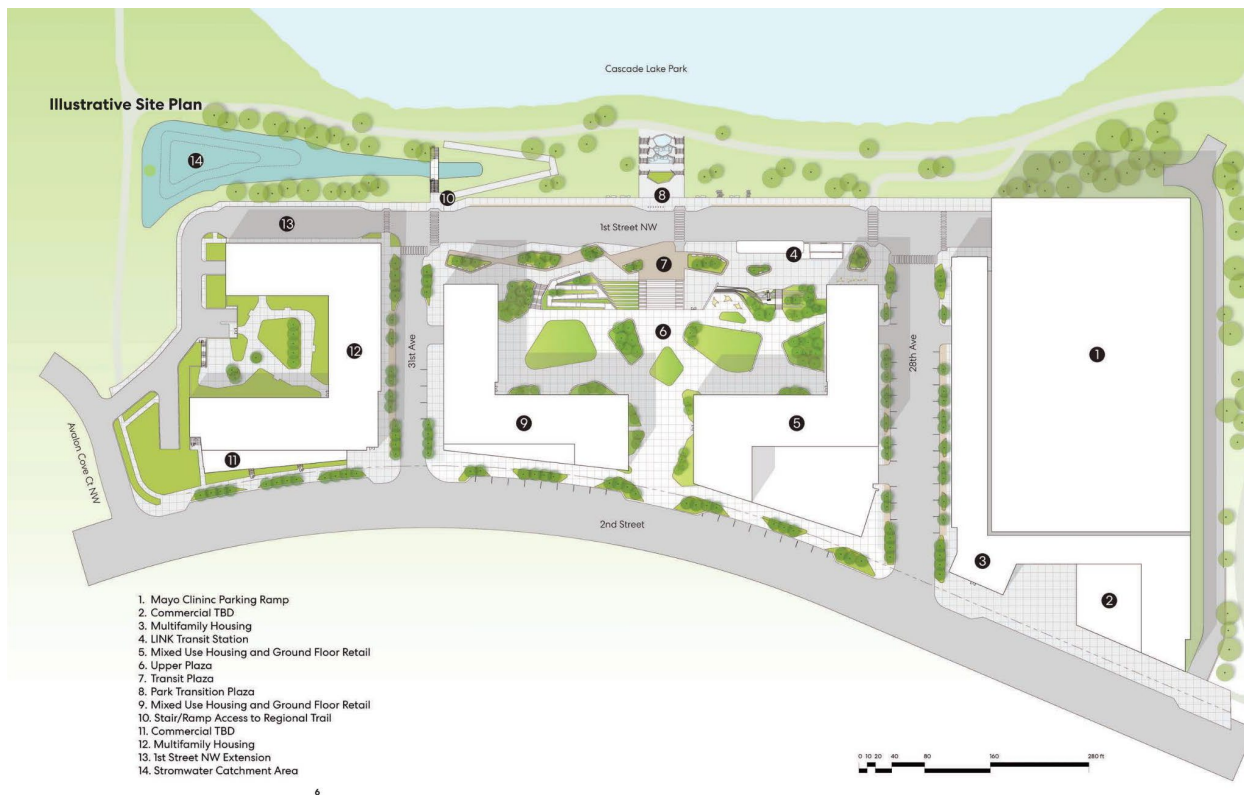
No action requested.

Background:

The DMCC has directed the DMC EDA to be more proactive and creative in spurring new housing creation at all income levels. One way in which DMC EDA staff is responding to this is by pushing forward requests for DMC funds when projects are at an earlier stage in the development process to build more market support and enable developers to attract additional funding. The proposed project is described below.

The DMC vision for the West Transit Village is to provide an authentic place where people want to be and leverage the opportunity to make the BRT journey better than a trip in a private single occupant vehicle.

To realize this ambitious vision, Mayo Clinic, the City of Rochester, DMC, and the selected developer team of Kraus Anderson (master developer and market rate housing) and Aeon (affordable housing developer) have worked in collaboration for over a year. The parties have agreed to a public-private partnership approach and are also driven by the FTA transportation funding schedule for the transit elements of the site as well. A master plan has been developed by the development team in close coordination and partnership with Mayo Clinic, DMC, and the City of Rochester:



To realize this vision will require additional infrastructure outside of the Federal BRT project scope as well as support for the housing components of the project.

At this juncture there are over 42 different major components of the site that need to come together to realize the above vision. Partners are working together to fully develop a detailed matrix of those responsibilities and a schedule in order to maintain the overall project schedule which is built off of the expected opening day of the BRT system in 4Q2026.

While the overall WTV project is not yet developed enough to submit a complete application, there are various infrastructure components that are now defined.

Fulfilling the DMC Vision, Mission, and/or Goals:

The DMC goal of mode shift for transportation requires a significant portion of commuting trips downtown to shift away from Single Occupant Vehicle (SOV) trips and towards other modes including Bus Rapid Transit. The West Transit Village is a key element of enabling the BRT to function well and provide an experience befitting the goal of DMC vision of a world class destination. The inclusion of affordable and market rate housing, as well as amenity and service retail is critical for this site if it is to realize the DMCC Board vision.

Approvals, milestones, and decision points:

- December 2024: City – Mayo Development Agreement is brought to City Council
- January 2025: Strategy for housing support anticipated to be brought to DMC EDA Board