DMC Corporation Board of Directors Meeting

Thursday, May 23, 2024





Destination Medical Center Corporation

Audit Results for Year Ended December 31, 2023

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Agenda

- Financial Statements
- Audit Results
- Required Communications



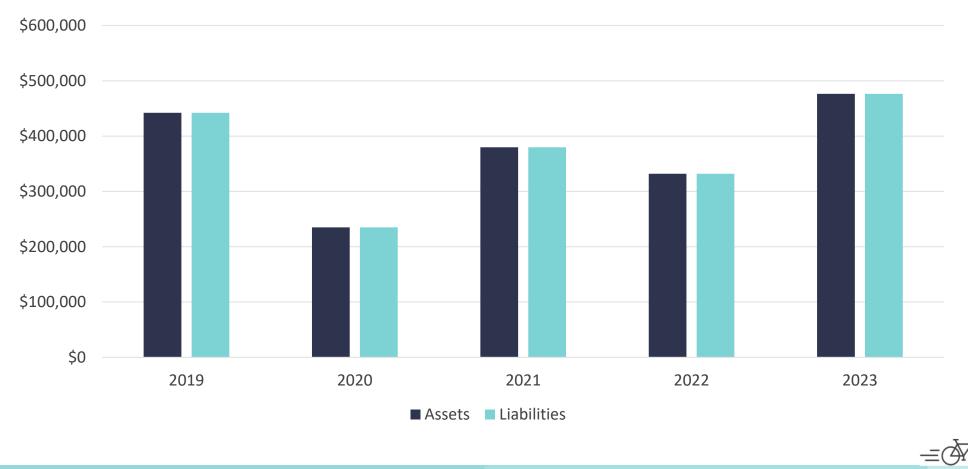


Financial Statements

- Prepared based on Governmental Accounting Standards Board pronouncements
- Single program entity—present expenditures by type (natural classification)
- Component unit
 - DMCC is a component unit of (included in) City of Rochester's financial statements
 - DMC EDA is *not* a component unit of DMCC
 - Will evaluate component unit reporting annually

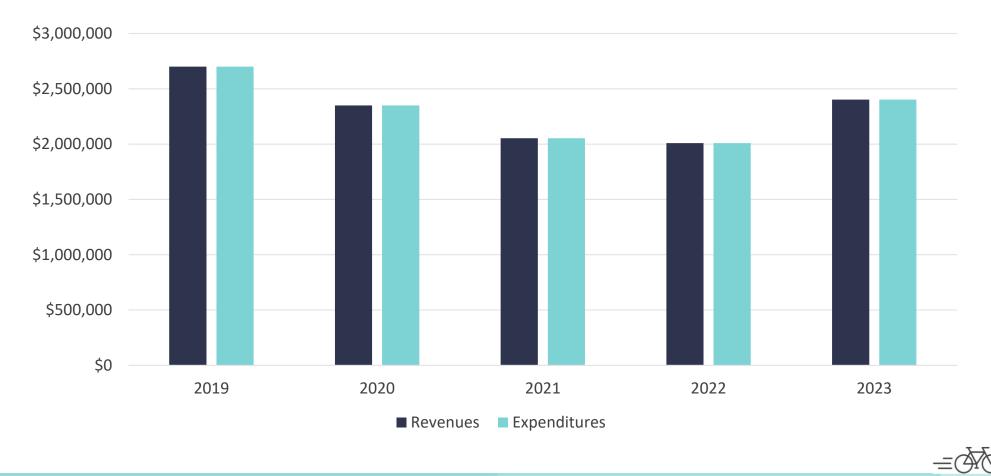


Financial Statements : Assets & Liabilities





Financial Statements : Revenues & Expenditures





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Audit Results

- Financial statements clean opinion
- Internal controls no findings
- Minnesota legal compliance no findings



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Required Communications

- Audit provides reasonable, but not *absolute* assurance
- Accounting policies
 - Described in Note 1 to the financial statements
 - No impact from new accounting standard for software subscriptions
- Audit adjustments none
- No disagreement or difficulties with management



Items to Complete

• Federal and state tax filings



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CPAs | CONSULTANTS | WEALTH ADVISORS

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METRICS: Targeted Business & Workforce Participation

May 2024



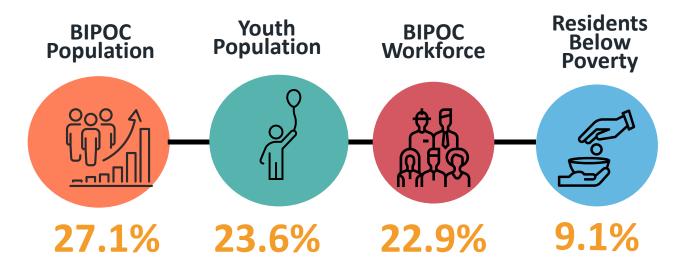
DMC GOALS

- **1. COMPREHENSIVE STRATEGIC PLAN:** Create a comprehensive strategic plan with a compelling vision that harnesses the energy and creativity of the entire region.
- 2. ATTRACT PRIVATE INVESTMENT: Leverage public investments to attract more than \$5 billion in private investments to Rochester.
- **3. CREATE JOBS:** Create more than 30,000 new jobs, with workforce development strategies that support that growth.
- **4. GENERATE ADDITIONAL NET TAX REVENUE:** Generate approximately \$7.5–\$8.0 billion in new net tax revenue over 35 years.
- 5. **BECOME THE DESTINATION FOR HEALTH & WELLNESS:** Achieve the highest quality patient, visitor, and community member experience both now and in the future.

WHY THIS MATTERS

Rochester's Population and Demographics

Rochester's Current Population: 121,395





DMC TARGETED BUSINESS GOALS

Women- and/or BIPOC- owned companies on construction using DMC funds

GOALS

2017 - Q1 2024 ACTUALS

Commercial Construction:7%Heavy/Civil Construction:4%

Commercial Construction:7.8%Heavy/Civil Construction:6.4%

\$35.8 Million has gone to Women- and/or BIPOC-owned businesses



DMC TARGETED WORKFORCE GOALS

Women and/or BIPOC individuals working on construction using DMC funds

GOALS

2017 - Q1 2024 ACTUALS

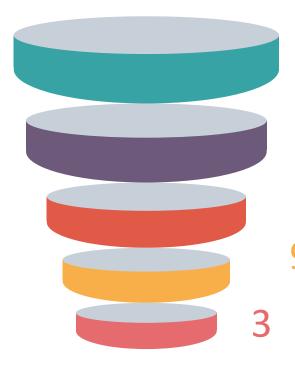
Women in Construction:9%BIPOC in Construction:15%

Women in Construction:**3.6%**BIPOC in Construction:**15.6%**

Prevailing Wage means average salary is \$43.63/hour or \$87,260/year

EQUITY IN THE BUILT ENVIRONMENT PROGRAM

Bloomberg Philanthropies Global Mayor's Challenge Pilot Implementation



200 Registered Unemployed BIPOC Women In SE MN

76 BIPOC Women Reached out to the Program

54 BIPOC Women Received More Information

BIPOC Women Completed Intake Session

BIPOC Women Enrolled in the Program

STRATEGIC OPPORTUNITIES

Capacity Building



Equitable Engagement & Outreach



Local & Regional Partnerships

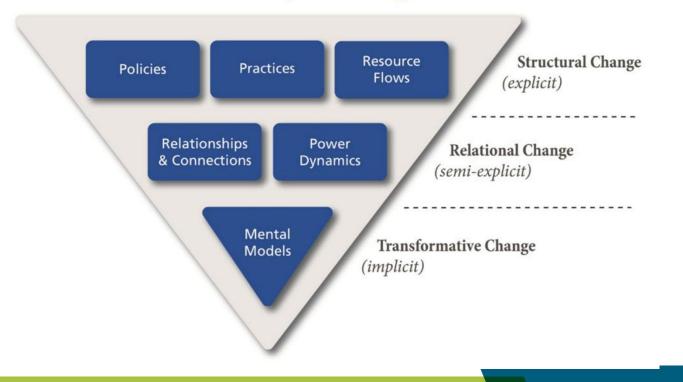


Workforce Recruitment & Training Best Practices



KEY TAKEAWAYS

Six Conditions of Systems Change



Today's Recommended Capital Investments

• Today's recommendations:

| | \$11.9M |
|--------------------|-------------|
| Historic District: | <u>\$5M</u> |
| Housing Project: | \$3.9M |
| Housing Project: | \$3M |

- Since 2021, the DMC CIP has included a "strategic development" fund:
 - 2021: \$7M
 - 2022: \$3M
 - 2023: \$3M
 - 2024: \$10M
 - TOTAL: \$23M
- Established to proactively support housing, med-tech, and downtown property improvement.
- Funding committed to-date (Bryk on Broadway): **\$2.2M**
- Strategic Development fund balance (pending today's action): **\$8.9M**



Housing Development

May 2024



Today's Discussion

Housing Market
 Conditions + DMCC
 Board direction

• Three projects coming forward for action



Olmsted County = 18,085 units

City of Rochester = 14,734 units

What are our housing needs by 2030?

Downtown Area = 3,972 units



NEXT STEPS: TWO PATHS FORWARD

1. Wait for the market to shift

- Housing shortages will likely increase
- Development input costs may come down
- Bold. Forward. Unbound. may create additional market constraints

2. Levers



What are the Projects?

Projects under active pre-development in the DMC district

| Project Name | Туре | Units/Keys | Ready to Occupy |
|----------------------------|-------------|------------|-----------------|
| YMCA Redevelopment | Multifamily | 219 | 2025 |
| Civic Center North | Multifamily | 243 | 2026 |
| | Affordable | 76 | 2027 |
| West Transit Village | Multifamily | 276 | 2027 |
| | Affordable | 92 | 2028 |
| | Affordable | 94 | 2026 |
| CityWalk | Multifamily | 400 | 2027 |
| Confidential (market rate) | Multifamily | 200 | Planning |
| Confidential (market rate) | Multifamily | 85 | Planning |
| Confidential (market rate) | TBD | N/A | Planning |
| Confidential (market rate) | Multifamily | 125 | Planning |
| subtotal | | 1,810 | |

What are the Projects?

Out of the pipeline - three requests for action today

- 1. Bryk on Broadway: Modification of qualifying AMI
- 2. Civic Center North: mixed-income, high-density housing
- 3. West Transit Village: Phase 1 affordable senior housing



Bryk on Broadway

Approve Revisions to Bryk Apartment Project

PROJECT DETAILS

- Mixed-use workforce apartment building
- Commercial Space: 7,260 SF



| Bryk Apartments | Unit Counts |
|--------------------|-------------|
| 50% AMI Unit Count | 54 |
| 60% AMI Unit Count | 18 |
| 80% AMI Unit Count | 108 |
| TOTAL | 180 |



PROJECT DETAILS

Proposal:

- Raise the qualifying AMI for the 80% workforce units to go up to 110% AMI
- The rents will **stay locked** to the 80% AMI levels
- All 50% AMI and 60% AMI unit remain the same.

Civic Center North

Approve TIF request and \$3M of DMC GSIA Infrastructure Funds

PROJECT LOCATION





PROJECT DETAILS

- Mixed-income apartment complex
- Shared parking
- First private development customer of Downtown Thermal Energy network
- Riverfront connection

| Civic Center North | Unit Counts |
|--------------------|-------------|
| 30% AMI Unit Count | 13 |
| 50% AMI Unit Count | 38 |
| 60% AMI Unit Count | 25 |
| Market Rate | 243 |
| TOTAL | 319 |



Community Benefits

- Mixed Income Housing
- Increased Tax Base
- Sustainability Goals include Thermal Energy Network (TEN) connection
- Targeted Business Requirements
- Walkability to downtown and employment
- Riverfront connectivity





Funding Request

DMC EDA Recommendation:

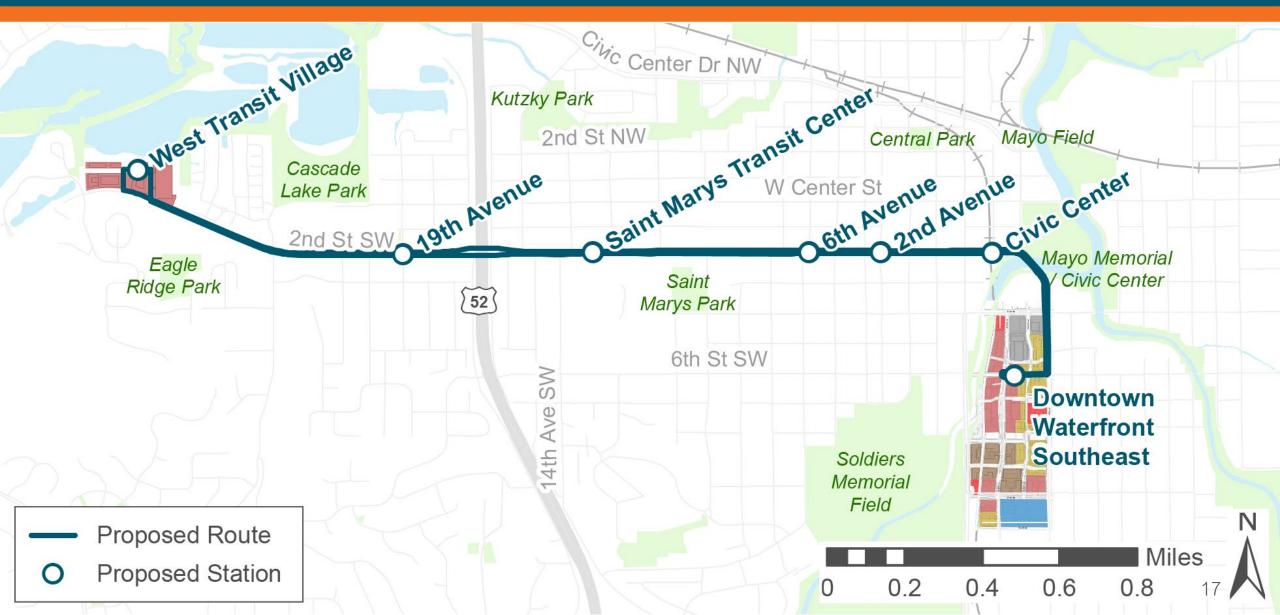
- \$3M in General State Infrastructure Aid (from Strategic Redevelopment line item in CIP)
- Up to \$13M DMC-Enabled TIF

WTV Aeon Phase 1

Approve \$3.9M of DMC GSIA Infrastructure Funds to support first private development at West Transit Village

Link

New LINK Bus Rapid Transit



West Transit Village

Transit:

- station platform
- streets
- parking (Mayo employees)
- parking (public)
- bus charging
- RPT facilities



Village:

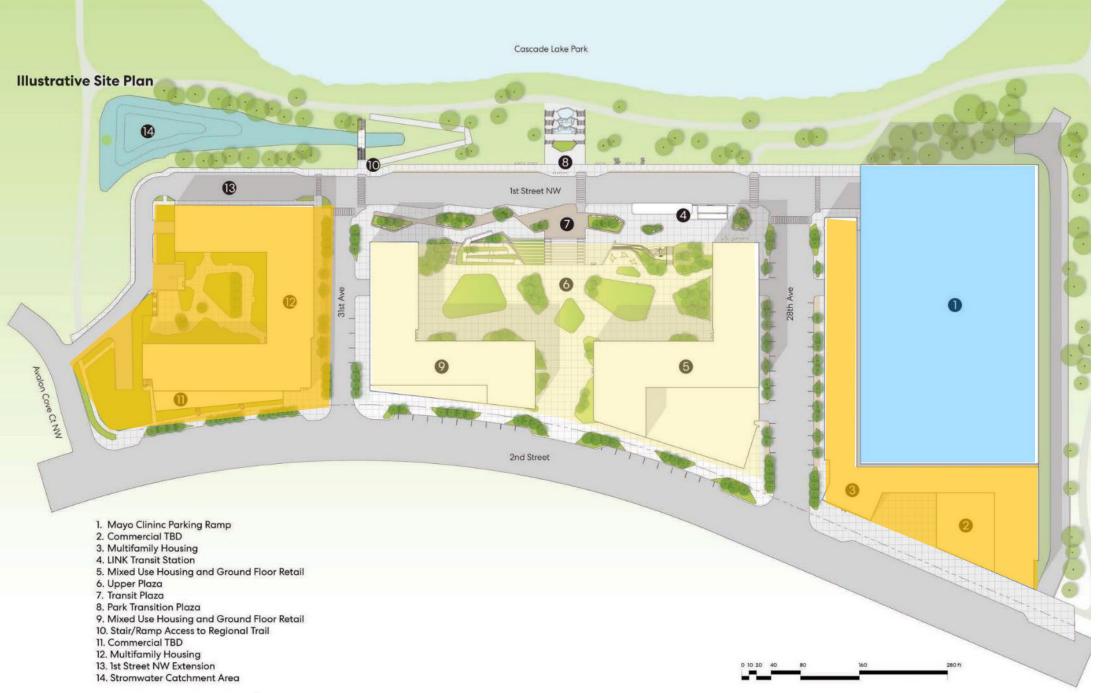
- housing
- retail + services
- open space
- bike & ped connections



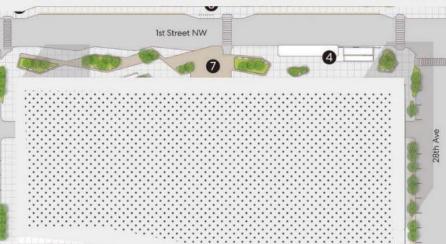
WEST TRANSIT VILLAGE Mixed Use+Transit | KA / Aeon







Illustrative Site Plan



0 10 20

280 ft

2nd Street

- 1. Mayo Clininc Parking Ramp
- 2. Commercial TBD
- 3. Multifamily Housing
- 4. LINK Transit Station
- 5. Mixed Use Housing and Ground Floor Retail
- 6. Upper Plaza 7. Transit Plaza
- 8. Park Transition Plaza
- 9. Mixed Use Housing and Ground Floor Retail
- 10. Stair/Ramp Access to Regional Trail
- 11. Commercial TBD
- 12. Multifamily Housing 13. 1st Street NW Extension
- 14. Stromwater Catchment Area

31st Ave

Illustrative Site Plan





0

280 ft

0 10 20

31st Ave

2nd Street

- 1. Mayo Clininc Parking Ramp
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Illustrative Site Plan





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2

280 ft

31st Av

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280 ft

1st Street NW

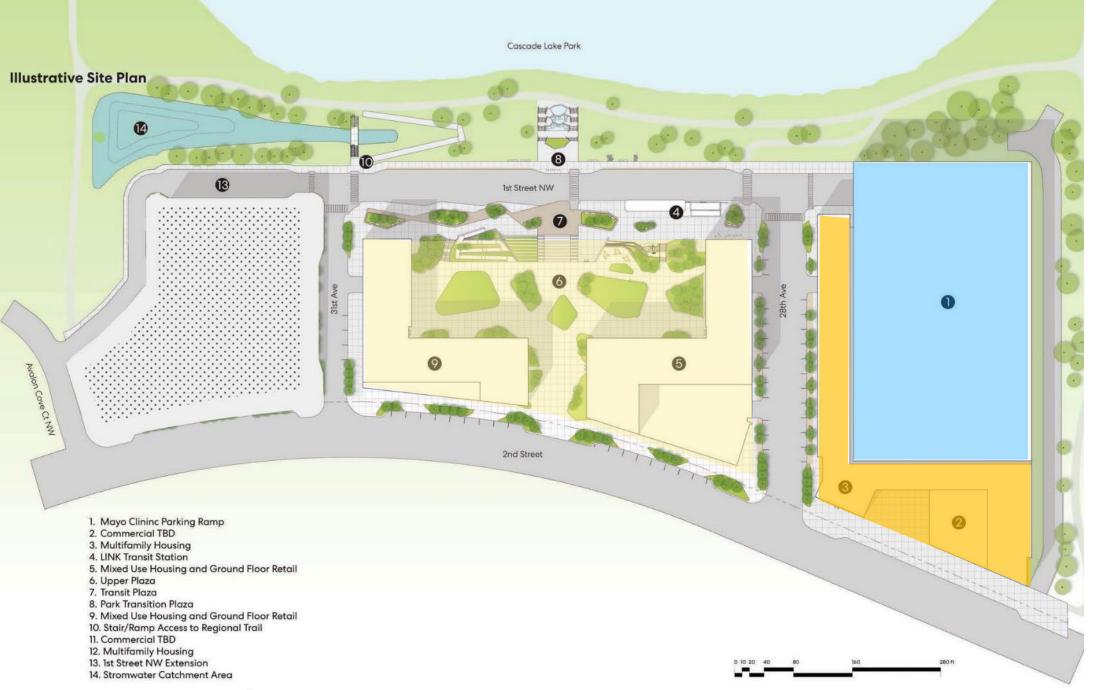
2nd Street

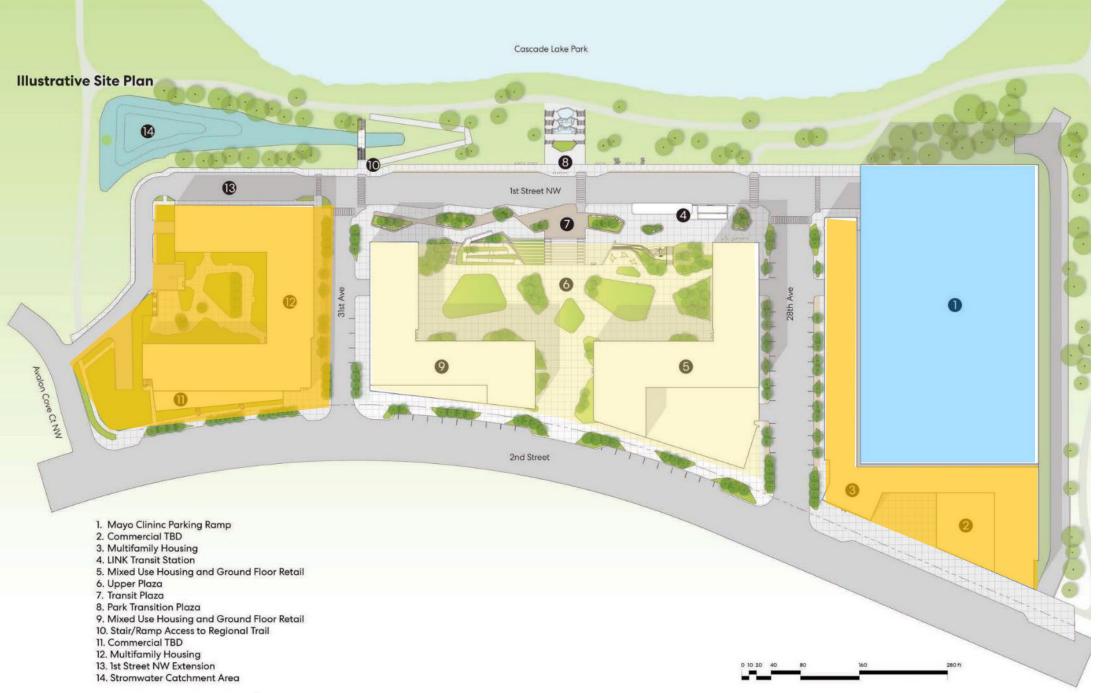
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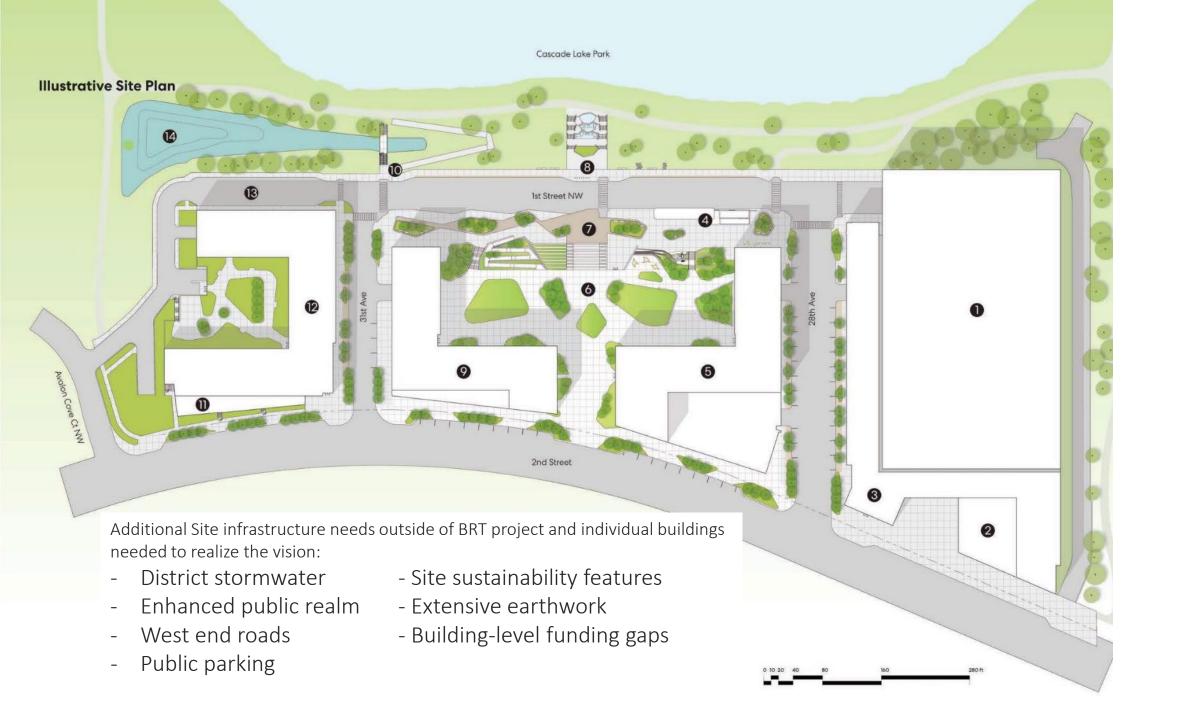
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| PARCEL NO. | 220022414 | PARCEL AREA | |
|------------|---------------------------------|-------------|--------|
| | PROGRAM | | ACRES |
| 1 | Mayo Clinic Parking Ramp | | |
| 2 | Mixed Use 1 | 49,760 | 1.14 |
| 3 | Mixed Use 2 | 136,218 | 3.13 |
| 4 | Public Right-of-Way LINK BRT | | 7 3.53 |
| 5 | Multi-Family Residential | 69858 | 1.60 |
| 6 | City Owned | 34753 | |

Mayo Clininc Parking Ramp
 Commercial TBD
 Multifamily Housing
 Mixed Use Housing and Ground Floor Retail
 Mixed Use Housing and Ground Floor Retail
 Commercial TBD
 Multifamily Housing

2

0

3

Mayo Clinic Parking Ramp Multi-Family Residential Mix Use

PROJECT DETAILS

Project Overview

Current Unit Mix

| Unit Type | Count | Affordability (Rent) | *Tenant Rent |
|-----------|-------|----------------------|--------------|
| 1 bedroom | 12 | 30% AMI | \$603 |
| 2 bedroom | 7 | 30% AMI | \$831 |
| 1 bedroom | 46 | 50% AMI | \$1,065 |
| 2 bedroom | 29 | 50% AMI | \$1,267 |
| Total | 94 | • | |

Total

Approximately 20% of the building is planned to serve households at 30% AMI and below.

*Rent amounts are not finalized; precise levels will be dictated by MHFA Housing Infrastructure Bond guidelines for a 100% Senior Development.



Community Benefits

- Senior affordable housing
- First step in building the village
- Direct connection to BRT system



Timing and coordination needs

- Alignment and coordination with BRT + Parking Ramp design and construction
- MHFA July 11 deadline (State affordable housing funds)



Funding Request

Cascade Lake Park

2

DMC EDA Recommendation:

\$3.9M in General State Infrastructure Aid

Mayo Clininc Parking Ramp
 Commercial TBD
 Multifamily Housing
 LINK Transit Station
 Mixed Use Housing and Ground Floor Retail
 Upper Plaza
 Transit Plaza
 Park Transition Plaza
 Mixed Use Housing and Ground Floor Retail
 Stair/Ramp Access to Regional Trail
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 Stromwater Catchment Area

Supporting Transformation

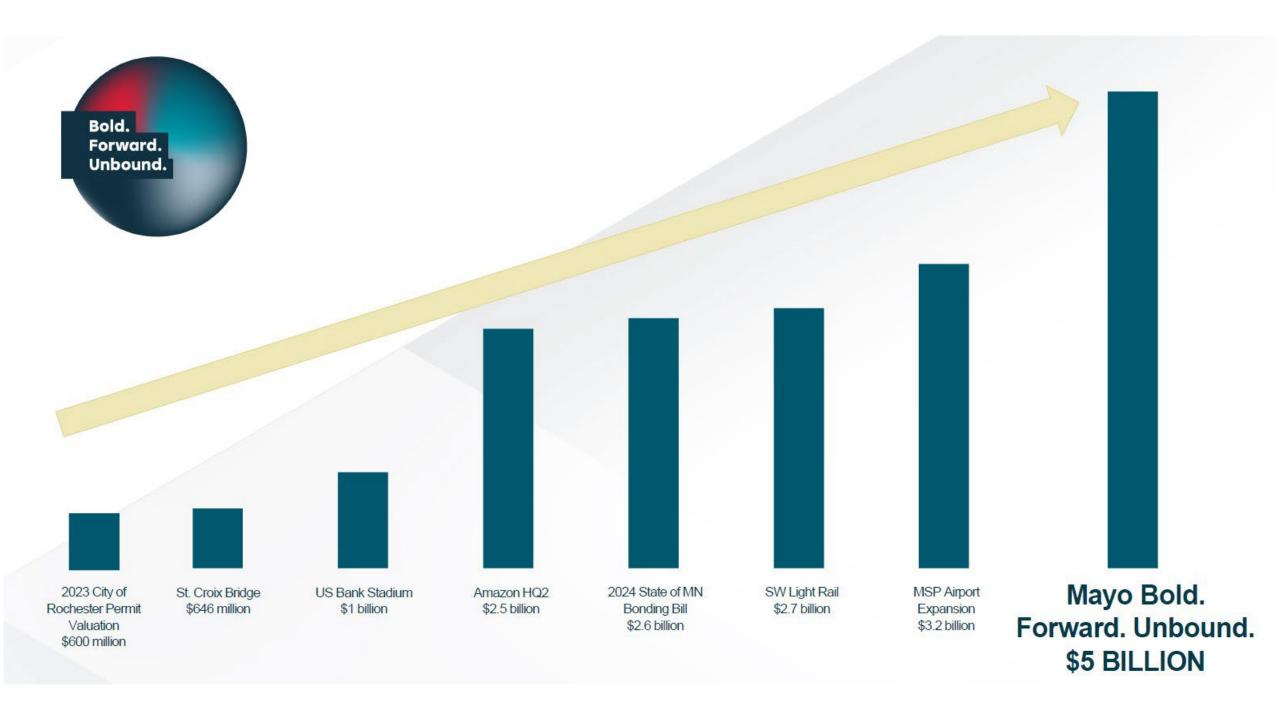


- Request

 Amend 2024 DMC CIP to provide cost-sharing funds for Deputy City Administrator position

• 2024 Budget Impact: \$67,000





Current Focus for City

Gaining and Sustaining Momentum



Supporting Transformation

Team needed to support Bold. Forward. Unbound, City Projects and additional private development





11

Supporting Transformation

• February 2024:

Presented City Transformation Planning Efforts

• May 2024:

Consider Shared Support For Deputy City Administrator, Strategic Development Position dedicated to coordinating DMC district/downtown construction and development, as well as oversight of City DMC Project Management Team

• July 2024:

Position Cost-Sharing Begins (through 2024)

• September 2024:

Consider 2025 DMC Work Plan and Operating Budget DMC share of position funding to be included in annual budget request

- Request

 Amend 2024 DMC CIP to provide cost-sharing funds for Deputy City Administrator position

• 2024 Budget Impact: \$67,000



DMC HISTORIC PROPERTY SUPPORT

May 2024

DIVERSITY OF A CONTROL OF A CON

TODAY



Background



3

Proposed Historic District Program

Discussion + Recommendation



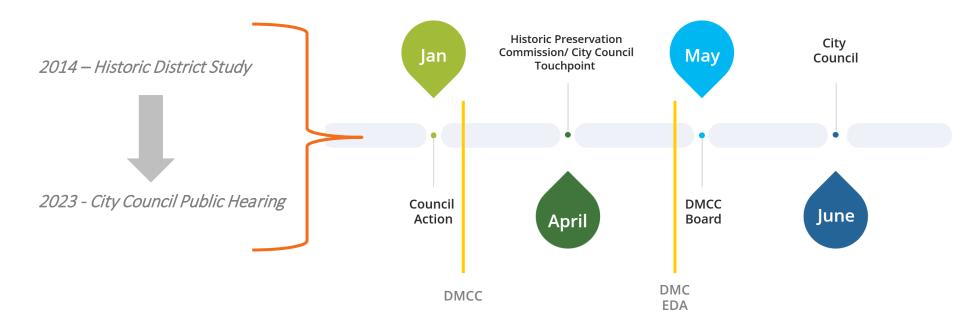
Request

Designate the downtown historic district as public infrastructure

Advance a program of financial
 support of up to \$5 million for
 eligible capital improvements to
 properties within the district

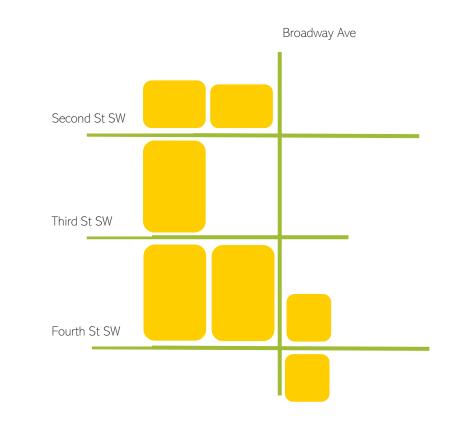


HISTORIC DISTRICT TIMELINE



Historic District

- Established in 2024
- 32 properties
- 4 that do not contribute to the historic status
- Multiple other buildings that have historical significance





— DMC Staff Process

- Reviewed city reports, council discussion + actions
- Studied best practices
- Insights from Mainstreet Grant program
- Property owner and tenant interviews



— Successful Historic Districts

EIGHT FOCUS AREAS



Review of DMC Development Plan

469.41 DESTINATION MEDICAL CENTER CORPORATION ESTABLISHED.

Subdivision 1. DMCC created. The city must establish a destination medical center corporation as a nonprofit corporation under chapter 317A to provide the city with expertise in preparing and implementing the develop

Subd. 9. Nonprofit economic development agency, agency. "Nonprofit economic development agency' establish the city as a destination medical center. Except as provided in sections 469.40 to 46, agency" means the nonprofit agency required under section 469.43 to provide experience and expertise to the purposes of developing and marketing the destination medical center.

469.40 DEFINITIONS. Subd. 2. Membership; quorun

Subd. 10. Project. "Project" means a project to implement the development plan, whether public or priva Subdivision 1. Application. For the purposes of section follows: (1) the mayor of the city, or the the meanings given them. Subd. 11. Public infrastructure project. (a) "Public infrast 469:43 DEVELOPMENT

buildings:

elements of public infras

ent district including but

eplacements; network an

is; subgrade structures a

construction costs, inclusion

furnish, and equip parks,

nd conventions, and broad

including, without limitat

ment and to sell or lease

fits to occupants of acqui

(10) construct and equip all or a portion of one or more suital development and to facilit

Subd. 12. Year. "Year" means a calendar year, except when

port the destination medi wellness;

assets associated with the city and the nonprofit econ

required to prepare the p corporation's and city's well

predesign, including arch definite state and local obje

costs incurred on or afte for the development of the

and equip parking faciliticity comprehensive plan;

hold a public hearing befor

copies of the proposed plan

hearing, the corporation m

may not be adopted unless

sufficiently complete, inclu

(1) the plan provides a

(2) the proposed devel

(3) the proposed devel

(4) the plan includes:

(i) strategic planning

(ii) estimates of short

(iii) a framework to

(iv) land use planning

(v) transportation and

technology, learning envir

mixed-use urban developm

CREATIN

whole with public money in order to support the medical business (2) the city council president, or the Subd. 2. City. "City" means the city of Rochester. elonment plan. A public infractructure project may: Subdivision 1. Develo

(3) the chair or a member of (4) a representative of the entity; and

(5) four members appointed (b) Appointing authorities 1 later than July 22, 2013.

(c) A quorum of the board i

Subd. 3. Terms. (a) A me (2), and (3), serves for a term co (b) Two members first appo date of appointment until the fir June 22, 2013, under subdivisio after the first Monday in Januar

Subd. 4. Vacancies. A vac 7. A vacancy on the board must regular appointment.

Subd. 5. Chair. The board

the first meeting within 30 days of coplace of business in the city that, as of June 22, 2013, to to private development; provided, however, that the portion of any underwriting development

Subd. 6. Pay. Members must be ⁹Subd. 9. Nonprofit economic development agency, ageinfrastructure project must not be sold or leased to a medical busi this subdivision, the member represe "agency" means the nonprofit agency required under section 4 (b) A public infrastructure project is not a business subsidy u subdivision. All money paid for compurposes of developing and marketing the destination medical (c) Public infrastructure project includes the planning, prepar

Subd. 7. Removal for cause. A misconduct in office. A member may the board member at least ten days be

Subd. 11. Public infrastructure project. (a) "Public in whole with public money in order to support the medical busin development plan. A public infrastructure project may:

History: 2013 c 143 art 10 s 3; 2015 c 1 s 6; 1Sp2015 c 1 a (1) acquire real property and other assets associated with

(2) demolish, repair, or rehabilitate buildings;

(3) remediate land and buildings as required to prepare the property for acquisition or development;

(4) install, construct, or reconstruct elements of public infrastructure required to support the overall development of the destination medical center development district including but not limited to: streets, roadways, utilities systems and

Subd. 10. Project. "Project" means a project to implemsection 469.43. The cost of that planning, preparation, and any me

Subdivision 1. Definitions. (a) For purposes of this section, the following terms have the meanings given them. (b) "Commissioner" means the commissioner of employment and economic development.

(c) "Construction projects" means:

ROCHESTER'S FUTURE

(1) for expenditures by a medical business entity, construction of buildings in the city for which the building permit was issued after June 30, 2013; and

(2) for any other expenditures, construction of privately owned buildings and other improvements that are undertaken pursuant to or as part of the development plan and are located within a medical center development district.

"Expenditures" means expenditures made by a medical business entity or by an individual or private entity on t including but not limited to:

engineering, and similar services;

of the project:

wements, and other site preparation costs;

d supplies of the project; and

o or become part of the real property.

with a useful life of less than a year that are not used or consumed in nerwise chargeable to capital costs.

the total certified expenditures since June 30, 2013, through the end

infrastructure project that are for public transit intended primarily to nd other means of transit, transit stations, equipment, bus charging d costs permitted under section 469.40, subdivision 11. This farch 16, 2020.

ril 1 of each year, the medical business entity must certify to the e medical business entity in the preceding year. For expenditures business entity, the corporation shall compile the information on mmissioner. The certification must be made in the form that the on of and supporting information regarding the expenditures that the commissioner must determine the amount of the expenditures for

The amount of the general state infrastructure aid for a year equals the commissioner, multiplied by 2.75 percent. The maximum no more than \$30,000,000. If the commissioner determines that the

(vi) operational planning required to subury has made ine required matering local communon under subdivision 4, the commissioner must pay to the city the amount of general state infrastructure aid for the year by September 1. If the commissioner determines that the city has not (vii) ongoing market research plans; and nade the full required matching local contribution for the year, the commissioner must pay only the aid permitted under (5) the city has approved the plan.

(b) The identification of planned and anticipated projects under paragraph (a), clause (1), must give priority to projects that will pay wages at least equal to the basic cost of living wage as calculated by the commissioner of Offic employment and economic development for the county in which the project is located. The calculation of the basic cost of living wage must be done as provided for under section 116J.013.

Subd. 2. Development plan approval by city. Section 15.99 does not apply to review and approval of the development plan. The city shall act on the development plan within 60 days following its submission by the corporation. The city may incorporate the development plan into the city's comprehensive plan.

— DMC Support of Historic District









I have a quote in hand for \$18,500 to replace 6 Broadway side windows.

I have a quote for restoration work on the South facade for what is probably now about \$50,000, up from \$34,000 a couple years ago.

The foundation needs to be tuck pointed because the lime mortar holding the fieldstone together is disintegrating.

The 60-year-old fire escape needs work as it has rusted through.

All exposed interior brickwork should be tuck pointed.

We are actively searching for two new tenants.

We are expecting to be required to fully sprinkle the entire building at some point.

The roof will need replacement this summer.

Build out apartments on second floor.

We are expecting a full gut of the building for a complete reuse.

We want to expand our kitchen to serve more food options.

— Property Owner Interviews

EASE OF PROCESS Don't make it complicated

TIMELINESS Turn around/seasonalit

GRANTS NOT LOANS Different types are needed

DESIGN SUPPORT Maximizing potential

TENANT AND BUILDING Support for both

ACCOUNTABILITY Using the money responsibly

Property Owner Interviews

- Adaptive Reuse
- Building System Upgrades
- Building Safety + Preservation
- Code Modernization



— Potential DMC Investment

| | Average Cost | DMC Amount | Number of Projects | Approx. DMC |
|--------------------------------|-----------------|---------------|-----------------------|----------------|
| Adaptive Reuse | \$1M | \$500K | 5 - 8 | \$2.5 – 4M |
| Building System Upgrades | \$100K | \$50K | 12 -16 | \$600 – 800K |
| Building Safety + Preservation | \$50K | \$25K | 12 -16 | \$300 – 400K |
| Code Modernization | \$50K | \$25K | 7 -12 | \$175 – 300K |

Total: \$3.6 – 5.5M

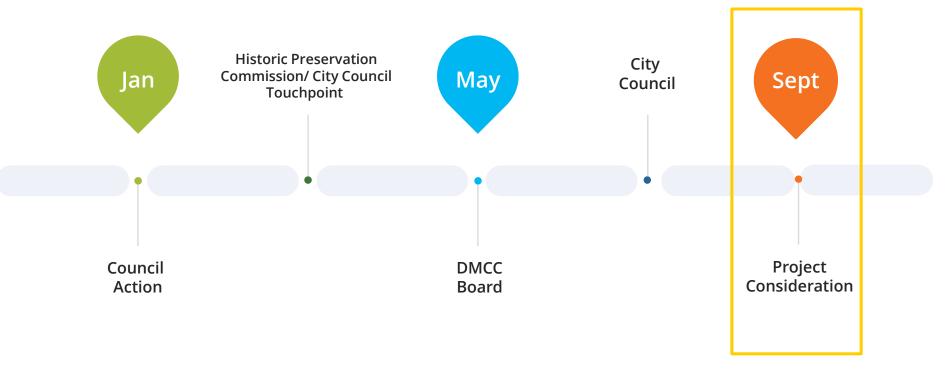
Financial Support Recommendation

Greatest impact with DMC financial resources

- Total of \$5 million CIP Strategic Development Investment
 - 5 years
 - Matching "grant-like" program
 - Up to 500K maximum per parcel

- Program Parameters
 - Must qualify as public infrastructure
 - Staff, board and council review
 - City manages financial administration

HISTORIC DISTRICT TIMELINE



— DMC Support of Historic District



Discussion ...

Designate the downtown historic district as public infrastructure

Advance a program of financial support of up to \$5 million for eligible capital improvements to properties within the district

DMC Business Development Update

May 2024







BUILDING AWARENESS



MAYO CLINIC INNOVATION EXCHANGE PARTNERSHIP

Mayo Clinic Innovation Exchange (MCIE) connects entrepreneurs to insights and resources needed to bring innovations to market.

- MCIE and DMC have two shared goals:
 - 1. Raise awareness of MCIE, Rochester, and DMC as the place to go for innovation.
 - 2. Develop the brands of MCIE and DMC/Discovery Square.
- MCIE and DMC will enter into an agreement where both groups commit to:
 - 1. Partner on programming designed to bring global innovation leaders together around topics where Mayo Clinic and Rochester have expertise.
 - 2. Position each organization as an integral part of innovation ecosystem growth in Rochester.
 - 3. Leverage the brands, networks, and resources of both organizations to deliver on shared objectives.

INVESTMENT IN HEALING FAM TOUR

- October 2-4, 2024
- Four DMC guests from leading MedTech/BioTech organizations
- Exposure to DMC and Discovery Square
- Demonstrate connectivity to Medical Alley and MSP
- Highlight unique
 opportunities in Rochester



RETAIL, DINING, AND ENTERTAINMENT EXPANSION

Krueger Real Estate Advisors - Contracted with DMC EDA effective April 1 to assist with the following Retail, Dining, and Entertainment (RDE) activities:

- 1. Downtown real estate assessment
 - Identify top 10-20 "RDE ready" sites in the DMC district.
- 2. Top target identification
 - Identify top regional RDE concepts without a presence in Rochester and present DMC sites to their leadership.
- 3. Downtown Rochester Marketing and promotion
 - Represent DMC sites at regional and national RDE events to build awareness and identify potential tenants.

2024 REAL ESTATE SUMMIT

- 250+ attendees
- Topics on unprecedented demand drivers in Rochester, tools to support growth, and building connections.
- Site tours around housing, innovation, Bold. Forward. Unbound. in Rochester., and more.



BUILDING INFRASTRUCTURE



SHARED LAB STATUS UPDATE

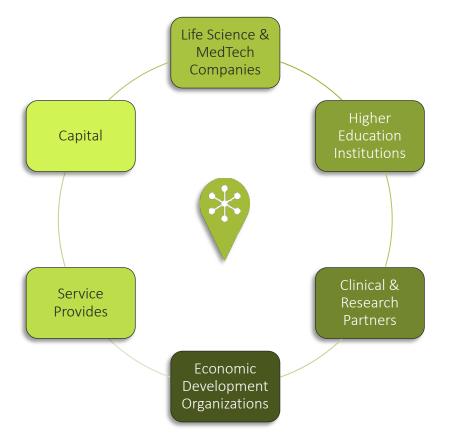
- DMC EDA continues to make progress on defining the specific needs, business model, operating partners, and real estate requirements of a shared lab in Rochester.
- Additional data is required on the specific needs of Rochester innovators from a space and equipment perspective.
 - *"80% of your tenants will come from 20% of your innovators"*
- Partnerships with regional innovation drivers continue to advance the conversation.
- A small scale "prototype" may be the best path forward to test a low-risk model.
- Our goal to deliver a world class, turnkey space in Two Discovery Square remains the same.



BUILDING ECOSYSTEM



ECOSYSTEM ASSESSMENT AND ENGAGEMENT STRATEGY



- 1. Define specifics of each Ecosystem node, including geographies.
- 2. Compile data on each Ecosystem node, complete with contact info, technology descriptions, and lines of business.
- 3. Analyze the Rochester Ecosystem against peer markets, identifying areas of strength and existing gaps.
- 4. Conduct primary research on each Ecosystem node to assess vertical specific gaps, desired models of engagement, and KPI's and metrics for success.
- 5. Develop a comprehensive engagement strategy complete with governance, staffing, budget, and program implications.

ECOSYSTEM STRATEGY NEXT STEPS

- Identify partners with capabilities for all, or parts, of the strategy development
 - Medical Alley Association
 - Global Institute for Innovation Districts (GIID)
 - Third-party research firms
 - Independent consultants
- Develop a job description, or RFP, and solicit responses for partners.
- Leverage strategy output for 2025 budget planning

THANK YOU





2025 DMC CAPITAL AND OPERATING BUDGET

May 2024

DIVIC Destination Medical Center Rochester, MN

Today's Discussion



Affirm 2025 Capital Plan direction





ANNUAL WORKPLAN & BUDGET

Includes:

- Capital Improvement Program
- DMC EDA workplan and operating budget
- City DMC Project Management team
- Annual working capital loan renewal





TIMELINE

- May-August 2024: Workplan and budget prep
- September 26, 2024: DMCC board consideration
- October 2023: Rochester City Council

consideration





2025 CAPITAL PLAN DIRECTION

 Identify infrastructure needs associated with Bold. Forward. Unbound. and other time-sensitive opportunities

Incorporate long-term capital management strategy into 2025 DMC Plan Update

Today's Discussion



Affirm 2025 Capital Plan direction

