

**DESTINATION MEDICAL CENTER CORPORATION**  
**NOTICE OF PUBLIC MEETING**

Date and Time: Friday, November 8, 2013 at 11:00 AM

Location: University of Minnesota Rochester Campus, University Square, 111 S. Broadway, Room 414.\*

Chair Tina Smith has called this special meeting of the Board of Directors of the Destination Medical Center Corporation.

Directions:

Convenient parking is available in the 1st Street Parking Ramp (507-282-4545), next to the Doubletree Hotel in downtown Rochester. A skyway is located on the 3rd level of parking. Take the skyway crossing Broadway to enter University Square on the 2nd floor. Use the elevator to access the 4th floor. The meeting is in Room 414.

Pursuant to Minnesota Statutes, Section 13D.02, if interactive television is used to conduct a meeting, to the extent practical, the Board shall allow a person to monitor the meeting electronically from a remote location. If you wish to monitor the meeting electronically from a remote location, please visit <https://plus.google.com/u/0/events/ce5281k68pfijkn4mvnd9er4ea8>.

\* Some members of the Board may participate via interactive television at the following locations, which shall be open and accessible to the public during the meeting: 7329 Via Vecchia, Naples, FL 34108; 855 - 5 St. John's Bluff, Jacksonville, FL 32225.

Dated: November 5, 2013

DESTINATION MEDICAL CENTER CORPORATION  
(DMCC)

BOARD MEETING  
Friday, November 8, 2013  
11:00 a.m. – 2:00 p.m.

AGENDA

- I. Call to Order
- II. Roll Call
- III. Adoption of Agenda
- IV. Approval of Minutes
- V. Chair's Report
  - A. Articles of Incorporation: Update
  - B. DMCC/EDA Agreement: Update
  - C. DMCC/City Agreement: Update
  - D. DMCC Website
  - E. Appointment of Dale Martinson, Director of Finance and Information Technology, City of Rochester, to act as Assistant Treasurer
- VI. Officers
  - A. Resolution: to approve naming Jim Bier as Treasurer
- VII. Overview of Enabling Legislation:  
Guests: Rep. Kim Norton, Minnesota House of Representatives  
Sen. Dave Senjem, Minnesota Senate
- VIII. Economic Development Agency: Dr. Patricia Simmons
  - A. Announcement of Board
  - B. Presentation of Workplan
    1. Community Outreach Plan
    2. Review Requests for Proposals for Development Plan Work
  - C. Action Items
    1. Resolution: to approve EDA Workplan
    2. Resolution: to approve Community Outreach Plan
    3. Resolution: to approve issuance of Requests for Proposals for Consultants
- IX. City of Rochester:
  - A. Presentation of City Comprehensive Planning Process
  - B. City/DEED Agreement: Update
- X. Meeting Schedule:
  - A. Resolution: to approve 2014 Board Schedule
  - B. Announcement of Next Meeting:
- XI. Adjournment

DESTINATION MEDICAL CENTER CORPORATION  
BOARD OF DIRECTORS

MINUTES

September 26, 2013

- I. Call to Order: Chair Tina Smith called the meeting to order at 9:10 a.m. in Room 104 of Rochester City Hall at 201 4<sup>th</sup> Street Southeast Rochester, Minnesota.
- II. Roll Call: In attendance were Tina Smith, Ardell F. Brede, James R. Campbell, William George, Ed Hruska, and Susan Park Rani. James V. Bier participated in the meeting via telephone conference. Absent: R. T. Rybak

Chair Smith welcomed the Board of Directors as well as the community present to the third meeting of the Destination Medical Center Corporation Board (the "Board").

- III. Consent Agenda

Approval of Minutes: Mayor Ardell Brede moved approval of the Minutes from meetings held on August 9, 2013, and September 20, 2013. Jim Campbell seconded the motion. Mayor Brede expressed his thanks to Valorie Langseth of the City Clerk's Office for preparing the minutes for the August 9 meeting and also thanking Chair Smith for preparing the minutes from the September 20 meeting. Mayor Brede noted that this meeting was also being audio taped.

Ayes (7), Nays (0), Motion carried.

- IV. Chair's Report

- A. Legal Counsel: At its September 20 Board meeting, the DMCC agreed to retain the McGrann Shea Carnival Straughn & Lamb legal firm ("McGrann Shea") as the DMCC's outside legal counsel. Present at the meeting were Kathleen Lamb and Kaela Brennan. Chair Smith asked Ms. Lamb to introduce herself and her firm to the Board. Ms. Lamb expressed her firm's appreciation of the appointment.
- B. Status of Articles of Incorporation and Bylaws: Chair Smith noted that due to the fierce sense of urgency with respect to the DMC project, she has directed McGrann Shea to immediately begin work on the Articles of Incorporation and Bylaws which are extremely important foundation documents for the Board. Chair Smith reminded the Board that the Minnesota Statutes that govern the DMCC give the DMCC the authority to adopt bylaws, rules and procedures. The legislation also requires that the City of Rochester establish the DMCC. Chair Smith stressed that the relationship between the DMCC and the City of Rochester needs to be one of close collaboration and shared sense of purpose. In the meantime, the Board need not be held up in commencing their work by not having the final Articles and Bylaws in place.

V. Economic Development Agency

Dr. Patricia Simmons provided an update on the formation of the Economic Development Agency (“EDA”) whose creation by Mayo Clinic has been mandated by the DMC legislation.

Dr. Simmons has been asked and has agreed to Chair the EDA Board. Lisa Clarke will serve as the Interim Executive Director of the EDA. The EDA’s goal is to provide an economic development agency that meets the needs of the project and the Board.

Chair Smith noted that the DMCC Board has two very important relationships in this project, one with the City and one with the EDA Board. The EDA will serve as staff for the DMCC Board, and it is important that the DMCC Board have full confidence in the EDA. She expressed her confidence in the EDA today and expressed her thanks to Dr. Simmons for taking on these responsibilities.

VI. Discussion/Action Items

A. Development Plan Overview: The Board reviewed the “Overview of the Development Plan” (circulated at meeting).

Chair Smith emphasized that this is the plan for creating the Development Plan, not the development plan itself. Chair Smith reminded the Board that what they are trying to accomplish is the largest public/private initiative that she is aware of with tremendous opportunities to bring jobs and opportunity not only to Rochester and Olmsted County, but to the entire state. Chair Smith reviewed the DMC Mission Statement and DMC Goals. Those goals are:

- Create a comprehensive strategic plan with a compelling vision that harnesses the energy and creativity of the entire community.
- Leverage the public investment to attract more than \$5 billion in private investment to Rochester and the region.
- Create approximately 35,000-45,000 new jobs, with workforce development strategies that support that growth.
- Generate approximately \$7.5-\$8.0 billion in new net tax revenue over 35 years.
- Achieve the highest quality patient, companion, visitor, employee, and resident experience, now and in the future.

Chair Smith reviewed the Development Plan Objectives. She reminded the Board that this is a 20-year public/private partnership. There are five (5) key strategies to guide the partnership: (1) Vision; (2) Transformation; (3) Accountability of the DMCC Board; (4) Focus on Execution; and (5) Public Partnership.

Chair Smith reviewed the Development Plan and Implementation Process and an outline of the Scope and Content of the Development Plan. Chair Smith reminded the Board that the Development Plan is a comprehensive strategic business plan that will outline the planning, finance, marketing and business development strategies of the DMC going forward.

At this point, Chair Smith asked Kathleen Lamb to discuss the statutory requirements with respect to the development plan. Ms. Lamb provided an overview.

Chair Smith asked for discussion by the Board. Discussion by Board members ensued.

It was noted that the DMCC would have to synchronize with the reality of the marketplace so that development does not get delayed, and that there were proposals and development already underway that may be certified as private investments with respect to the plan. Chair Smith noted that one of the key things that has to happen before the DMCC Board can begin to make investment decisions is that they have to be able to demonstrate that they have the development plan and funding criteria in place for making those decisions; an innovation of this plan is to certify that the investment is in place prior to public investment flowing, and it is up to DEED to certify that investment. Mr. Campbell requested periodic summaries of development activity occurring to familiarize those who don't live in Rochester.

VII. Resolutions

- A. Resolution No. 02-2013: Authorizing the Board Chair and counsel to negotiate an agreement with the EDA, subject to final approval by the Board; and further directing the EDA to: begin the process of planning the development plan; begin coordinating the scope of work of its staff and consultants; and lead the process to ensure the development plan is complementary to the City's Comprehensive Plan and regional transportation plans.

Susan Park Rani moved to approve, Ed Hruska seconded  
Ayes (7), Nays (0), Motion carried

- B. Resolution No. 03-2013: Authorizing the Board Chair and counsel to negotiate an operating services contract with the City of Rochester as provided by law for the provision of administrative, clerical, and accounting services to the DMCC, subject to final approval by the Board.

Mr. Campbell moved, Ms. Park Rani seconded  
Ayes (7), Nays (0), Motion carried.

VIII. Other Business

- A. Meeting Schedule for the DMCC Board: An every other month schedule is being developed and will be announced.

B. Appointment of Secretary. Chair Smith appointed Lisa Clarke of the EDA to serve as Secretary to the DMCC.

IX. Adjournment

Motion to Adjourn by Mayor Brede, Mr. Campbell seconded  
Ayes (7), Nays (0), Motion carried

The meeting was adjourned.

Respectfully submitted,

Lisa Clarke  
Secretary

**DESTINATION MEDICAL CENTER CORPORATION**

**RESOLUTION NO. 04-13**

**Election of Jim Bier to act as Treasurer  
of Destination Medical Center Corporation**

BACKGROUND RECITALS

A. Minnesota Laws, Chapter 143, Article 10 (the "Act") provides that the Destination Medical Center Corporation ("DMCC") must annually elect a Treasurer.

B. Pursuant to the Act, the Treasurer:

- (i) must receive and is responsible for DMCC money;
- (ii) is responsible for the acts of the assistant treasurer;
- (iii) must disburse corporation money by check or electronic procedures;
- (iv) must keep an account of the source of all receipts, and of the nature, purpose, and authority of all disbursements; and
- (v) must file the DMCC's detailed financial statement with its secretary at least once a year at times set by the authority.

C. Tina Smith, Chair of DMCC, desires to nominate Jim Bier to act as Treasurer, and Jim Bier, Chair of the Olmsted County Board, having been duly appointed to the DMCC Board by Olmsted County, has indicated his willingness to serve as Treasurer.

RESOLUTION

**NOW, THEREFORE, BE IT RESOLVED BY THE** Destination Medical Center Corporation Board of Directors that Jim Bier is elected to act as Treasurer of the Board for a one-year term, ending November 30, 2014, or until a successor is elected.

# DESTINATION MEDICAL CENTER CORPORATION

## RESOLUTION NO. 05-13

### **Approving Destination Medical Center Development Plan Process**

#### BACKGROUND RECITALS

A. On September 26, 2013, the Destination Medical Center Corporation (“DMCC”) considered the Development Plan Overview as presented by the Economic Development Agency (the “EDA”). The Development Plan Overview contained the goals and objectives of the Destination Medical Center initiative and an outline of the process.

B. Pursuant to Resolution No. 02-2013, the DMCC directed the EDA to (i) to begin the process of planning the development plan based on the Development Plan Overview; (ii) begin conducting the scope of work of its staff and consultants to develop the development plans; and (iii) lead the process to coordinate with the City of Rochester and Olmsted County to ensure the development plan is complementary to the City of Rochester’s Comprehensive Plan and regional transportation plans.

C. The EDA has proposed a process to prepare the development plan. The process sets forth the development plan scope and content, the community engagement and public input process, a proposed process for the issuance of requests for proposal for consultants necessary to prepare selected parts of the development plan which require specific expertise, and a master project schedule.

#### RESOLUTION

**NOW, THEREFORE, BE IT RESOLVED BY THE** Destination Medical Center Corporation Board of Directors, that the Development Plan Process, dated November 8, 2013, on file with the DMCC, is approved.



**DESTINATION MEDICAL CENTER CORPORATION**

**RESOLUTION NO. 06-13**

**Encouraging Maximum Public Engagement and Participation  
In the Community Outreach Plan**

BACKGROUND RECITALS

A. Minnesota Laws, Chapter 143, Article 10 (the “Act”) sets forth the duties and responsibilities of the Destination Medical Center Corporation (“DMCC”) in researching, developing, preparing and adopting a development plan. The Act specifically requires the DMCC to contract with a non-profit economic development agency now established as the Destination Medical Center Non-Profit Economic Development Agency (the “EDA”) in preparing the development plan, and the EDA must provide services to the DMCC and to the City of Rochester, including among other things, developing of patient, visitor and community outreach programs and preparing and implementing a program for community and public relations, all in support of the medical center development district.

B. The DMCC desires to provide a vigorous, thorough and extensive opportunity for public involvement in the planning process

C. Pursuant to Resolution No. 05-13, the DMCC Board has approved the Development Plan Process, which contains the community engagement and public input process, which sets forth an education and grass roots engagement strategy, research and data collection initiatives, and public engagement and information sessions throughout 2014.

RESOLUTION

**NOW, THEREFORE, BE IT RESOLVED**, by the DMCC Board of Directors that the citizenry of the City of Rochester, Olmsted County and the State of Minnesota are encouraged, invited and welcomed to participate in the public engagement process and activities that are scheduled to occur in 2014 as outlined in the Development Plan Process.

# DESTINATION MEDICAL CENTER CORPORATION

## RESOLUTION NO. 07-13

### Approving the Issuance of Requests for Proposals for Consultants

#### BACKGROUND RECITALS

A. The Destination Medical Center Corporation Board (the “DMCC”) has approved the Development Plan Process as submitted by the Destination Medical Center Non-Profit Economic Development Agency (the “EDA”) (Resolution No. 05-13). Among other elements, the Development Plan Process sets forth the disciplines and areas of expertise that will be needed to assist in the research, planning and preparation of a comprehensive development plan and investment with respect to the Destination Medical Center initiative over a twenty year period, culminating in a proposed development plan that will be considered by and subject to the approval of the DMCC Board.

B. At the DMCC’s request, the EDA has developed a list of practice areas for which requests for proposals will be issued. The EDA has also developed a template for the requests for proposals, which could be modified as necessary for the specific practice areas sought.

C. The DMCC desires to approve the issuance of the requests for proposals for the consultants in the disciplines or areas of expertise listed below. Upon approval of the issuance, the EDA will issue requests for proposals, seeking qualified respondents according to the schedule set forth in the Development Plan Process, will review and consider responses, and select consultants. The EDA will bring forward to the DMCC for approval those consultants that the EDA and DMCC Board chairs agree are of material significance or interest to the community.

#### RESOLUTION

**NOW THEREFORE, BE IT RESOLVED BY THE** Destination Medical Center Corporation Board of Directors that it approves the issuance of requests for proposals with respect to the following disciplines and areas of expertise:

- Master Planner
- Infrastructure Planner / Engineer
- Transportation – Transit Planner / Engineer
- Economic Fiscal Consultant
- Master Analysis: includes general demographics and specialties in seven core planning areas
  - Demographic and Population Trends
  - Retail and Entertainment
  - Housing

- Hotel / Hospitality
- Commercial, Research & Technology
- Health / Wellness
- Sports and Recreational

**BE IT FURTHER RESOLVED** that the DMCC Board approves the template for requests for proposals, dated November 8, 2013 and on file with the DMCC, subject to modification by the EDA as appropriate with respect to specific practice areas sought.

**BE IT FURTHER RESOLVED** that the EDA shall make its recommendations with respect to the successful respondents as soon as is practicable, subject to final approval of the DMCC Board of Directors.



# Destination Medical Center

Creating the World's Leading Center for  
Excellence in Health, Wellness and Medical Innovation

DESTINATION MEDICAL CENTER CORPORATION (DMCC)  
DEVELOPMENT PLAN PROCESS

NOVEMBER 8, 2013



- 1.0 Development Plan Overview**
  - 1.1 Development Plan Goals & Objectives ..... 3
  - 1.2 Summary of Development Plan Scope & Content ..... 4
  
- 2.0 Community Engagement & Public Input Process**
  - 2.1 Summary of the Public Input Process – Building on Existing Efforts ..... 7
  - 2.2 Framework Design / Information Collection ..... 8
  - 2.3 Input to Development Plan ..... 9
  
- 3.0 Summary of RFP Process ..... 11**
  
- 4.0 DMC Project Schedule ..... 14**
  
- 5.0 DMCC Meeting Schedule & Outline of Milestones/Key Approvals ..... 16**
  
- 6.0 Requested Approvals ..... 19**



# **SECTION 1.0**

# **DEVELOPMENT PLAN**

# **OVERVIEW**



# 1.0 DEVELOPMENT PLAN SCOPE & CONTENT

## 1.1 DEVELOPMENT PLAN GOALS & OBJECTIVES

On September 26, 2013 the DMCC Board of Directors adopted these goals and objectives for the DMC Initiative and the Development Plan.

### DMC GOALS

### DEVELOPMENT PLAN OBJECTIVES

Create A Comprehensive Strategic Plan

Establish A Compelling Vision & Identity For Rochester As A Global Medical Destination

Harness The Energy & Creativity Of The Community In The Planning & Execution Of The DMC Initiative

Develop A Comprehensive Strategy That Addresses All Facets Of Building & Sustaining The Destination

Leverage \$585 Million to Attract \$5 Billion

Establish A Viable Economic Development Strategy Grounded By Market Research

Define Extraordinary Costs & Set Priorities For Public Investment To Meet The Mission & Goals Of The DMC

Create 35,000 – 45,000 New Jobs

Develop Strategies To Attract New Businesses To The Market, Including SBE, MBE & WBE Participation

Focus On Strategies To Attract, Retain & Foster The Development Of A Highly Skilled Workforce

Generate \$7.5 - \$8.5 Billion In Net New Tax Revenue

Develop A Finance Plan To Foster Business & Economic Growth In The Market

Establish Underwriting Criteria To Direct Public Funding To Maximize The Return To State & Local Jurisdictions

Achieve Highest Quality Patient, Visitor & Resident Experience

Create Strategies, Programs & Services That Support A World Class Destination

Develop Strategies To Enhance The Quality Of The Experience For Patients, Visitors & Residents In Rochester



# 1.0 DEVELOPMENT PLAN SCOPE & CONTENT

## 1.2 SUMMARY OF DEVELOPMENT PLAN SCOPE & CONTENT

The DMCC Board of Directors approved (September 26, 2013) the following outline for the content of the Development Plan. The Development Plan will be established as a stand alone document that is complementary with the City, County and regional planning documents. The DMCC Board of Directors approved (September 26, 2013) moving forward with the EDA to execute a contract to manage the Development Plan process, including asking the EDA to lead the coordination process with the City and County.

### **DEVELOPMENT PLAN – PRELIMINARY OUTLINE OF CONTENT**

#### **1.0 Introduction**

#### **2.0 Project Reports / Findings**

- Current Project Status – Planned vs. Implemented
- Report on Investments, Targeted Employment & Economic-Fiscal Impacts Achieved
- Summary Report – Statement of Findings, with Evidence
  - Finding #1 – Sufficient to indicate relationship to state / local objectives
  - Finding #2 – Affords maximum opportunity for private sector investment
  - Finding #3 – Conforms to the City's general development & comprehensive plan
  - Finding #4 – Conforms to approved local / regional transportation plans
  - Finding #5 – Complementary to Mayo Clinic Strategic Plan / Master Plan

#### **3.0 Summary of Strategic Priorities (Next 5 Years)**

- Strategic Initiatives in 7 Core Focus Areas
  - Health & Wellness
  - Commercial, Research and Technology
  - Hotel and Hospitality
  - Residential / Livable City
  - Retail, Entertainment & Cultural
  - Learning Environment
  - Parks and Recreational

#### **3.0 Summary of Strategic Priorities (Next 5 Years – Cont'd)**

- Economic – Fiscal Impact Projections
- Jobs and Targeted Employment Projections
- Transformation Projects / Catalysts

#### **4.0 Market Research**

- Population and Demographic Analysis
- Visitation & Demand Analysis
- Market Research By Seven Core Focus Areas

#### **5.0 Master Plan**

- Planning Goals & Objectives
- Definition of Sub-Districts / Methodology for Selection
- Planning Criteria & Principles
- Land Use Assumptions
- Neighborhood & District Development Plans
- Environmental & Sustainability Targets
- Historic District & Preservation Planning
- Transportation & Transit Corridors
- Signage and Wayfinding Requirements
- Coordination with Infrastructure / Transit Plans





# 1.0 DEVELOPMENT PLAN SCOPE & CONTENT

## 1.2 SUMMARY OF DEVELOPMENT PLAN SCOPE & CONTENT

### **DEVELOPMENT PLAN – PRELIMINARY OUTLINE OF CONTENT (PAGE 2 OF 2)**

#### **6.0 District Infrastructure Master Plan (Non-Transportation)**

- Planning Goals & Objectives
- Priority Investment Guidelines / Target Areas for Investment
- Summary of Conformance with City Comprehensive Plan / Other
- Planned Improvements, Requirements & Guidelines
- Projected Master Project Budget, Schedule & Phasing Plan
- Projected Annual Operations & Maintenance Budgets
- Parcel Development /Criteria

#### **7.0 Transportation Plan**

- Planning Goals & Objectives, including Boundaries and Requirements
- Overview of Transportation Management System Current vs. Planned
- Demand Analysis – Regional / Local
- Regional & District Improvements, Requirements & Guidelines
- Projected Development Budget / Phasing – 5 Years
- Projected Development Schedule / Phasing – 5 Years
- Projected Annual Operations & Maintenance Budgets

#### **8.0 Finance Plan - Development & Investment Priorities**

- Public Funding Priorities and Investment Objectives
- Detailed Sources and Uses of Funds Summary
- Consolidated Project Budget (Projected) – First 5 Years
- Finance Assumptions / Bond Rating Summary
- Investment Risk Analysis
- Guidelines & Requirements for Funding Applications
- Underwriting Criteria

#### **9.0 DMCC Business Development Priorities & Strategies**

- Establish Strategies, Including Priorities, Goals and Objectives
- Establish Criteria for Targeted Business / Work Force Development

#### **10.0 Community Outreach & Programming Priorities & Strategies**

- Establish Strategies, Including Priorities, Goals and Objectives for
- Establish Criteria for Review of Outreach, Programs and Services

#### **11.0 Marketing & Communication Priorities & Strategies**

- Establish Marketing Strategy, Including Priorities, Goals and Objectives
- Communications and PR Strategy, Including Priorities, Goals and Objectives
- Criteria for Evaluating Marketing Proposals

#### **12.0 DMCC Operations Plan – 5 Years**

- Operating Plan Summary
- Operating Budget & Reporting – 5 Years

#### **13.0 Exhibits**

- Evidence for Findings
- Form(s) and Procedures for Funding Applications
- Forms of Development and / or Grant Agreement for Project Funding
- Form(s) of Forgivable / Low-Interest Loan Agreement



# **SECTION 2.0 COMMUNITY ENGAGEMENT & PUBLIC INPUT PROCESS**



# 2.0 COMMUNITY ENGAGEMENT & PUBLIC INPUT PROCESS

## 2.1 SUMMARY OF THE PUBLIC INPUT PROCESS – BUILDING ON EXISTING EFFORTS

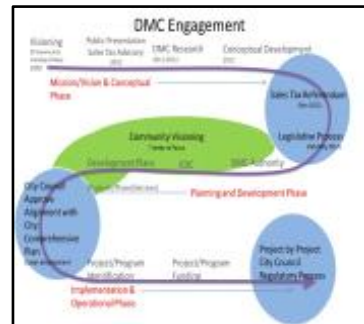
The DMCC and EDA are committed to working with the City, County and the broader Rochester community to establish the Development Plan and the long-term strategies for the DMC. A detailed process has been established for engagement. The primary goals of this strategy are:

- To Inform community re: DMC vision
- To Solicit community input – positives and concerns – into the process
- To Develop community support/understanding of DMC and its implementation

### THE PUBLIC INPUT PROCESS - BUILDING ON EXISTING EFFORTS:



6 Town Halls,  
Public Forums,  
Open House



Over 200  
Information Sessions  
In & Around Rochester



1500 + Subscribers on  
DMC.MN & Facebook



The “Kick-Off”  
of an Interactive  
Public Planning Process

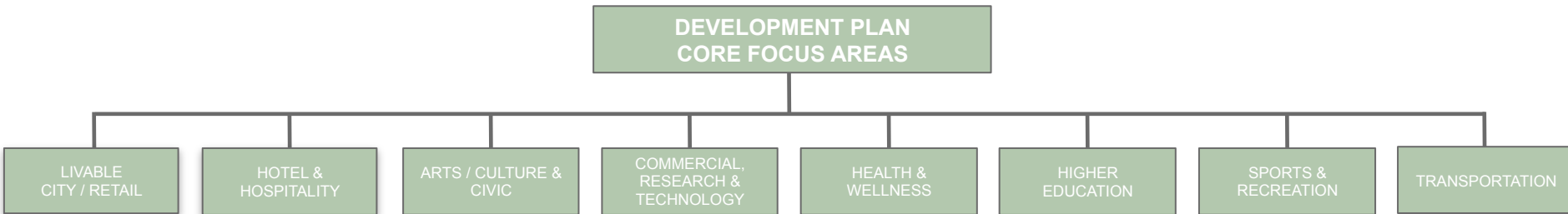


# 2.0 COMMUNITY ENGAGEMENT & PUBLIC INPUT PROCESS

## 2.2 – FRAMEWORK DESIGN / INFORMATION COLLECTION

### **PHASE 2 –FRAMEWORK DESIGN / INFORMATION COLLECTION (NOVEMBER 2013 – FEBRUARY 2014):**

It is important to sustain and expand community engagement as the Development Plan moves forward. The next phase of engagement will be focused on beginning the process of visioning & information collection in the core planning areas identified for the DMC Development Plan. The EDA will facilitate this planning effort by recruiting local experts and users to help design the process for outreach in the community. These groups will aid the EDA in identifying existing information/programs and facilitating community input discussions around each of the core areas. The information from these sessions will be shared with the planning Subconsultants and will be incorporated into the baseline data used to establish the Development Plan. The Community Engagement process will continue in the planning & public review period described in more detail on the attached page.



### **FRAMEWORK DESIGN & INVENTORY** Identify and Plan

Local experts and users in each area to assist in design of qualitative framework for inclusive community conversations.

### **COMMUNITY INPUT COLLECTION** Community Conversations & Social Media

The framework will be implemented for approximately 2-3 months where the community can vision and provide input around the areas of focus that interest them.

### **PLANNING & PUBLIC REVIEW**

Iterative planning process for public review and provide input through large public forums, the DMC website and social media (See next page for additional detail)

For updates on the public process visit - [DMCCorporation.org](http://DMCCorporation.org).

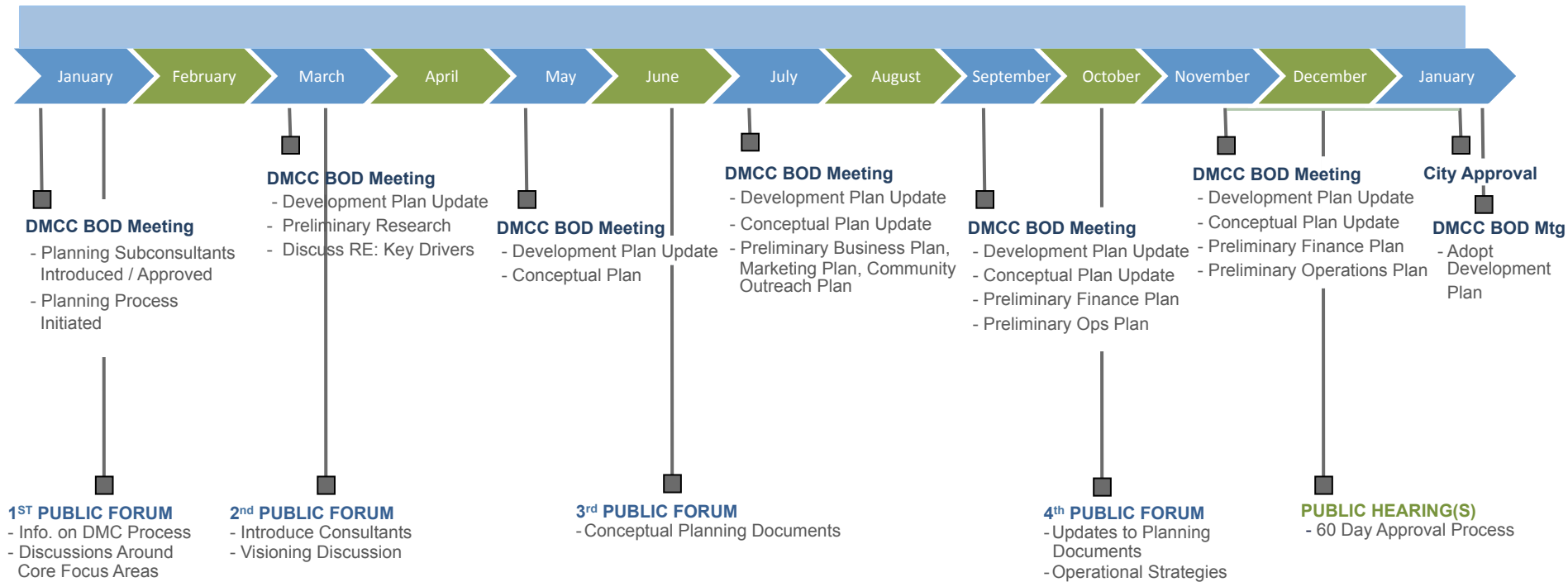


# 2.0 COMMUNITY ENGAGEMENT & PUBLIC INPUT PROCESS

## 2.3 INPUT TO DEVELOPMENT PLAN

### PHASE 3 – DEVELOPMENT PLANNING (FEBRUARY 2014– January 2015):

A broad and substantive plan will be implemented to gain public input during the Development Planning phase of the project. The process has been designed to provide on-going updates regarding advancements in the Development Plan and to provide opportunities for public input at key points during the process. A summary of the timeline and opportunities for community engagement and information sessions during the Development Planning phase are included below.



For updates on the public process visit - [DMCCorporation.org](http://DMCCorporation.org).



# **SECTION 3.0**

# **SUMMARY OF RFP**

# **PROCESS**





## 3.0 SUMMARY OF RFP PROCESS

The following provides a summary overview of the RFP process to issue request for proposals (RFP's) associated with the Development Plan. The EDA will have the authority to issue RFPs and evaluate responses as described below:

- The EDA will be responsible for:
  - Managing the development plan process
  - Coordinating with the City, the County and Mayo Clinic, including coordinating with the city's general plan, comprehensive plan and other regional planning documents.
  - Issuing RFPs and selecting Subconsultants. The EDA will bring forward to the DMCC for approval those Subconsultants that the EDA and DMCC Board chairs agree are of material significance or interest to the community.
  
- The EDA will use the RFP form approved by the DMCC Board.
  
- The EDA will issue RFPs for the following disciplines (the "Subconsultants"):
  - Master Planner
  - Infrastructure Planner/Engineer
  - Transportation – Transit Planner/Engineer
  - Economic – Fiscal Consultant
  - Market Analyst(s) – includes general demographics and specific sectors of development, including:
    - Demographic and Population Trends
    - Retail & Entertainment
    - Housing
    - Hotel / Hospitality
    - Commercial, Research & Technology
    - Health / Wellness
    - Sports & Recreational



## 3.0 SUMMARY OF RFP PROCESS

- RFP's will be posted publically on the websites of the City of Rochester, State of Minnesota, dmccorporation.org, DMC.MN, American Planning Association and the Minnesota Chapter of the APA.
- Unless otherwise directed by the DMCC, the schedule for the issuing, reviewing and submitting RFP's will be generally consistent with the following schedule:

	<b>RFP PROCESS / TIMELINE</b>
DMCC Board Meeting - Approval of DMC Development Plan Work Plan, Schedule & Process	November 8, 2013
EDA Issues Primary Development Plan RFP's	November 13, 2013
RFP Information Session (In Rochester)	December 3, 2013
RFP Deadline	December 10, 2013
Respondents Shortlisted	December 17, 2013
Respondents Interview	January 6-7, 2014
EDA Board Meeting: Selection of Subconsultants	January 10, 2014
DMCC Board Meeting: Approval of Subconsultants which EDA and DMCC Board Chairs Agree are of Material Interest to the Public	January 16, 2014
Execution of Contracts (No Later Than)	January 20, 2014

- Proposals will be evaluated by a sub-committee made up of members of the EDA Board of Directors. A maximum of three (3) respondents will be short-listed for in-person interviews. Interviews will be conducted in Rochester by members of the EDA sub-committee. The EDA sub-committee shall make recommendations to the EDA Board of Directors. The EDA Board of Directors shall select the Subconsultant to be retained for the project.
- Additionally, the EDA will bring forward to the DMCC for approval those Subconsultants that the EDA and DMCC Board chairs agree are of material significance or interest to the community.





# **SECTION 4.0**

# **DMC PROJECT**

# **SCHEDULE**





# 4.0 DMC PROJECT SCHEDULE

## 4.1 DMC PROJECT SCHEDULE

The following includes the project schedule (Project Schedule) for the DMC Development Plan process, outlining the primary milestones that the DMCC, EDA and other parties will work to achieve during the Development Plan process. This schedule is based on information available as of the date of this document and is subject to change without notification. This schedule will be attached as an exhibit to the DMCC/EDA contract and will be subject to the terms and conditions of that agreement.

	<b>DEVELOPMENT PLAN PROCESS MILESTONE DATES</b>
DMCC Board Meeting - Approval of DMC Development Plan Work Plan, Schedule & Process	November 8, 2013
EDA Issues Primary Development Plan RFP's (No Later Than)	November 13, 2013
RFP Information Session (In Rochester)	December 3, 2013
RFP Deadline	December 10, 2013
Subconsultants Shortlisted	December 18, 2013
RFP Interviews	January 6-7, 2014
EDA Board Meeting: Selection of Subconsultants	January 10, 2014
DMCC Board Meeting: Approval of Subconsultants which EDA and DMCC Board Chairs Agree are of Material Interest to the Public	January 16, 2014
Execution of Contracts (No Later Than)	January 20, 2014
Begin Project Meetings	January 22, 2014
First Public Forum	January 23, 2014
Second Public Forum	March 11, 2014
DMCC Board Meeting	March 13, 2014
DMCC Board Meeting	May 13, 2014
Third Public Forum	June 19, 2014
DMC Board Meeting	July 10, 2014
DMCC Board Meeting	September 11, 2014
Fourth Public Forum	October 16, 2014
Complete Preliminary Draft of Development Plan	November 13, 2014
If Approved, Plan Submitted for 60 Day Public Comment Period	November 14, 2014
DMCC Review of Comments / Possible Adoption of Final Draft (After 60 Days & City Approval)	January 15, 2015



# **SECTION 5.0 DMCC MEETING SCHEDULE & OUTLINE OF MILESTONES / KEY APPROVALS**



## 5.0 DMCC MEETING SCHEDULE & OUTLINE OF MILESTONES

The following provides a preliminary schedule for the DMCC Board of Directors and an outline of the anticipated milestones for gaining input and approvals from the DMCC Board of Directors during the Development Planning phase of the project. This outline is based on the assumptions as of the date this document was issued and is subject to change as the Project progresses.

### **JANUARY**

- EDA update on Development Plan process:
  - Update on RFP process
  - Report / update on public input process

#### ***Approvals To Be Requested***

- DMCC approval of subconsultants which EDA and DMCC Board Chairs agree are of material interest to the public

### **MARCH**

- EDA update on Development Plan process
  - Preliminary findings of market research
  - Discussion on key drivers of master plan & core focus areas
  - Discussion on key drivers of infrastructure & transportation plans
- Report / update on public input process

#### ***Approvals To Be Requested***

- EDA to present, and request approval to report to MMB on certified investments after June 31, 2013 through December 31, 2013

### **MAY**

- EDA update on Development Plan process
  - Report on community input process / next steps
  - Presentation of conceptual master plan, infrastructure plan, transportation plan



## 5.0 DMCC MEETING SCHEDULE & OUTLINE OF MILESTONES

### JULY

- EDA update on Development Plan process
  - Report on community input process / next steps
  - Update on master plan, infrastructure plan, transportation plan
  - Discussion on preliminary outlines of business development plan, marketing / communications plan, community outreach plan

### SEPTEMBER

- EDA update on Development Plan process
  - Report on community input process / next steps
  - Update on master plan, infrastructure plan, transportation plan
  - Preliminary draft of finance plan, including preliminary draft of underwriting criteria, funding priorities and application process
  - Preliminary draft of operating plan

### NOVEMBER

- EDA to present a preliminary draft of Development Plan for review and comment by DMCC Board
  - An approval will send plan to City and initiate formal 60 day public comment period

#### ***Approvals To Be Requested***

- DMCC approval of preliminary Development Plan, an approval will result in planning going to City for 60 day public comment period

### JANUARY (AFTER 60 DAY REVIEW AND CITY APPROVAL)

- Final Development Plan presented with amendments (if any) for DMCC Board for Adoption (after 60-day public comment period and City approval)

#### ***Approvals To Be Requested***

- DMCC adoption of the plan (if final version is acceptable)



# **SECTION 6.0**

# **REQUESTED APPROVALS**

The EDA requests that the DMCC Board approve the Detailed Development Plan Outline, including:

- Development Plan Goals and Objectives
- Summary of Development Plan Scope and Content
- Community Engagement and Public Input Process
- RFP Process
- DMC Project Schedule

**EDA REQUEST FOR PROPOSAL FORM**

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Request for Proposal

Exhibit A..... DMC Development Plan Outline

Exhibit B..... Scope of Work

Exhibit C ..... Acknowledgement and Attestation Form



**REQUEST FOR PROPOSAL FOR  
DESTINATION MEDICAL CENTER  
CITY OF ROCHESTER, MINNESOTA**

**1.1 INTRODUCTION**

The Destination Medical Center Non-Profit Economic Development Agency (the “EDA”), pursuant to its contract with the Destination Medical Center Corporation (the “DMCC”), a public, non-profit corporation organized under the laws of the State of Minnesota, is seeking a qualified professional firm (the “Subconsultant”) to assist in the planning and establishing a development plan (the “Development Plan”) for the Destination Medical Center project (the “DMC Project”) in Rochester, Minnesota, as is further described in this Request for Proposal (“RFP”). The EDA is a private, nonprofit corporation established under Laws of Minnesota, Chapter 143 (2013-2014 Regular Session), Article 10, and Minnesota Statutes, Chapter 317A (the “Governing Acts”).

The Subconsultant’s Work shall be incorporated into a comprehensive Development Plan, the purpose of which is to guide development and investment on the DMC Project over a 20-year period. The goals of the DMC Initiative and the objectives of the DMC Development Plan have been established by the DMCC Board of Directors as:



A preliminary outline of the content of the Development Plan is included as Exhibit A to this RFP. The EDA shall oversee and coordinate the work of the Subconsultant and other planners, advisors and consultants on the Project. Coordinating with the EDA, the Subconsultant shall be responsible to perform the Scope of Work described in Exhibit B to this RFP.

The issuance of this RFP constitutes only an invitation to submit proposals to the EDA. It is not to be construed as an official and customary request for bids, but as a means by which the EDA can facilitate the acquisition of information related to the purchase of services. Any proposal submitted as provided herein constitutes a suggestion to supply information/negotiate and NOT A BID.

The EDA reserves the right to determine, in its sole and absolute discretion, whether any aspect of the proposal satisfactorily meets the criteria established in this RFP, the right to seek clarification from any Subconsultant(s), the right to negotiate with any Subconsultant(s) whether or not they submitted a proposal, the right to reject any or all proposals with or without cause, and the right to cancel and/or amend, in part or entirely, the RFP.

The RFP does not commit the EDA either to award a contract or to pay for any costs incurred in the preparation of a proposal. Submission of a proposal as provided herein shall neither obligate nor entitle a prospective Subconsultant to enter into an Agreement with the EDA.

It is understood that any proposal received and evaluated by the EDA can be used as a basis for direct negotiation of the cost and terms of a contract between the EDA and the particular firm submitting such a proposal. The EDA reserves the right to negotiate pertinent contract terms concurrently with any number of firms as it deems in its best interest, whether or not such firm has submitted a proposal. In submitting this proposal, it is understood by the Subconsultant that the EDA reserves the right to accept any proposal, to reject any and all proposals and to waive any irregularities or informalities that the EDA deems is in its best interest.

Evaluation of proposals by staff or by any other group are advisory only; the EDA may consider or reject such evaluation(s) for any or all proposals, such evaluations are for the sole benefit of the EDA, and as such, they are not binding upon the EDA nor may they be relied upon in any way by a Subconsultant.

In the event that this RFP is withdrawn by the EDA for any reason, including but not limited to, the failure of any of those things or events set forth herein to occur, the EDA shall have no liability to Subconsultant for any

costs or expenses incurred in connection with this RFP or otherwise. Accordingly, each proposal should be submitted in the most favorable terms of costs and programmatic considerations and in a complete and understandable form. The EDA reserves the right to request additional data, oral discussion, or a presentation in support of the written proposal. The EDA is not obligated to respond to any proposal submitted nor is it legally bound in any manner whatsoever by the submission of a proposal. It is the intention of the EDA to enter into a contract with the firm(s) with which the EDA can make the most satisfactory arrangements for its needs.

The EDA has broad rights with respect to the procurement and contracting processes as detailed in this proposal. The EDA may decide to contract with more than one entity to develop the services contemplated herein.

This Request for Proposals (“RFP”) outlines the services, procedures and requirements that have been set forth by the EDA for the selection of a Subconsultant to represent the EDA in completing the work described herein (the “Scope of Work”).

## **1.2 PROJECT DESCRIPTION**

The Destination Medical Center (“DMC”) initiative is one of the largest and most innovative economic development strategies ever undertaken in Minnesota. Its purpose is to secure Rochester’s and Minnesota’s status as a global medical destination now and in the future.

Rochester is a growing city, located approximately 70 miles southeast of the St. Paul/Minneapolis Metropolitan Area. The current population of the City is approximately 108,000 residents, with a projection to grow to 145,000 – 150,000 by the year 2030.

While Rochester is known worldwide for Mayo Clinic, the city is evolving to become a hub for medical education, research and innovation. Rochester is a regional employment center for southeast Minnesota, with a current employment base of approximately 105,000 jobs. The U.S. Bureau of Labor Statistics estimates that the labor force within Rochester is 59,000 persons, meaning that the city supports employment that doubles its local workforce population.

Approximately 51,500 workers commute into the City based on 2011 LEHD and City data. Some 35,000 of these persons are estimated to commute downtown. In addition to the employment base, Rochester is estimated to attract more than 3 million visitors per year, most of who stay in hotels, attend events and/or appointments within the downtown core.

The DMC is a major economic development initiative that will drive significant new job growth and tax base for future generations. The DMC will significantly increase and accelerate the demand for private development and public infrastructure in this market. The target of the DMC is to grow the employment base by some 35,000 – 45,000 jobs and to more than double the visitation from the Mayo Clinic patients/companions, business travelers, convention/event goers and other visitors to the City, and particularly the downtown core.

In June 2013, the Governor of Minnesota signed into law the DMC Legislation (Laws of Minnesota, Chapter 143 (2013-2014 Regular Session), Article 10, which provides for \$585 million in State and local funding over a 20 year period to support public infrastructure projects. The legislation created two new entities charged with the responsibility to plan, facilitate and/or oversee the Development Plan process, including:

**The Destination Medical Center Corporation (the “DMCC”):** a public non-profit corporation, the purpose of which is to oversee the development, planning and implementation of DMC strategies. The DMCC’s board is structured to provide the primary stakeholders representation in key decisions related to planning, strategies and investments of the DMCC.

**The Non-Profit Economic Development Agency (the “EDA”):** a private non-profit corporation, the primary purpose of which is to provide services to the DMCC, to develop, plan and implement DMC Strategies. The services of the EDA are specifically enumerated in the legislation.

In addition to the two entities created under the legislation, the City of Rochester (City), Olmsted County (County) and the State of Minnesota will remain actively involved in the Project. In terms of public funding and financing, as provided under the DMC Law, the City not only provides a significant contribution of public funds, assists the DMCC with its financial administration, and disburses authorized funding by the State and the County, it may also issue bonds to further support the Project. The EDA and its Subconsultant(s) will work in close coordination with the City and its financial consultants on a wide variety of financial issues.

It is anticipated that the DMC initiative will result in \$5.6 billion in private investments including Mayo Clinic and other private investors, and \$585 million for public infrastructure and transportation projects.

#### **1.4 SCOPE OF WORK**

The Subconsultant will need to work in a collaborative process with the EDA (including with other Subconsultants), DMCC Board of Directors, the City of Rochester, Olmsted County, Mayo Clinic, the University of Minnesota-Rochester and the community to establish the Development Plan. At a minimum, the Subconsultant's Work should be coordinated with the following plans that impact the project area:

##### Existing Documents:

1. Rochester Downtown Master Plan ("RDMP"), August 2010, Adopted as part of the City's Comprehensive Plan in June, 2012
2. Rochester Zoning Code
3. UMR Master Plan and Programming Documents
4. Mayo Clinic Five Year Plan Update, November 2011

##### Documents in Planning Phase:

Importantly, the City is also performing work that relates to the Project. Specifically, the City is separately undertaking an updated Comprehensive Plan for the entire City, as well as a a Regional Transportation Plan in

2014, the timing of which will overlap with the completion of the DMC Development Plan. The EDA and EDA’s Subconsultant(s) will work closely with the City to coordinate the DMC Development Plan with the City’s Comprehensive Plan and Regional Planning studies. The EDA will coordinate the work performed by Subconsultant(s) with the work performed by the City to ensure efficient sharing and use of information, and, to the extent practicable, to avoid unnecessary duplication of efforts.

1. Rochester Comprehensive Plan, To Be Completed 2014/2015
2. Rochester Transportation Study, To Be Completed 2014/2015

The full scope of work (“Scope of Work”) to be performed by the Subconsultant is outlined in **Exhibit B** to this RFP.

**1.5 PUBLIC PARTICIPATION**

Public participation is a key strategy of the DMC Development Process. A public process has been adopted by the DMCC Board which includes opportunities for visioning, information gathering and substantive input on the progress of the Development Plan through public forums, outreach activities and social media activities. The EDA shall coordinate the public input process. The Subconsultant(s) shall work with the EDA to facilitate the public input process, develop materials and organize/incorporate feedback into the Development Plan.

**1.6 PROJECT SCHEDULE**

A tentative schedule for the Development Plan process is included below. The schedule is preliminary in nature and may be adjusted at the EDA’s sole discretion.

The following Project Schedule is adopted for the Project as part of this Scope of Work.

	<b>RFP PROCESS / TIMELINE</b>
EDA Issues Primary Development Plan RFP’s	November 13, 2013
RFP Information Session (In Rochester)	December 3, 2013

RFP Deadline	December 10, 2013
Respondents Shortlisted	December 17, 2013
Respondents Interview	January 6-7, 2015
Selection of Subconsultants	January 10, 2015
DMCC Board Meeting – Introduce Subconsultants / Recommendations for Approvals As Applicable	January 16, 2015
Execution of Contracts (No Later Than)	January 20, 2015

### 1.7 QUALIFICATION REQUIREMENTS

Each respondent must demonstrate knowledge and experience in the area(s) for which Services are proposed. The firm or entity and the individuals proposed for the Project must have recent experience with a project(s) of similar or greater scope and complexity and direct experience with the urban design of a downtown city within the past five (5) years. The specific criteria to be considered by the EDA in the selection of the Subconsultant firm including but not limited to:

1. Experience of the proposed project personnel;
2. Time availability and commitment of the proposed project personnel to the Project;
3. Accessibility of Respondent’s office and staff to the project site;
4. Creativity and/or knowledge of user requirements as demonstrated by the Subconsultant;
5. Experience of the firm or entity in similar project(s);
6. Commitment to diversity;
7. References for the personnel and firm;
8. Competitiveness of proposal;
9. Acceptance of Consulting Services Agreement and its attached Scope of Work

### 1.8 PROPOSAL REQUIREMENTS

Firms interested in responding to this RFP should deliver six (6) copies of the written proposals to EDA at the address below no later than 12:00 Noon (CST) on December 10, 2013. The proposals should be provided in both hard copy and electronic form. The electronic form of the document may be emailed or sent on a disk

accompanying the proposal. Delivery of only an electronic copy of the proposal is not acceptable. A facsimile copy is also not acceptable. Proposals received after the deadline, or which do not comply with the requirements of this RFP shall be rejected.

The address to which proposal should be sent is:

DMC Economic Development Agency

Attention: Lisa Clarke, Executive Director

C/O: Mayo Clinic Public Affairs Department

200 First St SW

Rochester, MN 55905

(507) 266-4399

All questions should be directed via email to the person(s) listed below. Questions should be forwarded to the person(s) listed below no less than three (3) days prior to the submission deadline. The person(s) listed below will do his/her best to respond to any questions prior to the submittal but failure to do so will not result in an extension of the deadline.

Lisa Clarke, Executive Director of EDA, [Clarke.Lisa@mayo.edu](mailto:Clarke.Lisa@mayo.edu)

Proposals for Subconsultant Services must include the following material and information:

Section 1: Cover letter (Limit to 2 Pages);

Section 2: Brief summary of the firm's qualifications and experience;

Section 3: Organizational chart of the respondent's personnel to be assigned to the Project and a matrix of time commitment and availability of these personnel;

Section 4: Resumes of personnel assigned by the respondent to the Project, including:

i. Relevant experience



- ii. Summary of current workload for each individual;
- Section 5: Three (3) references for the firm or entity, all for projects executed in last five (5) years. All three (3) projects should have been led by the senior staff person proposed to lead this Project. At least two (2) should include senior staff members that are proposed for this Project Team;
- Section 6: Description(s) of any other subconsultants, contractors, service providers or advisors to be proposed to be employed by the respondent;
- Section 7: A brief (bullet) description of the work and deliverables and/or materials to be completed and/or reviewed in each month of the Project. The schedule should follow the general schedule for completion of work included in this RFP. The respondent should also provide its comments to the schedule with this submittal;
- Section 8: A proposed fee schedule
- Section 9: A commitment to diversity evidenced by such factors as the actual diversity among its existing or proposed team members or the existence of an affirmative action plan addressing the diversity issues.
- Section 10: Insurance Certificates (see Consulting Services Agreement for limits);
- Section 11: Written description of current litigation involving the Respondent;
- Section 12: Confirmation of Acceptance of Base Form and Comments to the Consulting Services Agreement and Scope of Work;
- Section 13: Supplemental Information. Inclusion of such information is option and should only be included if information is specifically relevant to the scope of work outlined herein; and
- Section 14: Acknowledgement and Attestation Form (See **Exhibit D**)

The Proposal must be provided in an 8.5” x 11” folder and tabbed (or separated) to correspond to the list of submittal requirements outlined above. Respondents must provide all of the information required in each of the above referenced sections. Failure to do so may cause that respondent **to be disqualified** from consideration by the EDA.

The EDA may elect to conduct oral interviews with selected respondents after review of each firm’s Proposal. The EDA reserves the right to short-list firms for interviews or to interview all respondents.

Nothing contained in this Request for Proposal shall be considered a commitment by the EDA to award a contract or compensate any respondent for costs incurred in the preparation of a proposal in response to this RFP. Each respondent expressly waives any and all rights to materials or documents submitted in response to this RFP.

If selected, the respondent agrees to negotiate the Consulting Services Agreement and Scope of Work in good faith with the EDA. Selection of a respondent(s) shall not be considered a commitment by the EDA until such time as the Consulting Services Agreement is executed by both the EDA and selected respondent. The EDA is not responsible for any costs incurred by a respondent in connection with the review, negotiation and/or execution of the Consulting Services Agreement.

The EDA reserves the right to approve or reject any and all personnel employed by the Subconsultant assigned to the Project and any Subconsultants proposed for the Project. The EDA will receive and review all Proposals in its discretion and according to the process that it develops, and the EDA reserves the right to accept or reject any and all portions of Proposals submitted in response to this RFP. Furthermore, the EDA reserves the right to reject any and all Proposals or to waive informalities in any Proposal or to accept any Proposal in its sole and absolute discretion. It is intended that award of this Proposal will be made to the respondent who is responsive, competitive, and qualified to perform the work as determined in the sole and absolute discretion of the EDA.

## **1.9 CONTRACT AWARD AND CONTRACT**

1. **Award Discretion** - While the EDA may ultimately decide to enter into a contract with that person or firm with which the EDA can make the most satisfactory arrangement for meeting its needs, the EDA is not obligated to award any contract or respond to proposals submitted, nor is it legally bound in any manner whatsoever by the submission of a proposal.

2. **Multiple Firms** - The EDA may retain more than one (1) firm. If a Proposal is limited to certain responsibilities, the Proposal must clearly state the work proposed to be performed, and the items not included in the Proposal.
  
3. **Changes** - The EDA shall have the right at all times to require changes in, additions to, or deletions from the work contemplated by the contract documents, and the same shall in no way make void the contract. Changes and additions resulting in increased costs shall be made only pursuant to a written contract amendment issued by the EDA and bearing the acceptance endorsement of the Subconsultant. Deletions from the scope of work required may be made at the sole discretion of the EDA.
  
4. **Evaluation of Proposals** - Proposals will be evaluated by a sub-committee made up of members of the EDA Board of Directors. A maximum of three (3) respondents will be short-listed for in-person interviews. Interviews will be conducted in Rochester by members of the EDA sub-committee. The EDA sub-committee shall make recommendations to the EDA Board of Directors. The EDA Board of Directors shall select the Subconsultant to be retained for the project.

Additionally, the EDA will bring forward to the DMCC for approval those Subconsultants that the EDA and DMCC Board chairs agree are of material significance or interest to the community.

5. **Evaluation Factors** - Evaluation factors shall include, but are not limited to, the following:
  - a) Subconsultant's expertise and experience.
  - b) Subconsultant's key staff proposed to be assigned to perform work for the Authority
  - c) Subconsultant's past performance.
  - d) Subconsultant's telephone or in-person interview, if requested.
  - e) Hourly Billable Rate (Cost)
  - f) Subconsultant's commitment to diversity.
  
6. **Criteria Compliance** - The EDA reserves the right to determine, in its sole and absolute discretion, whether any aspect of a Proposal satisfactorily meets the criteria established in this RFP.

7. **Additional Information Requests** - The EDA reserves the right to request additional information from Subconsultants during any phase of the proposal evaluation process. During the evaluation and selection process, the EDA may require the presence of Subconsultant's representatives to make presentations and answer specific questions. Notification of any such requirements will be given as necessary.
  
8. **Conditions of Award** - The EDA may elect not to award a contract solely on the basis of this RFP, and will not pay for the information solicited or obtained. The information obtained will be used in determining the alternative that best meets the needs of the EDA.

## 1.10 OTHER GENERAL PROVISIONS

1. **Confidentiality** - Information supplied by the Subconsultant to the EDA is subject to the Minnesota Government Data Practices Act, Minnesota Statutes, Sections 13.01 et seq. Such information shall become public unless it falls within one of the exceptions in the Act, such as security information, trade secret information, or labor relations' information pursuant to Minnesota Statute Section 13.37. If the Subconsultant believes any non-public information will be supplied in response to the RFP, the Subconsultant shall take reasonable steps to identify and provide reasonable justification to the EDA regarding which data, if any, falls within the Minnesota Government Data Practices Act exceptions. However, the Subconsultant agrees as a condition of submitting a proposal that the EDA will not be held liable or accountable for any loss or damage which may result from a breach of confidentiality as may be related to the responses submitted.

The EDA will not consider any cost information and references submitted by the Subconsultant to be non-public, confidential or trade secret material. Simply stating that the document is confidential or making a blanket claim of confidentiality without proper supporting justification is also not a valid reason to declare the document confidential.

2. **Modification or Withdrawal of Proposal** - Unauthorized conditions, limitations, or provisions attached to a proposal may cause its rejection. No oral, telephonic, e-mail, or facsimile (FAX) proposals or modifications will be considered.

A Proposal may not be modified, withdrawn, or canceled by the Subconsultant for a period of three (3) months following the time and date designated for receipt of Proposals. Any such modification, withdrawal or cancellation shall be submitted in writing to the Contact Person at the address contained in Section V (D) (1) herein.

Before the time and date designated for receipt of Proposals, no Proposal may be released or physically withdrawn, but any Proposal submitted may be modified, canceled, or withdrawn by written notice to said Contact Person. Such notice shall be in writing over the signature of Subconsultant. The original over the signature of the Subconsultant shall be mailed and received on or before the date and time set for receipt of Proposals, and it shall be so worded (if original Proposal is modified) so as not to reveal the amount of the original Proposal. Written withdrawal or cancellation by Subconsultant of a Proposal prior to the Proposal opening will nullify the Proposal. However, the original Proposal shall not be physically returned to the Subconsultant until after the time for receipt of the Proposals.

Withdrawn or canceled Proposals may be resubmitted up to the time designated for the receipt of Proposals, provided that the resubmitted proposal is in conformance with this RFP.

3. **Equal Opportunity Statement** – Subconsultant agrees to comply with the provisions of all applicable federal, state, and local laws and regulations pertaining to civil rights and nondiscrimination.
4. **Non-Discrimination** – Subconsultant will not discriminate against any employee or applicant for employment because of race, color, creed, religion, ancestry, sex, national origin, affection preference, disability, age, marital status, status with regard to public assistance, or status as a disabled veteran or veteran of the Vietnam era. Such prohibition against discrimination shall include, but not be limited to,

the following: employment, upgrading, demotion or transfer, recruitment, layoff or termination, rates of pay or other forms of compensation, and selection for training.

5. **Extension of Time** - The EDA reserves the right to extend the proposal due date. If a Subconsultant needs an extension of time to prepare the proposal a written request should be forwarded no later than two (2) business days prior to the due date of this RFP. The request should be directed to the address noted in Section V (D) (1), Contact between Subconsultant and the EDA - Questions. The granting of an extension will be based on the number of such requests, and the reason(s) for each request. The EDA reserves the right to extend the submission deadline only at the discretion of the EDA and not at the mere request of the Subconsultant(s). In the event of an extension, prospective Subconsultant(s) will be notified immediately and appropriate addenda will be issued.
6. **Addenda** - The EDA reserves the right to add, change, or delete any provision or statement in the RFQ/RFP at any time prior to the proposal due date. If it becomes necessary to revise any part of the RFQ/RFP, addenda to the RFP will be provided to all Subconsultants assure receipt of all addenda.
7. **Right to Withdraw RFP** - The EDA reserves the right to withdraw, cancel, and/or amend, in part or entirely, this RFP for any reason and at any time with no liability to any prospective Subconsultant for any costs or expenses incurred in connection with the RFP or otherwise.

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**EXHIBIT A**  
**DMC DEVELOPMENT PLAN**  
**CONTENT OUTLINE**

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Attached with this Exhibit A is a preliminary outline of the structure and content of the Development Plan. The Development Plan will be complementary to City, County and regional planning documents. This outline is preliminary in nature subject to change as the project moves forward.

***DEVELOPMENT PLAN – PRELIMINARY OUTLINE OF CONTENT***

***1.0 Introduction***

- Statement of Purpose / Recitals
- Overview of Planning Process
- Statement of Goals & Objectives (General / Specific to State & Local)
- Definitions

***2.0 Project Status Update***

- Current Project Status – Planned vs. Implemented
  - Development, Land Use and Public Infrastructure
  - Transportation and Transit Improvements
  - Strategic Partnerships and Alliances
  - Programs and Services
- Report on Targeted Investments & Economic-Fiscal Impacts Achieved
  - Estimated Total Private Investment
  - Fiscal Impacts – State, Region, County and City
  - Jobs Impacts
  - MBE / WBE and Other Targeted Reporting
    - Report on Progress of Workforce Development Programs
    - MBE / WBE / SBE Reporting
- Summary Report - Statement of Findings, with Evidence
  - Finding #1 - Sufficient to indicate relationship to state / local objectives
  - Finding #2 - Affords maximum opportunity for private sector investment
  - Finding #3 - Conforms to the City’s General Plan and consistent with the City’s Comprehensive Plan
  - Finding #4 - Conforms to approved local / regional transportation plans

- Finding #5 - Complementary to Mayo Clinic Strategic Plan / Master Plan

### ***3.0 Summary of Strategic Priorities (Next 5 Years)***

- Strategic Initiatives and Growth Sectors (7 Core Areas)
- Economic-Fiscal Impact Projections
- Jobs and Targeted Employment Projections
- Transformation Projects/Catalysts

### ***4.0 Population, Demographic and Market Data***

- Population and Demographic Data
  - Population Growth Patterns & Trends
  - Sub-District Population / Demographic Characteristics
  - Population / Employment Projections
  - Growth Trends, Investment and Spending Patterns
- Visitation & Demand Data
  - Visitor Populations and Demographic Profiles
  - Estimated Spending Patterns
  - Infrastructure / Programming Demand Profile
- Market Research By Seven Core Focus Areas
  - Health & Wellness
  - Commercial, Research and Technology
  - Hotel and Hospitality
  - Residential / Livable City
  - Retail, Entertainment & Cultural
  - Learning Environment
  - Parks and Recreational

### ***5.0 Master Plan***

- Planning Goals & Objectives
- Definition of Sub-Districts / Methodology for Selection
- Planning Criteria & Principles
- Land Use Assumptions
  - Summary of Existing Conditions
  - Outline City Land Use Policies
  - Primary Access and Connections
  - Parks and Open Space Connections
- Neighborhood & District Development Plans
  - Summary of Seven Core Areas of Focus / Districts
  - Recommendations for Highest & Best Use / Program By Area
  - Building Height, Scale & Density Considerations
  - Framework for Streetscape Guidelines
  - Framework for Site & Building Design Guidelines
  - Signage & Wayfinding
  - Incentive Programs & Bonuses



- Phasing Strategies
- Environmental & Sustainability Targets
  - Climate Analysis
  - Solar Access / Street Orientation
  - Outline Construction and Building Incentives / Programs
  - Public Sustainability Plan / Targets
- Historic District & Preservation Planning
  - Inventory of Historic Landmarks & Assets
  - Inventory of Historic Districts
  - Planning Criteria
- Transportation & Transit Corridors
  - Vehicular Traffic and Circulation
  - Public Transit / Multi-Modal Circulation
  - Alternate Transportation / Pedestrian / Bike Path Circulation
- Signage and Wayfinding Requirements
- Coordination with Infrastructure / Transit Plans

#### ***6.0 District Infrastructure Master Plan (Non-Transportation)***

- Planning Goals & Objectives
- Priority Investment Guidelines / Target Areas for Investment
- Summary of Conformance with City Comprehensive Plan / Other
- Sub-District Street & Surface Improvements
  - Street & Surface Improvements
  - Storm Sewers, Wet Utilities & Dry Utilities
  - Other (e.g. Municipal Improvements, Bridges, Skyways, Subways, etc.)
  - Project Design Criteria
  - Sub-District Street & Surface Improvements (continued)
  - Projected Development Budget / Phasing – 5 Years
  - Coordination with City Capital Improvement Plan
  - Projected Development Schedule / Phasing – 5 Years
  - Projected Annual Operations & Maintenance Budgets
- Parking Developments
  - Parking Demand Analysis / Coordination with Transportation Plan
  - Development Parcels, Programming, Coordination to Master Plan
  - Acquisition, Demolition & Site Preparation Requirements
  - Projected Development Budget / Phasing – 5 Years
  - Coordination with City Capital Improvement Plan
  - Projected Development Schedule / Phasing – 5 Years
  - Projected Annual Operations & Maintenance Budgets
- Open Space and Park Requirements
  - Open Space / Park Parcels
  - Parks / Open Space Improvements
  - Project Design Criteria
  - Projected Development Budget / Phasing – 5 Years

- Coordination with City Capital Improvement Plan
- Projected Development Schedule / Phasing – 5 Years
- Projected Annual Operations & Maintenance Budgets
- Parcel Development
  - Identify Development Parcels / Criteria
  - Sites / Potential Areas for Land Assembly
  - Demolition / Site Preparation Requirements
  - Other Requirements
- Required Approvals and Outline of Contingencies

### ***7.0 Transportation Plan***

- Planning Boundaries and Requirements (Note: Improvements will be within City Boundaries)
- Goals & Objectives of Plan
- Overview of Transportation Management System Current vs. Planned
- Demand Analysis – Regional / Local
  - Growth Projections – Regionally / Locally
  - Demand Projections – Peak / Non-Peak Periods
  - Growth & Demand Management Strategies
- Regional Improvements (Coordination With City/County Planning and Identification of Potential Improvements within the City boundaries)
  - Travel & Transit Patterns and Options
  - Transportation Improvements / Phasing
  - Street Right-Of-Way, Land Use Considerations
  - Conflicts / Consistencies with Current Planning Documents
  - Projected Development Budget / Phasing – 5 Years
  - Coordination with City / County Capital Improvement Plan
  - Projected Development Schedule / Phasing – 5 Years
  - Projected Annual Operations & Maintenance Budgets
  - Coordination with Regional Railway Studies / Initiatives
- District Improvements
  - Travel & Transit Patters and Options
  - Transportation Improvements / Phasing
  - Street Right-Of-Way, Land Use Considerations
  - Conflicts / Consistencies with Current Planning Criteria
  - City Comprehensive Plan
  - Neighborhood Plans and Other
  - Projected Development Budget / Phasing – 5 Years
  - Coordination with City / County Capital Improvement Plan
  - Projected Development Schedule / Phasing – 5 Years
  - Projected Annual Operations & Maintenance Budgets

### ***8.0 Finance Plan - Development & Investment Priorities***

- Public Funding Priorities and Investment Objectives

- Detailed Sources of Funds Summary – 5 Years
  - Projected DMC State Aid, Local Match and Transit Funding
- Detailed Summary of Uses of Funds – 5 Years
  - Projections of Other Public Sources (e.g. Federal, Transit, etc.)
  - Other Revenue Sources (e.g. Fees, Contributions, Grants, etc.)
- Consolidated Project Budget (Projected) – First 5 Years
- Finance Assumptions / Bond Rating Summary
- Investment Risk Analysis
- Guidelines & Requirements for Funding Applications
- Underwriting Criteria

***9.0 DMCC Business Development Priorities & Strategies***

- Establish Strategy, Including Priorities, Goals and Objectives
  - Criteria for Target Investments / ROI
  - Partnerships / Business Diversification / Economic Growth
  - Business Development / Marketing Strategy
  - Phasing Strategy / Targets Next 5 Years
- Identify Opportunities for Partnerships and Business Development
- Identify Potential Resources / Investment Platforms
  - Business Development Programs
  - Venture Capital
- Establish Criteria for Targeted Business / Work Force Development

***10.0 Community Outreach & Programming Priorities & Strategies***

- Establish Strategy, Including Priorities, Goals and Objectives for
  - On-Going Community Engagement / Input
  - Economic Development, Business and Tourism Programs / Services
  - Phasing Strategy / Targets Next 5 Years
- Identify Opportunities for Partnerships and Collaborations
- Establish Criteria for Review of Outreach, Programs and Services

***11.0 Marketing & Communication Priorities & Strategies***

- Establish Marketing Strategy, Including Priorities, Goals and Objectives
  - Global, National, Regional and Local Positioning Strategy
  - Brand Development Strategies
  - Sponsorship / Promotional Strategies
  - Phasing Strategy / Targets Next 5 Years
- Communications and PR Strategy, Including Priorities, Goals and Objectives
  - Summary of Audiences / Communications Needs
  - Identify Strategies / Methods of Communications
  - Phasing Strategy / Targets Next 5 Years
- Criteria for Evaluating Marketing Proposals

***12.0 DMCC Operations Plan – 5 Years***

- Operating Plan Summary
- Staffing Plan Summary
- Operating Budget - 5 Years
  - Sources of Revenue (G&A, Fee, Grants, Sponsorships, etc.)
  - Projected Expenses (G&A, Project, etc.)
- Consolidated Balance Sheet
- Consolidated Income Statement
- Guidelines for Reporting / Budgetary Requests and Approvals

### ***13.0 Exhibits***

- Evidence for Findings
- Form(s) and Procedures for Funding Applications
- Forms of Development and/or Grant Agreement for Project Funding
- Form(s) of Forgivable/Low-Interest Loan Agreement

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**EXHIBIT B**  
**SCOPE OF WORK**

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Attached hereto as Exhibit B is a copy of the Scope of Work.

[SPECIFIC SCOPES OF WORK TO BE ATTACHED WHEN ISSUED]

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**EXHIBIT C**  
**ACKNOWLEDGEMENT AND ATTESTATION FORM**

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The Acknowledgement and Attestation Form is included herein and must be executed in accordance with the terms and conditions set forth in this Request for Proposals for Master Planning Services and returned as part of the RFP response.

**PROPOSED DESTINATION MEDICAL CENTER  
ACKNOWLEDGEMENT AND ATTESTATION FORM**

In submitting this proposal the undersigned has certified that the respondent has reviewed the Request for Proposal (“RFP”) dated November 12, 2013 and is familiar with the terms and conditions therein and accepts the terms and conditions imposed under the RFP and all documents identified therein. The Respondent hereby agrees to handle any and all information provided with this RFP, by the EDA on a confidential basis, in accordance with applicable laws.

The Respondent understands the EDA reserve the right to reject any or all Proposals in accordance with its best interest. The respondent submitting a response does so at its own expense and materials submitted shall become the property of the EDA as defined in the RFP. I hereby certify that the foregoing is true and correct.

Respondent’s Name \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

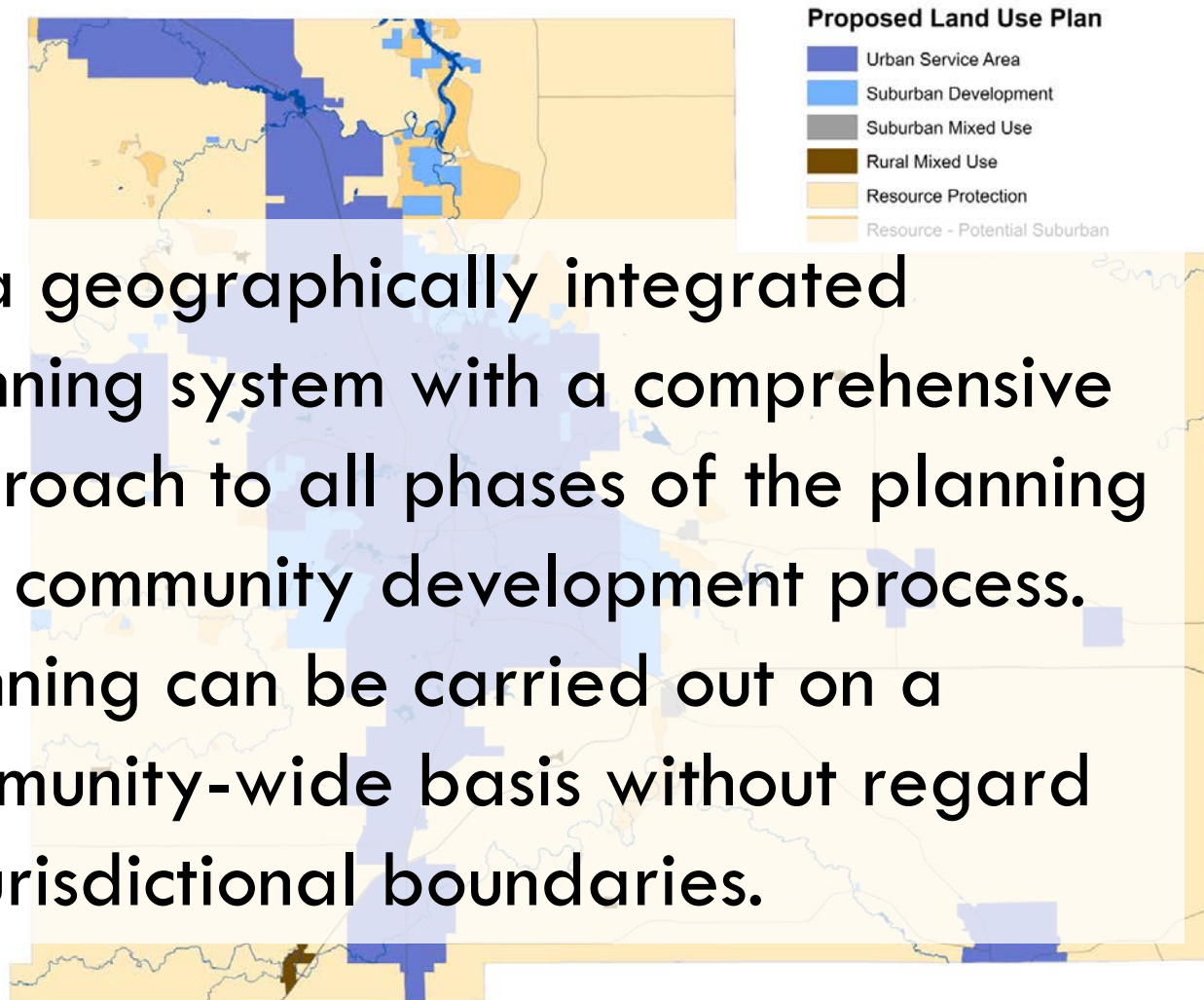




# ROCHESTER COMPREHENSIVE PLANNING – BACKGROUND & UPDATE



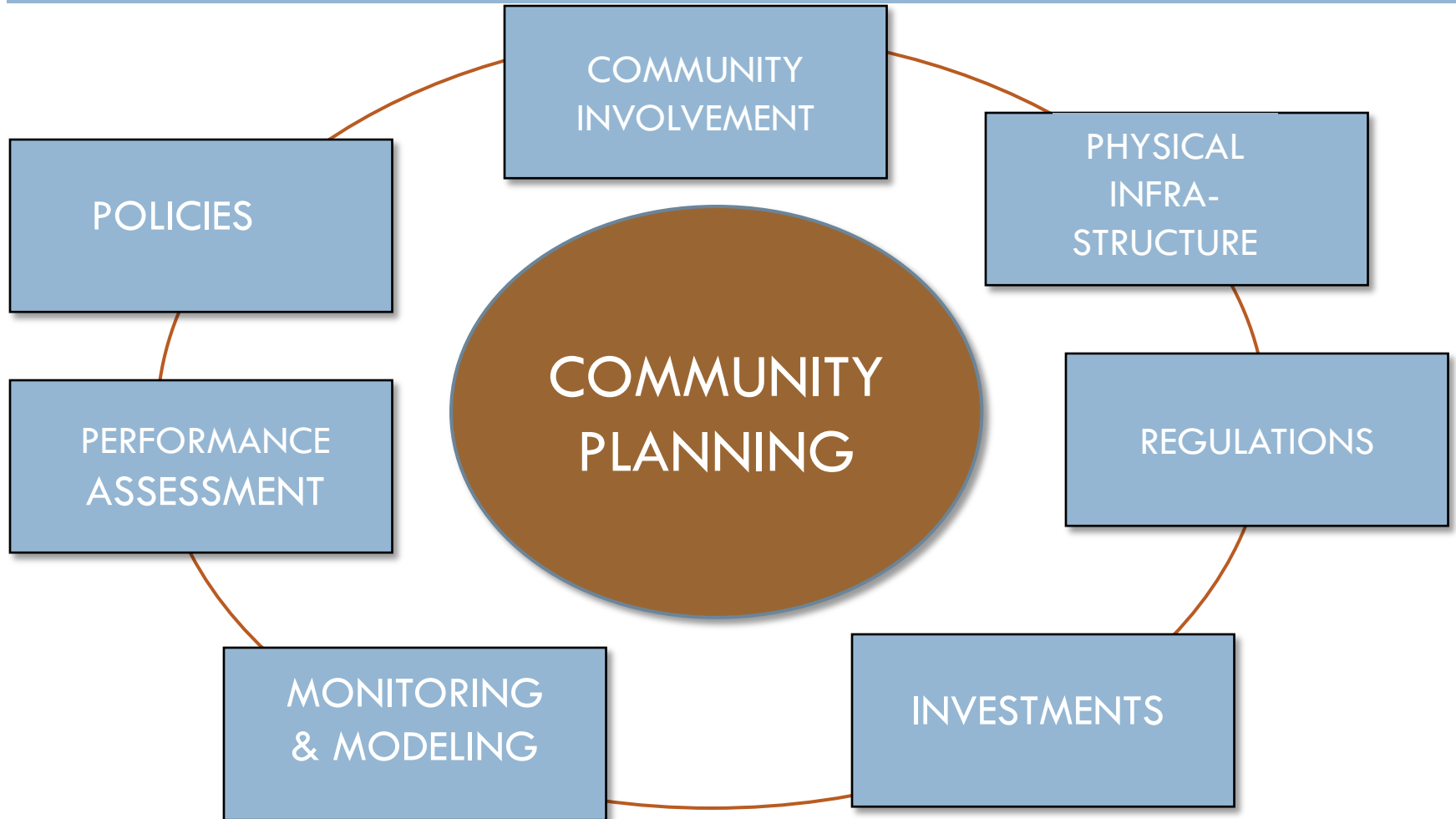
# Integrated Community Planning System



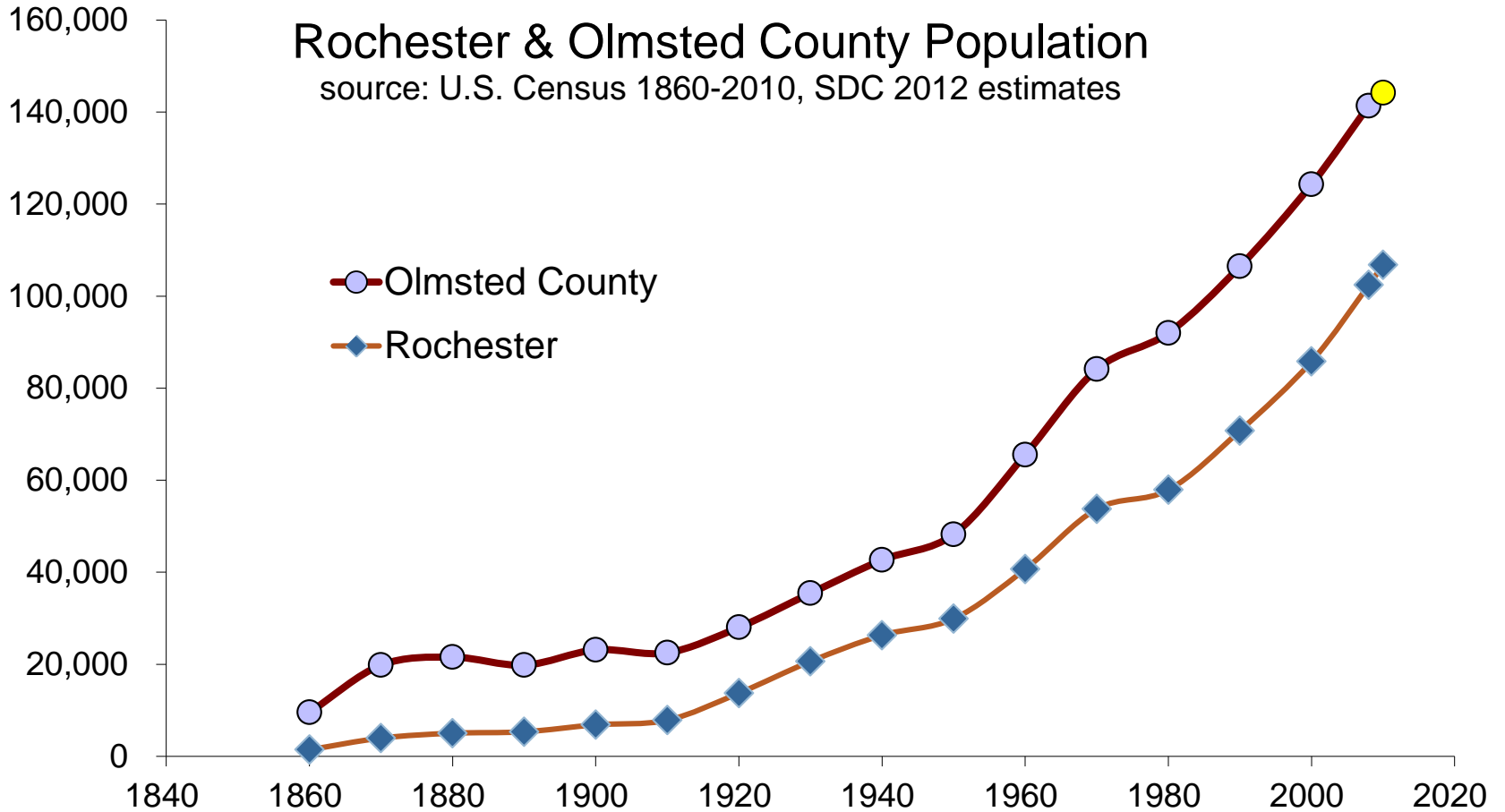
Rochester  
Olmsted County  
ROCOG

... a geographically integrated planning system with a comprehensive approach to all phases of the planning and community development process. Planning can be carried out on a community-wide basis without regard to jurisdictional boundaries.

# Integrated Planning



# Historic Growth



# Future Uncertainty – Plan Update

- Changing demographic context – double whammy of the population structure
- DMC employment growth – focus on knowledge workers & community livability, infrastructure needs
- Fiscal constraints
- Density, mixed use, and transit oriented development

# Consultant Selection

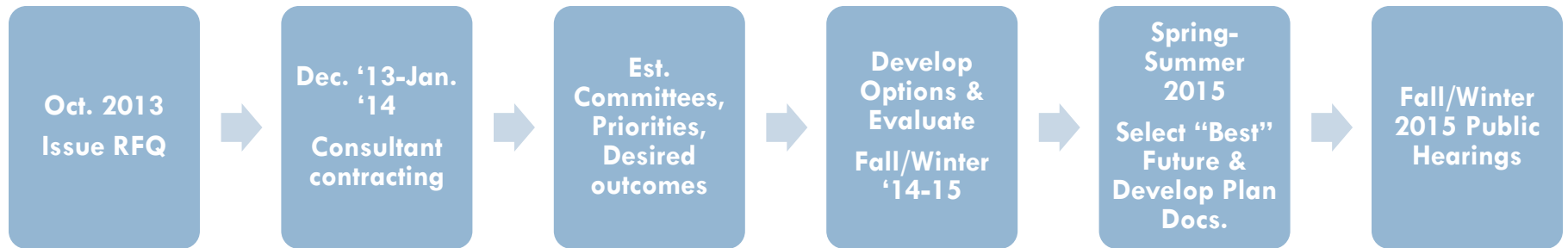
- 2 Stage Process
  - RFQ
  - Prospectus
  
- DMCC
  - Representation
  - Coordination

# Approach



- Agency & Community Collaboration
- Community Representation - Committee & Diverse Interests
- Integrated Infrastructure, Land Use & Transportation Issue Areas
- Develop Goals & Priorities (Desired Outcomes)
- Evaluate Options, Consequences, Selection
- Plan & Policy Changes
- Public Hearings

# Schedule



DMC EDA/DMCC Participation & Coordination

Community & Diverse Stakeholder Interest Participation & Coordination



**COMPREHENSIVE PLANNING →  
PUBLIC INFRASTRUCTURE &  
FINANCING DECISIONS**

