



BEACH CITIES HEALTH DISTRICT
REQUEST FOR EXPRESSION OF INTEREST (RFEOI)
FORMER SOUTH BAY HOSPITAL REDEVELOPMENT

Issue Date: June 30, 2025

Expression of Interest Due Date: **August 7, 2025**

Expression of Interest Directed To: Beach Cities Health District

Expression of Interest Contact: Monica Suua Monica.Suua@bchd.org

Number of Expression of Interest Copies: 1 electronic copy

Complete the section below and include with submission documents. By signature hereto, the Respondent certifies that all representations and certifications contained in its response are complete and accurate as required.

Respondent:

Name of Respondent Firm: Blue Zones, LLC

Name of Authorized Representative: Amelia Clabots

Signature: 

Title: Chief Financial and Administrative Officer

Date: August 5, 2025

Phone #: 612-596-3600

Federal Emp. ID# 27-1603327

Fax #: 612-435-2376

E-mail address: amelia@bluezones.com



COVER LETTER

August 7, 2025

Monica Suua
Beach Cities Health District
514 North Prospect Avenue
Redondo Beach, CA 90277
Monica.Suua@bchd.org

Re: Expression of Interest – Former South Bay Hospital Redevelopment

Dear Ms. Suua,

Blue Zones, LLC is pleased to respond to the Beach Cities Health District (BCHD) Request for Expressions of Interest regarding the redevelopment of the former South Bay Hospital site. This project represents a rare and transformative opportunity to advance BCHD's goals for a financially sustainable, intergenerational, and health-promoting campus that reflects community values and sets a national precedent for what a truly health-focused district can achieve.

We are not submitting this expression as the physical site developer. Rather, we propose to serve BCHD and its selected development partners as a strategic advisor and integrator, ensuring the redevelopment fully reflects BCHD's mission and reinforces its leadership in prevention, well-being, and community-based care. By embedding Blue Zones principles into design, engagement, tenancy strategy, and long-term operations, BCHD can set a benchmark for how redevelopment delivers meaningful social, civic, and economic return on investment.

Blue Zones is a nationally recognized organization with over 20 years of experience transforming communities through built environment strategies, policy innovation, and programs that measurably improve population health. Since 2010, we have proudly supported BCHD in becoming one of the nation's most impactful Blue Zones communities, contributing to measurable increases in physical activity, reductions in



obesity and tobacco use, and strengthened social connection. Our longstanding partnership ensures not only access to proven tools, but also a deep understanding of the BCHD's priorities and aspirations.

As BCHD enters this next chapter, we are prepared to provide a values-driven, outcomes-oriented framework to guide development decisions, sustain meaningful community engagement, and support long-term campus stewardship. We look forward to the opportunity to contribute to a visionary project that builds on BCHD's legacy and delivers lasting value.

Attached to this cover letter, please find:

- Letter of Transmittal
- Expression of Interest
- Certificate of Insurance

Sincerely,

Shelly Trumbo
Chief Transformations Officer
Blue Zones, LLC
200 Southdale Center
Edina, MN 55435
shelly@bluezones.com
707-295-0782



BLUE ZONES®

live better, longer™

**BEACH CITIES HEALTH DISTRICT
EXPRESSION OF INTEREST
FORMER SOUTH BAY HOSPITAL REDEVELOPMENT**

August 7, 2025

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This document has been prepared in response to the Beach Cities Health District (BCHD) Request for Expressions of Interest for the former South Bay Hospital redevelopment. The transmittal letter and signed cover letter are included as attachments. Together, these materials outline Blue Zones' qualifications, experience, and strategic approach to supporting BCHD in realizing its Healthy Living Campus vision.

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A group of young people, mostly Black, are in a gymnasium, performing a dance or fitness routine. They are wearing casual clothing like t-shirts and sweatpants. Some are wearing wristbands. The background is a blue wall with a door. The overall tone is energetic and community-oriented.

ABOUT BLUE ZONES: QUALIFICATIONS & EXPERIENCE

ABOUT BLUE ZONES

Blue Zones' approach is grounded in research and scientifically-proven lessons from the world's longest-living communities. For more than 20 years, we have helped translate population health goals into physical, programmatic, and policy changes that lead to measurable improvements in health, well-being, civic pride, social connection, and community trust. In more than 90 communities, we have supported local leaders, public agencies, health districts, and private developers to create environments where people can live better, longer lives.

Our approach goes beyond design. We specialize in fully integrating health and well-being principles into the development process—from entitlement and planning through activation and long-term operations. We help projects align with the needs and values of the communities they serve, ensuring that redevelopment delivers not just physical transformation, but social, civic, and economic return on investment.

Our work is grounded in the evidence base behind the original Blue Zones regions—places around the world where people live the longest, healthiest lives. We apply these principles through proven frameworks and community-tailored strategies that support healthy aging, intergenerational connection, improved mental health, sense of purpose, and feelings of belonging.

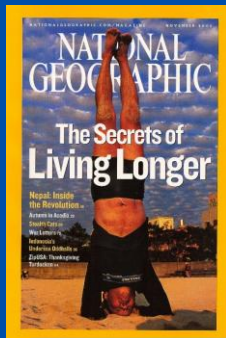
We specialize in:

- Campus and district-scale planning that integrates the built environment with health-promoting design, including active mobility, inclusive public spaces, improved food access, biophilic design, first and last mile connectivity, trail integration, and affordable housing.
- Policy, zoning, and systems strategies to reinforce healthy behaviors, strengthen social infrastructure, and ensure long-term health-promoting uses.
- Community engagement that is inclusive, culturally responsive, and designed to keep public agencies and mission-aligned partners visible, trusted, and connected throughout the development process.
- Strategic communications and storytelling to build understanding, enthusiasm, and support for projects across audiences, translating vision into momentum.
- Evaluation and funding readiness through tools that align project outcomes with public health metrics, policy goals, and competitive grant opportunities.

We are trusted by both public agencies and private partners to ensure that complex, multi-year projects stay true to their purpose while meeting financial, operational, and community goals. From early visioning to long-term stewardship, we bring the tools, credibility, and collaborative spirit needed lead transformation.

WHO WE ARE

Blue Zones brings over 20 years of research, exploration, and solutions from the world's most extraordinary cultures—the blue zones—where people have lived better and longer than anyone else on the planet.



TEDMED



OUR PURPOSE

To empower everyone, everywhere to live better, longer.

OUR PROMISE

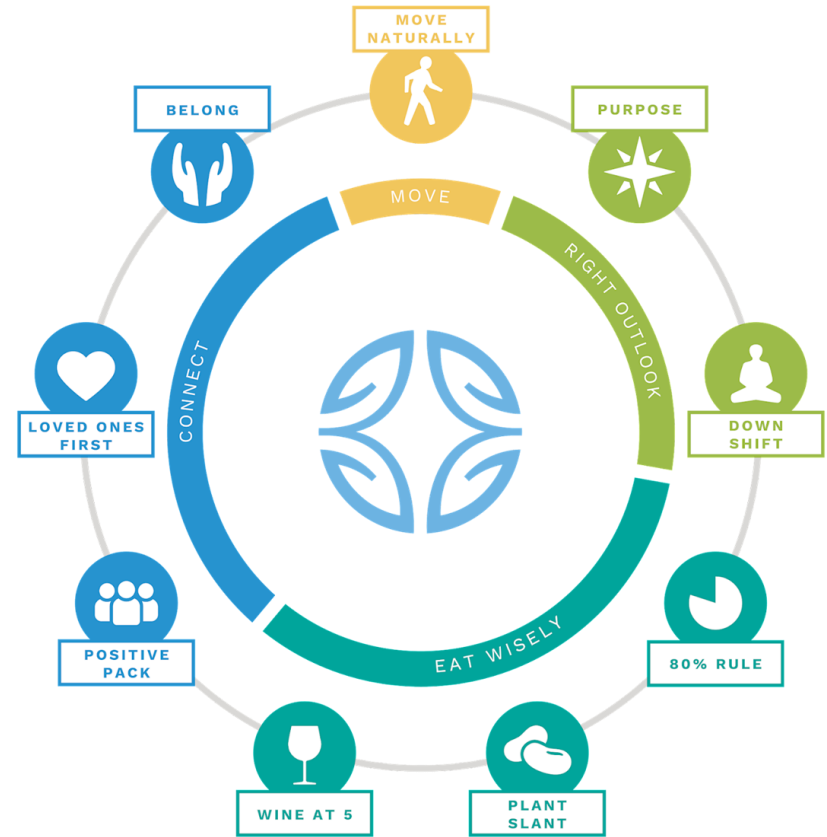
More good years.



Power 9[®]

Lifestyles of all blue zones
centenarians shared
NINE COMMONALITIES

We call these characteristics
the Power 9[®].



BLUE ZONES SOLUTION MODEL

LIFE RADIUS®

Almost all Americans spend 90% of their lives within 20 miles of home. We call this the **LIFE RADIUS**.

That's where we focus—implementing *permanent* and *semi-permanent* changes to where people spend most of their waking lives.

At homes, schools, worksites, grocery stores, restaurants, and faith-based organizations.

We make healthy choices easier— even unavoidable.

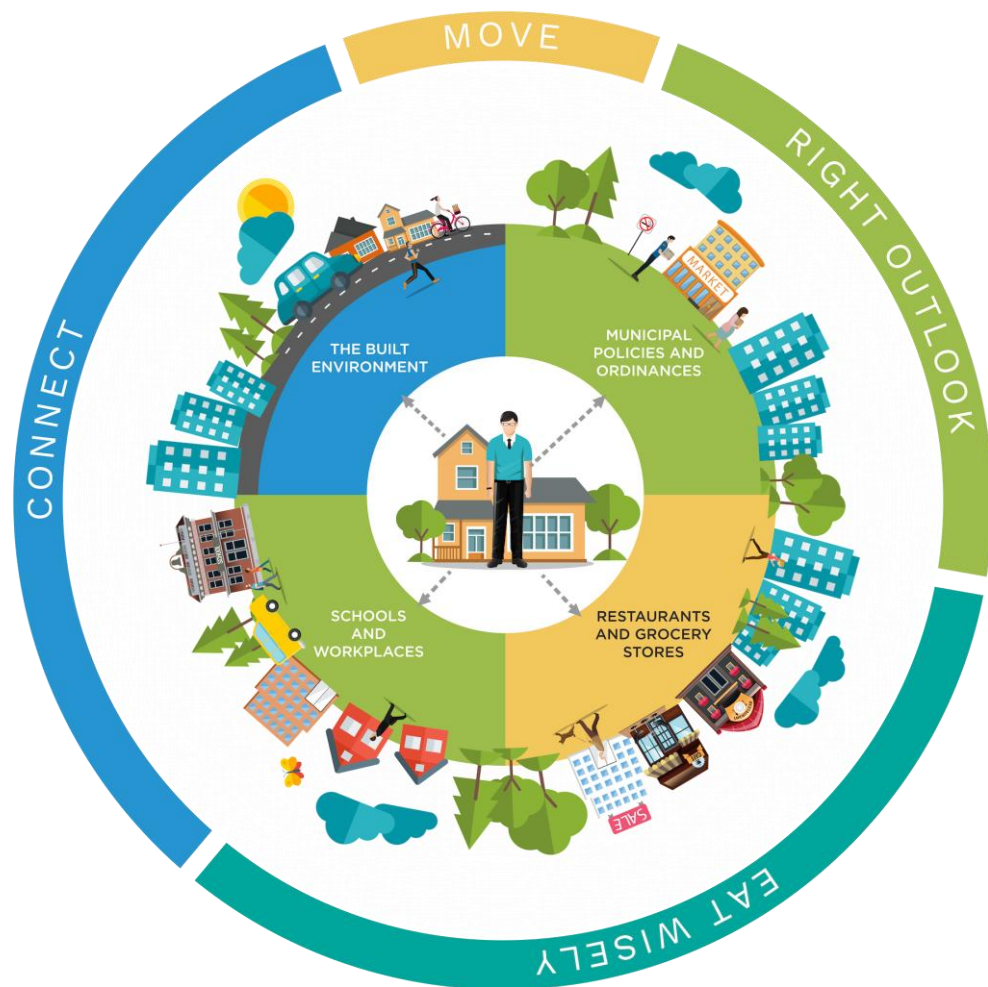
Where you spend your time and who you spend it with is the intervention that transforms well-being.



- Accessible, connected streets that support all modes
- Vibrant spaces and town centers
- Green spaces and trails
- Community gardens and farmers markets
- Public transportation

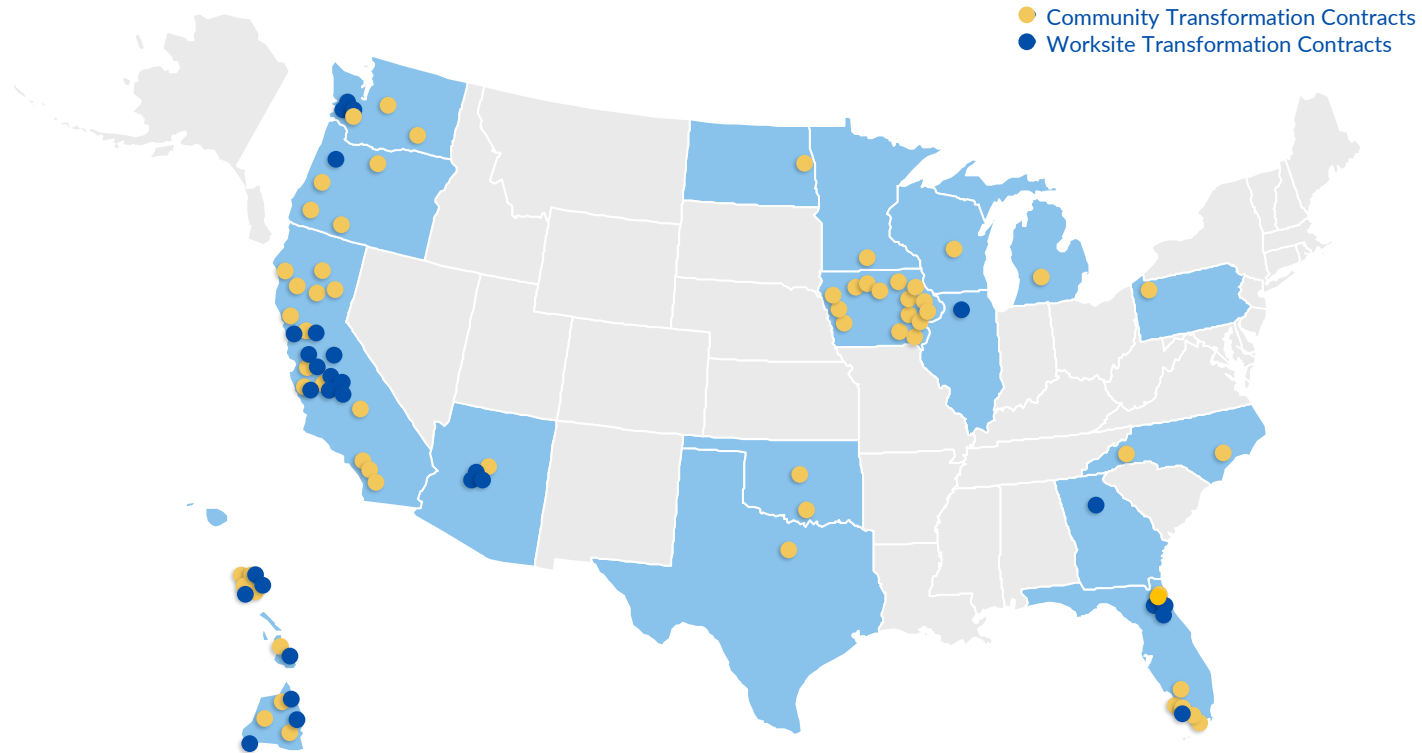
PLACES

PEOPLE



BLUE ZONES TRANSFORMATIONS

BLUE ZONES HAS DEPLOYED TO 6.5M+ LIVES IN OVER 90 COMMUNITY / WORKSITE PROJECTS ACROSS 17 STATES TO IMPROVE HEALTH AND WELL-BEING





ABOUT BLUE ZONES: FIRM PRINCIPALS, OFFICERS & KEY TEAMMATES

JUSTIFICATION FOR THE PROJECT TEAM

Blue Zones is not submitting as a developer, architect, or construction firm. Instead, we propose serving as a strategic integrator and health outcomes advisor, helping BCHD and its selected development partner translate purpose into performance.

We are uniquely qualified to:

- Apply the Blue Zones Healthy Campus and Healthy Neighborhood frameworks
- Guide design teams in human-scale planning, health-promoting design, and tenant strategy
- Lead municipal and agency engagement throughout the development process
- Align the project with BCHD's Strategic Plan and long-term operational goals—ensuring health-focused elements are carried through to delivery
- Position BCHD for competitive funding and national recognition to support long-term sustainability of the campus

Our team was selected for its proven ability to bridge vision and execution, ensuring the Healthy Living Campus is bold, community-endorsed, and celebrated as a national best practice.

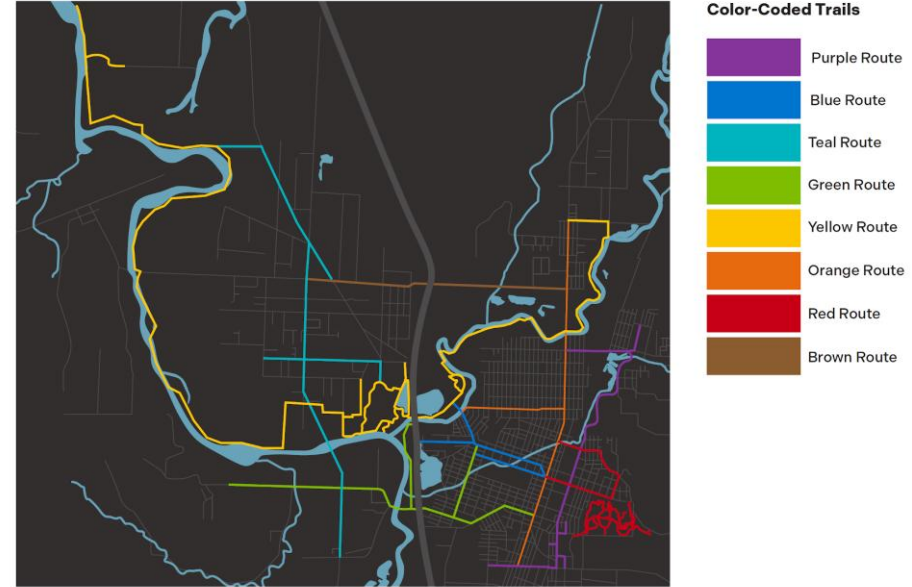


Image: The trail network image reflects our ability to bring clarity and cohesion to complex, multi-jurisdictional projects. In Lewis County, Blue Zones organized fragmented plans into a unified vision, coordinating across agencies, mapping strategic routes, phasing trails to align with available funding, and embedding health into infrastructure decisions. Similarly, for the Healthy Living Campus, we will translate BCHD's bold mission into practical, actionable strategies that guide design, developer and tenant engagement, and long-term operations, ensuring purpose is reflected at every scale.

FIRM PRINCIPALS & OFFICERS

The following individuals will be directly involved in this project and have experience supporting transformative development, public engagement, health system alignment, and complex, cross-sector initiatives. This team is supported by a robust national network of subject matter experts (SMEs) in walkability, transportation and land use planning, zoning, food systems, mobility, public health, architecture, aging-in-place, safe systems, design for well-being, and the Power 9® principles. These experts have advanced transformation in thousands of communities and are widely recognized in their fields.

Name	Title	Relevant Expertise for BCHD Healthy Living Campus
Ben R. Leedle	Chief Executive Officer & Co-Founder, Blue Zones Project	Ben is a nationally recognized pioneer in health transformation and the original architect behind the Blue Zones Project model. As former CEO of Healthways, he led one of the country's largest population health organizations. Today, he works at the intersection of public health, real estate, and community development, guiding high-impact partnerships that scale well-being through place-based innovation, strategic design, and measurable outcomes.
Shelly Trumbo	Chief Transformations Officer	Shelly leads well-being transformation across both healthcare systems and community environments. With leadership roles at Adventist Health and Blue Zones, she has overseen the design and delivery of transformation, integrating mission-aligned stakeholders, capital development, and community partnerships to achieve long-term health and civic value.
April Lunde	General Counsel & VP, Brands	April brings a rare combination of legal expertise and partnership strategy, supporting complex, multi-sector initiatives that span public and private domains. She ensures that development agreements are not only legally sound but also mission-driven, fiscally responsible, and structured to advance BCHD's long-term impact and fiduciary priorities.
Amelia Clabots	Chief Financial & Administrative Officer	Amelia oversees the internal infrastructure that supports delivery of high-impact, scalable initiatives. She aligns staffing, financial strategy, and operational systems with the goals of projects like the Healthy Living Campus, ensuring that values-based development is matched with precision execution and long-term stewardship.
Naomi Imatome-Yun	Chief Marketing & Communications Officer	A nationally recognized author and strategist, Naomi leads brand development and public communications for Blue Zones. She distills complex public health and development initiatives into messaging that resonates, helping partners like BCHD inspire confidence, engage stakeholders, and build sustained community support.
Danny Buettner, Jr.	Executive VP, Business Development	Danny leads the firm's business development expansion strategy and manages partnerships with developers, cities, philanthropies, and healthcare systems. An expert in real estate, his work helps bring projects like the Healthy Living Campus to life by aligning vision with funding, operational partnerships, and implementation resources that sustain community transformation.
Dr. Dexter Shurney	Chief Health & Well-Being Officer	A nationally recognized expert in lifestyle and preventive medicine, Dr. Shurney ensures Blue Zones' strategies are grounded in science and clinical insight. With leadership experience across Fortune 500 companies, health systems, and national organizations, he helps shape environments that address the root causes of chronic disease and support healthier, longer lives for all.

OTHER KEY TEAMMATES

The following individuals will be directly involved in this project and have experience supporting transformative development, public engagement, health system alignment, and complex, cross-sector initiatives:

Name	Title	Relevant Expertise for BCHD Healthy Living Campus
Dan Burden	Fellow & Senior Urban Designer	Dan brings decades of experience in site planning, street design, and walkability to support values-based development and healthy placemaking. A trusted advisor to developers and public agencies, he helps shape projects like the Healthy Living Campus by aligning land use, mobility, and public space design with long-term health, safety, and livability goals.
Lisle Wescott	Senior VP, Transformation	Lisle is a seasoned public health and planning executive who translates zoning, infrastructure, and policy systems into community-level health outcomes. She works with cities, healthcare districts, and regional coalitions to embed well-being into land use, entitlement, and investment strategies, ensuring projects like the Healthy Living Campus deliver meaningful, measurable returns on health.
Sarah Bowman	VP, Operations & Development	A former Planning Commissioner, Sarah brings over two decades of experience leading planning, policy, and funding strategies across 1,400+ communities. She specializes in aligning public health priorities with zoning reform, capital improvement planning, and cross-sector evaluation, assisting communities in securing more than \$400M to implement health-promoting development.
Jaclyn Cheves	Director, Policy & Partnerships	Jaclyn is deeply rooted in public health, having served as an epidemiologist before transitioning into high-impact community engagement and policy strategy. In her Blue Zones role, she leads the design and deployment of well-being policy tools, forging cross-sector partnerships with health districts, local governments, and nonprofit networks. Her work ensures that strategic alignment fuels measurable community transformation.
Erin Holohan	Director, Place Transformation	Erin brings an inherently human, ground-level approach to health-focused built environments. She has operationalized Blue Zones principles across campus and district-scale projects, steering planning, evaluation, and activation with a strong community-first lens. Her work supports long-term sustainability and engagement in dozens of communities.
Trina Justman	Director, Community Engagement	Trina drives inclusive engagement strategies built on decades of community-centered work. A former Engagement Lead and now Director of People & Engagement, she builds trust through transparent public processes, ensuring community voices shape, and stay connected to, development outcomes
Rachel Pincumbe	Communications & Visual Design Lead	Rachel merges public health and design in her approach to visual storytelling. With a background in community health and environmental science, she translates complex data into engaging, accessible graphics and materials that help partners like BCHD visualize and communicate the impact of development projects

A photograph of a man and a woman standing behind a fruit stand. The stand is covered by a corrugated metal roof and decorated with a string of colorful vegetable and fruit bunting. The woman on the left is wearing a striped shirt and has a tattoo on her arm. The man on the right is wearing a dark t-shirt and a baseball cap. They are both smiling. The stand is filled with various fruits, including green tomatoes in baskets and a large bunch of onions hanging on the left. The background shows a residential street with parked cars and trees. The entire image is overlaid with a semi-transparent blue filter.

**OUR VISION:
HEALTH HAPPENS HERE**

OUR ROLE: ADVISOR & TRUSTED STRATEGIC PARTNER

Blue Zones proposes to serve as a purpose-aligned partner to BCHD and its selected development team by embedding health, well-being, and engagement into every phase of the Healthy Living Campus, from early design through activation and long-term operations. Our role is to ensure the project reflects BCHD's values, meets community priorities, and delivers an enduring impact on health, quality of life, and social connection.

We will align the development with BCHD's Strategic Plan and ensure BCHD remains visible, engaged, and trusted throughout the process. With tested frameworks, proven tools, and deep experience in values-based development, we help the team translate vision into impact, delivering a campus that fosters civic pride, meets public expectations, and reinforces BCHD's leadership at the national level. Our role includes:

- **Campus Visibility During Development:** Ensuring BCHD maintains a visible and trusted presence throughout the design and construction phases by supporting on-site engagement, digital storytelling, and Blue Zones-branded community programming that keeps residents meaningfully connected to the evolving site, helping to sustain community trust and momentum during a period of change.
- **Design and Programming Integration:** Partnering with the development team to apply Blue Zones principles to site planning, architectural features, tenant uses, and daily operations. This includes leveraging our proprietary *Healthy Campus* and *Healthy Neighborhood Frameworks*, *Built Environment* and *Food Systems Policy Menus*, *Place-Based Worksite Menu*, and our *Community Engagement Metrics Hub*.
- **Policy Innovation and Alignment:** Translating BCHD's mission into actionable guidance through a customized menu of strategies for health and well-being. Grounded in national best practices and responsive to local conditions, selected strategies will advance accessibility, active living, and social connection, ensuring the campus and its surrounding neighborhood thrive together.
- **Grant Writing, Partnership Development, and Philanthropic Support:** Collaborating with BCHD and the development team to identify and pursue public and philanthropic funding, as well as partnerships that supports capital improvements and program delivery. Our strong track record in competitive grant environments helps enhance BCHD net equity and long-term community return.
- **Evaluation and Strategic Alignment:** Establishing a health and well-being evaluation framework aligned with BCHD's Strategic Plan, public health benchmarks (e.g., Healthy People 2030), and development milestones. This forward-looking approach positions BCHD as a national leader in measuring health impact through the development process, not just because of it.
- **Tenant and Partner Alignment:** Supporting BCHD in identifying and cultivating purpose-aligned tenants and partners to ensure site uses remain consistent with BCHD's public health mission and contribute to long-term vitality and purpose.

EXPERIENCE AND SUCCESS WITH COMPARABLE PROJECTS

Blue Zones is a trusted national leader in helping communities design, activate, and evaluate built environments that measurably improve quality of life. For over two decades, we have worked with cities, counties, health districts, and developers to turn health goals into tangible physical, programmatic, and policy outcomes.

Our team brings:

- Proven success in health district partnerships, including the original Blue Zones Project in Beach Cities, where childhood obesity declined and community engagement increased significantly.
- Leadership on large-scale redevelopment projects, integrating public health, policy, and place-making across transportation corridors, medical campuses, and aging-in-place communities.
- Deep experience aligning design, operations, and tenant mix to long-term public health and community benefit.
- Specialization in public engagement and visibility strategies that reduce disruption, build trust, and create shared ownership of change.
- We bring tested methodologies, award-winning communication strategies, and implementation know-how to ensure the Healthy Living Campus is both visionary and deliverable.

Across this Expression of Interest, relevant project examples are shared.



Image: *The Forestville Consortium in Adelaide, Canada, offers a powerful example of how Blue Zones-inspired planning can shape policy, land use, and development decisions. With over 300 medium-density homes organized around shared green spaces, a town square, market hall, and urban farm, the project brings a well-being vision to life at every level. It illustrates the kind of policy-anchored, human-centered approach we propose for BCHD, where strategic frameworks guide both form and function to create healthier, more connected communities.*

OUR VISION FOR THE REDEVELOPMENT PROJECT:

HEALTH HAPPENS HERE

Blue Zones envisions the Former South Bay Hospital site as a national model for health-focused campus redevelopment, where every space, tenant, and experience contributes to physical, mental, social, and economic well-being. This is more than a collection of buildings; it is a purpose-built ecosystem that brings BCHD's vision to life across every square foot.

While Blue Zones is not proposing to physically develop or operate facilities, we will serve as an integrator and strategic partner to BCHD and its selected developer. Our role is to ensure that all uses are aligned with BCHD's mission, allowed under existing zoning, and shaped by community priorities identified through more than a decade of robust engagement.

The following campus components are consistent with BCHD's Conditional Use Permits, zoning designations, and community vision:

- **Health and Wellness Services:** Preventive care, integrative medicine, behavioral health, and chronic disease management services. These may include Blue Zones Lifestyle Medicine Centers (in partnership with the American College of Lifestyle Medicine), community health navigation hubs, fitness and mobility labs, mental well-being resources, and partner uses that complement, not duplicate, existing medical services.
- **Comprehensive Health Services and Supportive Uses:** Aligned with the full range of services allowable for healthcare districts, the site could include programs such as chronic disease management, adult day services, skilled nursing, behavioral health, home health, hospice, and community-based outpatient care. Spaces may also support health education, wellness workshops, medical transportation coordination, and recovery or chemical dependency programs. These services would be tailored to community need, aligned with BCHD's mission, and responsive to emerging health challenges across the lifespan.
- **Community and Intergenerational Gathering Spaces:** Indoor and outdoor environments designed for learning, caregiving, collaboration, and connection, such as walking loops, edible gardens, public courtyards, wellness classrooms, and flexible space for civic engagement or therapeutic programming. These reflect allowances for public assembly, recreation, and educational uses. Our team will help activate these spaces with programming such as mobility mentoring, caregiver cafés, intergenerational storytelling, and Blue Zones-led wellness pop-ups.

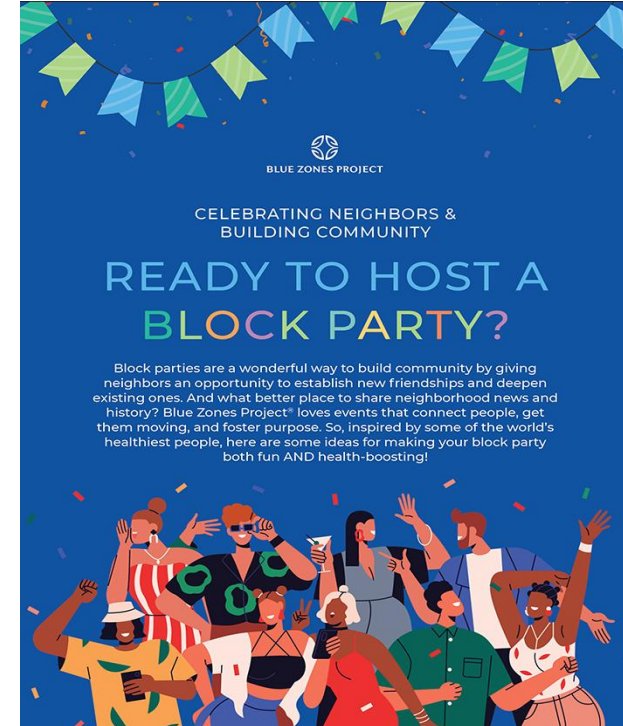


Image: This image captures the type of joyful, health-promoting connection we aim to cultivate across the Healthy Living Campus, where spaces and programming are intentionally designed to spark belonging, movement, and community spirit.

OUR VISION FOR THE REDEVELOPMENT PROJECT:

HEALTH HAPPENS HERE

- Mixed-Use Tenants and Mission-Aligned Partnerships:** Retail, nonprofit, and service tenants selected not only for financial viability but for alignment with BCHD’s health mission. Example uses could include healthy food enterprises, community kitchens, public benefit organizations, or active mobility service providers. Tenant selection could be guided by BCHD’s Menu for Well-Being and vetted against social return-on-investment (SROI) metrics. A tiered lease incentive model could reward tenants for delivering on community impact metrics.
- Ensuring Alignment with BCHD’s Vision and Community Input:** Throughout engagement efforts, residents expressed a desire for:
 - Natural landscapes, walkability, and human-scale buildings
 - Health services without hospital feel
 - Facilities that won’t compromise the neighborhood’s character
 - Transparency and ongoing community connection during development

Our role is to translate this feedback into actionable design and programming guidance, using Blue Zones’ proprietary frameworks and tools, including:

- Healthy Campus and Healthy Neighborhood Frameworks
- Menu for Well-Being (Policy, Built Environment, Food Systems, Worksites)
- Blue Zones Community Engagement Metrics Hub
- Digital engagement tools (e.g., Blue Zones Challenge app)
- Communications support and branded activations (e.g., Blue Zones Challenges, Thrive speaker series, Health Promotion Festivals)
- A Project Dashboard to publicly track visible, measurable outcomes over time

***Image:** The Blue Zones model complements LEED and WELL, adding a user-focused layer to policy, placemaking, and programming, encouraging healthy behaviors, social connection, and community activation.*

LEED FOCUS	WELL FOCUS	BLUE ZONES FOCUS
Water Efficiency: Reduces the quantity of water needed through efficient fixtures and systems. Recycling and Reuse: Promotes water recycling and reuse by incorporating greywater systems and rainwater harvesting.	Water Quality: Ensures high water quality through advanced filtration and treatment methods, eliminating contaminants and improving taste.	Healthy Behaviors: Promotes regular water consumption as part of a healthy lifestyle by ensuring the building environment includes hydration stations and that procurement policies limit exposure to unhealthy beverages. (Policy) Placemaking: Encourages the collection and use of water, such as rain gardens and community water features, to encourage social gathering places, sensory engagement, and/or quiet meditative spaces. (Infrastructure) Programming: May include challenges and rewards for healthy hydration habits; mindfulness, exercise, and meditation sessions near water features; workshops and social gatherings in a welcoming setting to encourage comfort, belonging and connection (Programming) Blue Zones offers a user-focused approach to policies, infrastructure and programming

OUR VISION FOR THE REDEVELOPMENT PROJECT: *HEALTH HAPPENS HERE*

- **BCHD's Role as Convener and Steward:** Our approach will also enhance BCHD's identity as a convener and steward of community well-being, ensuring that its voice, values, and priorities remain visible throughout tenant selection, design, and construction. This includes:
 - Vetting occupancies for mission alignment
 - Supporting transparent, accessible engagement with residents
 - Identifying co-location or anchor partners with aligned purpose
 - Helping tenants integrate Power 9® principles into services and environments
 - Supporting BCHD in leading signature programming such as the Thrive Campus Challenge, ACLM Summits, Health Promotion Festivals, and Healthy Aging pilots



Image: Image: Blue Zones' Hub platform supports BCHD's vision by offering an integrated digital backbone that strengthens connection, participation, and personalized engagement. From tracking usage and collecting data to promoting events and tailoring experiences, the Hub empowers residents to explore, contribute, and connect with purpose. It helps address key challenges – such as sustaining long-term engagement, maintaining momentum during multi-year development, and avoiding mission drift, by making well-being visible, measurable, and actionable throughout the project lifecycle.

PLANNING AND DESIGN CONCEPTS

HEALTH HAPPENS HERE

The Healthy Living Campus offers a rare opportunity to design for well-being at every scale—from individual experience to neighborhood transformation. We envision a walkable, biophilic, multi-functional campus where people of all ages can connect, heal, learn, and thrive. Our role is to help the development team integrate Blue Zones principles, evidence-based frameworks, and international best practices into campus design and operations.

Concepts include:

- **Designing for Human Connection:** Spaces that foster casual interaction, support caregiving, and build community pride. Examples include covered walkways, shared garden courtyards, intergenerational play and movement zones, and story trails that elevate community history. Inspiration may be drawn from storytelling parks, dementia-inclusive design principles, and community “pods” that promote interaction.
- **Health-Inspired Wayfinding and Edges:** Wellness-themed signage, micro-parks at edges for passive activation, and walkable loops for residents, visitors, and staff. The site can serve as an “edible campus,” with wayfinding that integrates Blue Zones principles and encourages natural movement.
- **Blue Zones “Living Lab” Model:** The campus becomes a pilot site for innovative public health approaches, lifestyle medicine, age-friendly infrastructure, and food access programs. These may draw from international models like Denmark’s Healing Architecture, Singapore’s Kampung for Seniors, or the Vitality Villages of Okinawa. Blue Zones will help coordinate testing and evaluation of innovative models through pilot projects and public reporting.
- **Climate-Responsive Design:** Applying BCHD’s Environmental Sustainability Requirements through passive cooling, native landscaping, and low-impact development strategies to reduce water use, energy load, and emissions.
- **Embedded Engagement and Activation:** Temporary uses (e.g., pop-up wellness stations, food demos, speaker series) during construction ensure the campus remains part of community life and reinforces BCHD’s trusted presence. We recommend phasing a portion of the site as a public “Health Activation Zone,” featuring wellness exhibits, speakers, and family-friendly programming aligned with community goals.

Our Healthy Campus Framework aligns these features with BCHD’s strategic plan, guiding decision-making across planning, design, construction, and programming, and reinforcing BCHD’s role as a national leader in place-based well-being.

ADDRESSING BCHD ASPIRATIONS

BCHD’s aspirations are ambitious and entirely achievable with the right partners. Blue Zones offers the evaluation models, policy tools, subject matter experts, and engagement infrastructure to help BCHD move from vision to reality—and document its leadership in public health innovation. We support both new development and adaptive reuse strategies, ensuring alignment with zoning, permitting, and conditional use requirements. Our team works in lockstep with development partners to integrate well-being goals into phasing, operations, and tenant mix. We also help identify aligned funding sources and financing mechanisms to ensure BCHD’s vision remains sustainable over time.

BCHD Aspiration	Blue Zones Contribution
Intergenerational, inclusive design	Promote accessible, human-scale environments that support aging-in-place, caregiving, and intergenerational engagement. Leverage Blue Zones tools to activate inclusive spaces and programming that serve all ages and abilities.
Campus as a community asset	Ensure development reflects local priorities through participatory design, co-branded communication, and public-facing uses that foster belonging, civic engagement, and lifelong learning. Activate gathering spaces with programs that build community connection and well-being.
Evidence-base, mission-aligned uses	Apply Power 9®, Blue Zones frameworks, and sector-specific tools to guide design and operations. Vet tenants and partners for alignment with BCHD’s health goals, ensuring offerings complement existing services. Track outcomes through robust impact evaluation aligned with national standards.
Environmental and operational sustainability	Support climate goals through sustainable design, adaptive reuse strategies, and programming that advances long-term stewardship. Assist in identifying aligned state and federal funding sources to ensure implementation is financially viable without BCHD capital.
Strategic development coordination	Serve as an integrator alongside the selected developer to embed BCHD’s mission into site planning, phasing, tenant mix, and long-term operations, preserving vision through every stage of delivery and positioning BCHD as a national model.

CONCEPTUAL FINANCING STRATEGIES

Blue Zones brings creative, cross-sector thinking to funding and financing strategy. We look forward to engaging with BCHD and its development partner to explore context-specific approaches that align with the BCHD's ambitions, leveraging innovation, partnerships, and agency tools to deliver a bold, sustainable vision for the Healthy Living Campus. Ideas may include:

- **Leverage Grant Momentum and New Public Funding Rounds:** BCHD continues to meet eligibility thresholds for state and federal infrastructure, and equity-focused funding, including California's housing accelerator programs, climate resilience funds, and transportation grants tied to public health outcomes.
- **Pilot Pay-for-Success and Outcomes-Based Models:** Launch measurable, high-impact pilot programs that can attract performance-based philanthropic investment and social impact capital aligned with community health indicators.
- **Blend Public, Private, and Mission-Aligned Capital:** Package key components of the campus – such as affordable home care, aging-in-place infrastructure, workforce amenities, edible gardens, accessible open space, mobility hubs, and allcove – as fundable assets across domains like youth mental health, climate, workforce development, senior and caregiving services, and economic recovery.
- **Explore Innovative District-Based Financing Tools:** While Measure BC is no longer viable, BCHD may explore Enhanced Infrastructure Financing Districts (EIFDs) or Community Revitalization and Investment Authorities (CRIAs), California tools that enable public agencies to capture future property tax growth. These structures may generate sustained funding for infrastructure and health-promoting public spaces aligned with the Healthy Living Campus.
- **Establish a Revolving Innovation Fund:** With catalytic support from philanthropic or institutional partners, BCHD could seed a revolving fund to pilot and scale initiatives addressing core priorities such as social isolation, food deserts, mobility, emergency preparedness, and aging-in-place, as examples.
- **Pursue Social Impact Investment Models:** Work with mission-aligned investors to develop investment vehicles tied to quantifiable health and well-being outcomes, providing return and measurable community benefit.
- **Secure Anchor Tenants as Co-Investors:** Engage early with health systems, higher education institutions, and nonprofit partners as potential co-funders for campus components, de-risking early capital and aligning mission with long-term financial sustainability.

CONCEPTUAL REVENUE SHARING STRATEGIES

BCHD can pilot value-based mechanisms that align financial performance with community health outcomes:

- **Incentive-Based Lease Terms:** Encourage mission-aligned tenants (e.g., community kitchens, mobility services, outreach nonprofits, lifestyle medicine clinicians) by offering lower base rents paired with performance incentives tied to well-being metrics such as social connection, food access, or active living.
- **Sponsorship-Driven Engagement:** Leverage public programs (e.g., Thrive Speaker Series, ACLM events) to attract sponsor partnerships aligned with philanthropy and local business, reinforcing BCHD's visibility and leadership in health innovation.
- **Earned-Income Programming:** Generate fee-for-service revenue through wellness workshops, aging-in-place support services, or specialized health programming consistent with BCHD's public health mission.
- **Mission-Tied Revenue Metrics:** Introduce impact-based revenue share models, in which tenant contributions to measurable outcomes (e.g., reduced isolation, increased walking trips, improved food access) influence financial returns, aligning economic value with community benefit.



***Image:** Blue Zones Activate partnered with a developer in Barry County on site master planning and the design of a 10,000 sq. ft. Community Food Center and 135-unit housing development in a designated food desert, securing \$600,000 in funding to outfit the center and ensure access to healthy, affordable foods.*

POTENTIAL CHALLENGES AND OBSTACLES

Challenges anticipated for the project include:

- **Community sensitivity to development and density:** Can be addressed through design that meets local needs (e.g., older adults, caregivers) and reflects neighborhood character. Blue Zones supports charrettes and visual tools that help residents see how density—when done well—can enhance walkability, beauty, and connection.
- **Maintaining momentum during multi-year development:** Blue Zones' community activations, communications, and visibility strategies can keep BCHD front and center throughout planning, construction, and early operations.
- **Avoiding mission drift in tenant selection:** The Menu for Well-Being and aligned evaluation tools help screen, guide, and shape tenant uses to ensure they reinforce BCHD's vision.
- **Sustaining long-term engagement:** We provide digital tools, branded programs, and strategies to ensure residents remain connected and involved well beyond the ribbon-cutting.
- **Balancing innovation with community readiness:** Introducing forward-thinking solutions while ensuring they are phased, familiar, and supported by community education to avoid backlash.



Images: Blue Zones helps communities overcome challenges – like concerns about density, long timelines, and mission drift – by leading with engagement that builds ownership and a shared vision. We guide the full arc from idea to design to development using tested tools that center community voice. In University Place, WA, for example, our teammates helped reimagine a 2.7-mile corridor into a Complete Street featuring roundabouts, bike lanes, and trails. The result: zero injury crashes in 25+ years, major increases in property value, a vibrant town center, and national recognition. We bring the same model here—mission-aligned, results-driven, and built for long-term return on investment.

UNIQUE APPROACHES TO SCOPE AND EXECUTION

What makes this project extraordinary is the opportunity to apply Blue Zones principles not just to buildings but to how buildings come to life.

- **Integration across every phase:** From early design charrettes to long term operations, Blue Zones ensures health is embedded in every decision, not added after the fact.
- **Evaluation as a differentiator:** We don't just track outcomes post occupancy. We help BCHD measure and shape impact throughout design, construction, and activation.
- **Community as coauthor:** Our engagement is never transactional. We cultivate deep participation and elevate local voices through storytelling, civic rituals, and shared ownership.
- **Replication model:** The Healthy Living Campus becomes a national proof point for healthcare districts, showing what's possible when public health, the built environment, and community vision move in unison.



Images: Blue Zones builds authentic community engagement rooted in local culture, shared purpose, and long-term trust. From street-level conversations to systems-level partnerships, our approach turns outreach into ownership and residents into changemakers.



BLUE ZONES VALUE ADD & SUGGESTED SERVICES

BLUE ZONES VALUE ADD & SUGGESTED SERVICES

As BCHD seeks qualified, experienced partners to support the redevelopment of the Former South Bay Hospital site, Blue Zones offers a targeted suite of strategic services designed to align with BCHD's vision, values, and goals for the Healthy Living Campus. While Blue Zones is not proposing as the developer of the physical site, we are uniquely positioned to serve as an integrator, strategic advisor, and national thought partner, embedding health and well-being into every phase of the project.

Our suggested services are designed to:

- Advance BCHD's Vision, Mission and Strategic Plan
- Support a financially sustainable, health-promoting campus
- Amplify BCHD's leadership and visibility throughout the development process
- Deliver measurable, long-term health and community outcomes
- Contribute to a national model for health-based redevelopment

These tasks reflect our understanding of BCHD's intent to: "Select Respondents who... have presented and described a conceptual vision for the scope of the redevelopment... [and] proposed financial compensation scenario favorable to BCHD." We propose the following role-specific scope of work to complement the development team and extend BCHD's impact beyond the built form alone:

- **Task 1:** Discovery and Alignment
- **Task 2:** Community Engagement During Design & Construction
- **Task 3:** Integration of Blue Zones Principles, Policy, and Programming
- **Task 4:** Grant Writing & Philanthropy Leadership
- **Task 5:** Health & Well-Being Metrics and Evaluation
- **Task 6:** Ongoing Technical Assistance and Strategic Advising
- **Task 7:** Blue Zones Brand Integration and Licensing
- **Task 8:** Strategic Communications and Messaging



***Image:** A former roadway reimaged into a vibrant pedestrian plaza through Blue Zones-led engagement and placemaking. This permanent installation now serves as a hub for community connection, downtown vitality, and everyday well-being—offering a replicable model for human-scale design, safe activation, and increased walkability. The project helped align civic and public health goals while boosting active transportation by 22% in Walla Walla.*

BLUE ZONES VALUE ADD & SUGGESTED SERVICES

Task 1: Discovery and Alignment: We begin with deep listening and strategic alignment to ensure that BCHD's vision, values, and legacy of community leadership shape the foundation of this redevelopment effort. This task synthesizes BCHD's strategic priorities, community input, and past planning efforts to identify opportunities where Blue Zones principles and tools can add distinct value—helping translate BCHD's mission into a clear, actionable roadmap for health-focused development.

Task 1 Key Activities:

- Review BCHD's Healthy Living Campus vision, Strategic Plan, and supporting documents
- Analyze community feedback, prior planning efforts, and relevant engagement data
- Conduct a structured gap analysis to identify where Blue Zones integration can enhance alignment, fill strategy gaps, and maximize long-term impact

Task 1 Deliverable:

- Blue Zones Alignment Technical Memorandum outlining strategic fit, opportunity areas, and next-step recommendations for integration across development phases



Image: Concept rendering from a Blue Zones-led site visioning process illustrates how underutilized space was transformed into a vibrant, health-focused campus. Designed with community input, the site integrates accessible pathways, modular gathering spaces, and edible gardens that support youth engagement, food education, and aging-in-place strategies. This approach reflects the type of inclusive, mission-aligned design and activation BCHD envisions for the Healthy Living Campus, where every element contributes to long-term community well-being.

BLUE ZONES VALUE ADD & SUGGESTED SERVICES

Task 2: Community Engagement During Design & Construction: To ensure BCHD remains a trusted, visible presence throughout the redevelopment process, Blue Zones will design and deliver a comprehensive, community-centered engagement approach. Our framework helps build public confidence, reduce disruption, and maintain continuity with BCHD's long-standing role as a health and well-being leader. This includes both in-person and digital engagement tools that foster transparency, responsiveness, and a sense of shared ownership during planning, design, development, construction, and early occupancy.

Task 2 Key Activities:

- Co-develop a community engagement plan with BCHD to guide outreach across all project phases—from design through construction and occupancy.
- Design and deliver Blue Zones-branded wellness activations that respond to resident concerns, reduce development-related stress, and keep health and connection at the forefront.
- Provide ongoing communications and engagement support to ensure BCHD's messaging is consistent, responsive, and accessible throughout the project lifecycle.

Task 2 Deliverables:

- Community Engagement Plan tailored to multi-phase campus redevelopment
- Blue Zones-branded Wellness Activation Toolkit
- Outreach Program Collateral (flyers, signage, digital templates)
- Facilitation of Public-Facing Events (pop-ups, open houses, wellness events)
- Access to Blue Zones digital platforms, challenges, and apps to support remote and ongoing community participation



Images: Blue Zones Project Bakersfield partnered with city leaders to co-lead walk audits, support adoption of a Complete Streets ordinance, and guide implementation of over 60 projects in two years. The effort added 41 miles of new bike infrastructure, boosting connectivity, and contributed to a 53% reduction in pedestrian fatalities. This community-first, policy-aligned approach demonstrates how design, engagement, and strategic advising can translate public vision into safer, healthier, and more connected places, core to BCHD's goals for a walkable, health-promoting campus.



BLUE ZONES VALUE ADD & SUGGESTED SERVICES

Task 3: Integration of Blue Zones Principles, Policy, and Programming: We work alongside BCHD and the development team to integrate Blue Zones principles into the design, development framework, and operational programming of the Healthy Living Campus. This task ensures alignment with BCHD's mission, facilitates a holistic health-first approach to site development, and supports successful long-term activation of the campus.

Task 3 Key Activities:

- Participate in site planning sessions and design charrettes
- Apply the Blue Zones Healthy Campus and Neighborhood Frameworks
- Collaborate to address height, density, access, and layout challenges using evidence-based, health-first strategies
- Align physical design and operations with the Power 9® and Blue Zones' cross-sector objectives
- Apply Blue Zones' Policy and Place-Based Menus (Built Environment, Food Systems, Worksites)
- Advance a custom BCHD Campus Menu of Strategies for Health and Well-Being
- Recommend health-supportive design and tenant alignment strategies
- Support BCHD in identifying and cultivating mission-aligned tenants

Task 3 Deliverables:

- Blue Zones Design Integration Memo
- Policy & Programming Brief
- Site Plan Development Feedback
- Blue Zones Review Comments on Site Development
- Thrive Speaker Series to center health, purpose, and community in engagement efforts



Images: Through targeted improvements like fitness stations, shaded seating, and trail connectivity, Blue Zones Project Salinas reimagined a beloved regional asset as a daily destination for health and connection. These simple, scalable interventions transformed the Salinas Regional Soccer Complex into a more inclusive, intergenerational space. The effort models how existing sites, like BCHD's campus, can be adapted to meet broader well-being goals, expand access, and generate long-term community impact.

BLUE ZONES VALUE ADD & SUGGESTED SERVICES

Task 4: Grant Writing & Philanthropy Leadership: We provide leadership in identifying, pursuing, and securing public and philanthropic funding that supports both capital development and long-term programmatic success. This work strengthens BCHD's financial position, enhances community benefit, and ensures the Healthy Living Campus vision is matched with the resources needed for implementation.

Task 4 Key Activities:

- Identify and prioritize aligned public, private, and philanthropic funding opportunities
- Lead development of high-impact proposals that align with BCHD's Healthy Living Campus vision and measurable well-being goals
- Support BCHD in defining its role as applicant, sponsor, or collaborative lead depending on funding structure

Task 4 Deliverables:

- Grant Opportunity Matrix
- Competitive Grant Proposals

Images: The Summit Discovery Trail in Grays Harbor County reimagines outdoor space as an interactive early learning environment, featuring 14 curriculum-aligned stations along a one-mile walking path. Designed in partnership with Elma School District, Summit Pacific Medical Center, and Blue Zones Activate Grays Harbor County, Blue Zones secured \$250,000 to plan, design and implement the trail, offering children and their caregivers a free, accessible way to build pre-K readiness skills through physical movement, storytelling, nature learning, and health education. This model aligns with BCHD's goals for inclusive place activation and mission-aligned programming.



BLUE ZONES VALUE ADD & SUGGESTED SERVICES

Task 5: Health & Well-Being Metrics and Evaluation: We design a comprehensive evaluation framework that positions the redevelopment as both a health-generating intervention and a replicable model for other communities. Our approach measures progress against BCHD's Strategic Plan and captures the project's contribution to long-term health, livability, and social connection.

Task 5 Key Activities:

- Define a tailored evaluation framework grounded in Blue Zones principles and aligned with BCHD's Healthy Living Campus goals
- Establish baseline data and systems to track change over time during design, construction, and post-occupancy phases
- Align metrics with BCHD's Strategic Plan, Healthy People 2030, and other public health benchmarks

Task 5 Deliverables:

- Health & Well-Being Impact Framework
- Baseline and Data Collection Plan
- Ongoing Metrics Dashboard for BCHD Leadership



Images: Community-led design charrettes in Naples' Arts District helped reimagine 1st Avenue with protected bike lanes, safer crossings, lighting, landscaping, and public art, directly addressing concerns around density, access, and usability. The visuals accelerated approvals and helped secure CRA funding (~\$10M/year), catalyzing investments like a new public parking garage and a 45,000 sq. ft mixed-use building with affordable housing for arts staff. The result: an activated, walkable district now anchored by the Blue Zones-inspired Dillon Park, connected regional trails, and cultural assets, reflecting BCHD's vision for a purpose-built, health-promoting redevelopment.

BLUE ZONES VALUE ADD & SUGGESTED SERVICES

Task 6: Ongoing Technical Assistance and Strategic Advising: Blue Zones serves as a consistent, high-level partner throughout the entitlement, design, and implementation phases, ensuring that BCHD's vision remains central and that health, longevity, and community well-being are fully integrated. Our support draws on a national network of subject matter experts in health-supportive design, policy, mobility, food systems, and Power 9® integration, providing BCHD and its development partners with direct access to some of the most trusted minds in the field.

Task 6 Key Activities:

- Participate in regular coordination meetings with BCHD, municipal agencies, and the development team
- Provide strategic input on site planning, program development, tenant mix, branding, and alignment with Blue Zones and BCHD principles
- Offer expert reviews from our national team of advisors, including walkability, planning, architecture, food systems, public health, and design for well-being
- Support municipal interface and entitlement processes to ensure alignment with long-term campus and community health goals

Task 6 Deliverables:

- Technical Assistance Memos and Strategic Review Comments
- Expert Input Summaries from Blue Zones' National SME Network
- Alignment Reports Reinforcing BCHD's Vision and Strategic Plan

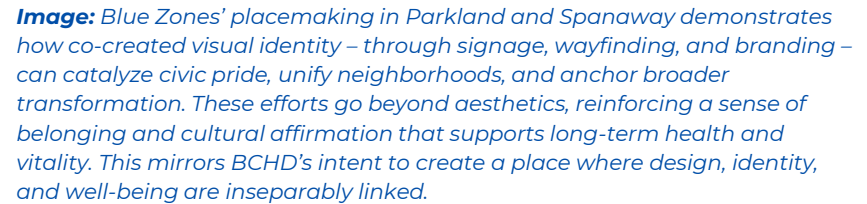


Images: Blue Zones Project Bakersfield's Volunteer Big Kern mobilized 800+ residents to complete 3,000 volunteer hours in a single day, supporting 40+ nonprofits through service projects ranging from mural painting to trail cleanup. The event built new volunteer pipelines, strengthened local organizations, and fostered a sense of shared purpose. As BCHD undergoes redevelopment, similar efforts offer a high-impact, low-cost way to sustain civic pride, activate community partnerships, and embed well-being into everyday life.

Task 7: Blue Zones Brand Integration and Licensing: We work closely with BCHD and its development team to ensure the consistent, appropriate, and impactful use of the Blue Zones brand across the Healthy Living Campus. Our role includes guiding brand stewardship, aligning communications with the Power 9® and Blue Zones principles, and ensuring materials reflect the trusted legacy BCHD has built through its long-standing Blue Zones certification.

- Provide a licensing agreement for the use of the Blue Zones name, trademarks, and associated brand assets
- Develop a BCHD-specific Blue Zones brand style guide for use across signage, communications, and on-site materials
- Review signage, environmental graphics, digital assets, and marketing collateral for alignment with Blue Zones messaging, tone, and design standards

- Licensing Agreement and IP Use Authorization
- BCHD-Blue Zones Brand Style Guide
- Approved BCHD-Blue Zones Branded Materials
- Ongoing Brand Stewardship and Review Support



BLUE ZONES VALUE ADD & SUGGESTED SERVICES

Task 8: Strategic Communications and Messaging: We partner with BCHD to shape and share a compelling narrative around the Healthy Living Campus, ensuring the community understands, connects with, and champions its development. Our communications approach centers health, purpose, and belonging, translating complex design and policy concepts into clear, inspiring messages tailored for diverse audiences.

Task 8 Key Activities:

- Co-develop a strategic messaging framework that links campus design and programming to well-being outcomes and BCHD's vision
- Tailor content to resonate with key audiences, including youth, older adults, civic leaders, prospective tenants, and the broader community
- Support BCHD in the development of presentations, signage, and branded materials for use throughout the planning and construction process
- Launch and help sustain the Blue Zones Thrive Speaker Series and related activities to maintain momentum and position BCHD as a national voice in health-based development

Task 8 Deliverables:

- Strategic Messaging Framework
- Co-Branded Communications Toolkit
- Presentation Decks and Messaging Assets
- Thrive Speaker Series Launch Plan

Image: Blue Zones' Charlie Cart initiative in Tuolumne shows how hands-on food literacy can embed health into schools, tribal centers, and after-school programs. With over 300 youth and families engaged, the program measurably boosts cooking confidence, nutrition knowledge, and lifelong skills, demonstrating how BCHD's redevelopment can center everyday spaces around learning, health, and culture.





REQUIRED DISCLOSURES

REQUIRED DISCLOSURES

- **Respondent Name:** Blue Zones, LLC
- **Address:** 200 Southdale Center, Edina, MN, 55435
- **Key Personnel:** See Pages 12 – 13
- **Insurance:** Blue Zones carries all required general liability and workers' compensation coverage.
- **Conflicts of Interest:** None
- **Past Contracts:** No terminated contracts for land leases in the past five years.



Images: In Petaluma, Blue Zones helped nearly 400 students explore purpose through week-long workshops and engaged over 800 students in a Youth Volunteer Summit, connecting them with 20+ nonprofits in a single day. The result: increased volunteerism, stronger school-community partnerships, and a scalable approach to youth leadership that mirrors BCHD's commitment to intergenerational well-being and civic connection.



CONCLUDING THOUGHTS

CONCLUDING THOUGHTS

The Healthy Living Campus is more than a redevelopment project. It is a bold and necessary reimagining of how place, purpose, and public health intersect. It is an opportunity for BCHD to not only serve the community's needs, but to define what 21st century health leadership looks like for healthcare districts across the nation.

We believe the power of this project lies not just in what is built, but in how it is imagined, activated, resourced, and sustained. With Blue Zones as a partner, BCHD gains a strategic integrator and long-term advisor who ensures that well-being is not an afterthought, but a foundation.

Our frameworks guide policy, design, and engagement. Our team aligns diverse voices behind a shared vision. Our impact models track what matters—before, during, and long after construction. And our role is to hold space for ambition while grounding every decision in evidence, empathy, and community.

What's different because Blue Zones is on the team?

- The vision becomes measurable.
- The development remains mission-aligned.
- The community is the co-creator.
- The campus becomes a living, learning model of what's possible.

We are pleased to share this response and hope to work alongside BCHD, its partners and neighbors to bring this vision to life.



Images: From global inspiration to local transformation, Blue Zones brings the full weight of a movement. Our work has reached millions through the Live to 100 Netflix documentary series, empowered thousands to take action through our communities in transformation, and shaped clinical practice through our partnership with the American College of Lifestyle Medicine. These platforms extend BCHD's story far beyond a single site, amplifying visibility, catalyzing engagement, and reinforcing the Healthy Living Campus as a model for what's possible when science, engagement, systems-change and storytelling come together.



BLUE ZONES®

live better, longer™

For More Information:

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CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

08/07/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Brown & Brown Insurance Services, Inc. 901 Marquette Ave Suite 1800 Minneapolis MN 55402	CONTACT NAME: Ashlyn Kitchens or Dalton VanBlaricom PHONE (A/C, No, Ext): (612) 333-3323 E-MAIL ADDRESS: Dalton.VanBlaricom@bbrown.com FAX (A/C, No): INSURER(S) AFFORDING COVERAGE INSURER A: Ohio Security Insurance Company INSURER B: Evanston Insurance Company INSURER C: INSURER D: INSURER E: INSURER F:	NAIC # 24082 35378
INSURED Blue Zones, LLC 200 Southdale Ctr Edina MN 55435		

COVERAGES**CERTIFICATE NUMBER:** 25-26**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PRO-JECT ☐ LOC OTHER:			BKS69165105	05/01/2025	05/01/2026	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000 MED EXP (Any one person) \$ 15,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
A	AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED AUTOS ONLY ☒ HIRED AUTOS ONLY ☐ SCHEDULED AUTOS ☒ NON-OWNED AUTOS ONLY			BAS69165105	05/01/2025	05/01/2026	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
A	☒ UMBRELLA LIAB ☐ EXCESS LIAB DED ☒ RETENTION \$ 10,000			USO69165105	05/01/2025	05/01/2026	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y / N ☒ N	N / A	XWS69165105	05/01/2025	05/01/2026	☒ PER STATUTE E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
B	Professional & Cyber Liability			MKLV3PEO005460	05/01/2026	05/01/2026	Each Claim \$5,000,000 Aggregate \$5,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Evidence of Insurance.

CERTIFICATE HOLDER**CANCELLATION**Beach Cities Health District
1200 Del Amo St

Redondo Beach

CA 90277

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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