

THE BASILICA OF SAINT MARY

MASTER PLAN | DECEMBER 2019

6.0

URBAN STRATEGY

6.0.1 A DESIRE FOR HEALING & CONNECTION

A civic dedication for the new and stunning Basilica of St. Mary took place on November 4, 1913, and it was informally opened by the spring of 1914. The Basilica was a jewel at the heart of the city. Its setting was both urban and dignified, with proximity and views to civic landmarks like Loring Park, the Armory and Armory Garden, and Virginia Triangle to the southwest. Across Loring Park from the Basilica and a little further down Hennepin, the spire of the new St. Mark's Episcopal Cathedral, completed in 1910, rose into the sky in answer to the Basilica's dome. The Twin Cities Rapid Transit Company ran streetcars past the Basilica's front door, and cohesive neighborhood fabric ornamented its edges.

The district that formed up around it continued to densify with cultural, educational, and religious institutions. Lumber Baron T.B. Walker bought the land for what would be the Walker Art Center in 1916 to build a museum to display his growing in-home art collection. Hennepin United Methodist Church rose in 1916 on land also purchased and donated by T.B. Walker. In 1917, with a gift of \$3 million from William Hood Dunwoody, the Dunwoody Trustees opened the first two buildings establishing Dunwoody College on 6 blocks of land fronting the Parade grounds, just west of the Basilica. The Minneapolis Public Library opened a branch on campus. In 1928, The Woman's Club, which was founded in 1907 and grew into a robust civic organization, selected a site on Oak Grove facing Loring Park for their new clubhouse. The first Club President Alice Ames Winter reflected, "There was a scarcity of civic organizations in Minneapolis at the time the Club was started.... If civilization is to move upward, it must be in the direction that helps myriads to live happy lives where only a few have had that privilege."

As the neighborhood grew, the Basilica became part of the cultural, recreational, and civic heart of Minneapolis. The parks and institutions surrounding the Hennepin-Lyndale

crossroads hosted the largest community gatherings in Minneapolis. There were cheering crowds at large athletic events on the Parade grounds, massive garden events at the Armory, Labor Day celebrations, symbolic displays such as the city's annual fireworks, the annual mounting of the city's Christmas tree at Virginia Triangle, and the biggest of them all: the annual festivities of the Aquatennial celebration.

The Fracture: the Problem of Inhumane Infrastructure for the Church and the City.

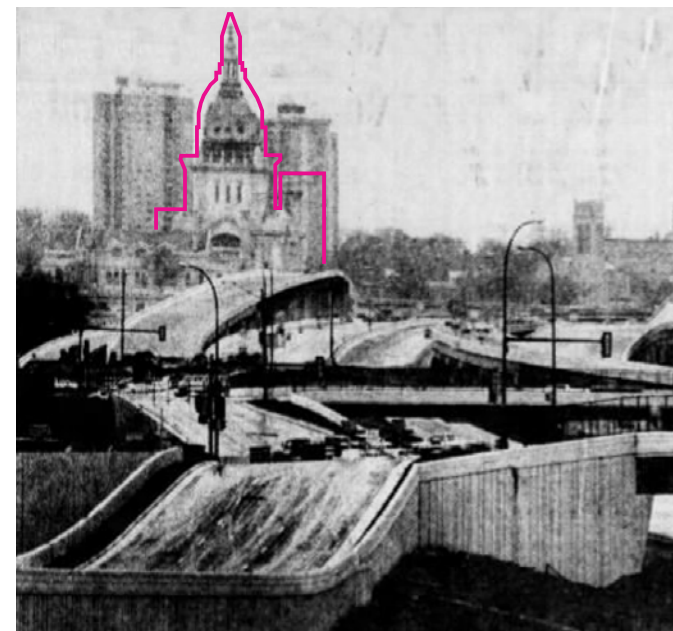
The district was, and remains, a regional destination. However, its postcard image and cohesive identity was disrupted in the 1960s, era of huge federal highway projects. Political leaders and state highway officials identified the congestion around the "Hennepin-Lyndale Bottleneck" as a problem requiring an engineering solution. Despite protest by a coalition of institutions and letters from residents, those leaders seeking to modernize Minneapolis planned and implemented a web of new interstate highways through and around the City. These huge engineering projects devastated low and moderate income neighborhoods at the edges of the Central Business District, as well as the largely poor, non-white, redlined communities throughout the City that became the focus areas of new freeway alignments. These communities would now be bisected by interstate highways.

Unfortunately, the Basilica was at ground zero for the automobile-driven modernization of downtown. I-94 was constructed to within a hairsbreadth of the rectory, whose immediate eastern neighbor became a freeway sound wall. The indignity did not end there, as in later decades, the land immediately north of the Basilica became the I-94/394 interchange, dubbed "the spaghetti bowl" by residents at the time.



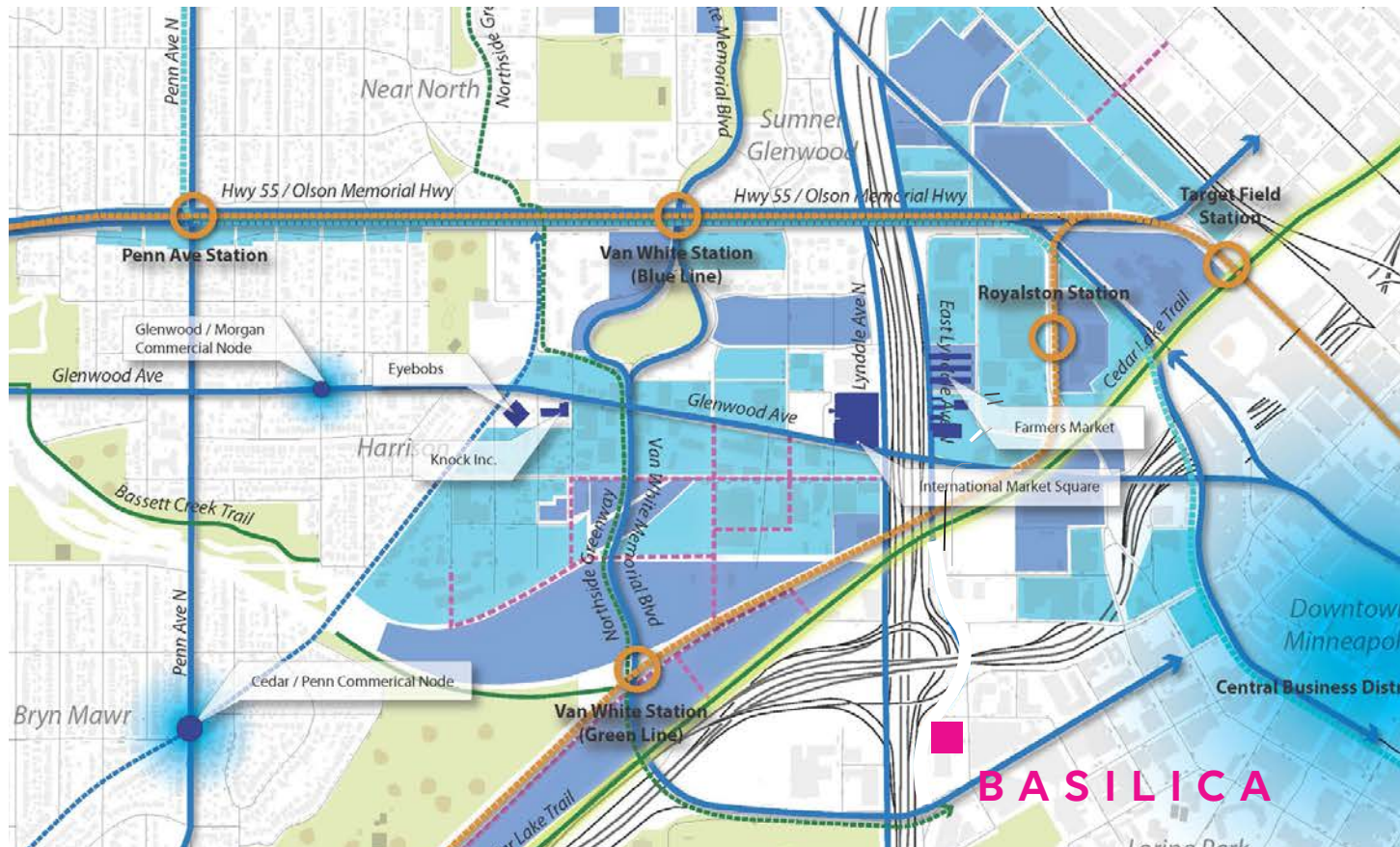
HENNEPIN-LYNDALE CROSSING, "VIRGINIA TRIANGLE," 1938 | ANNUAL CITY CHRISTMAS TREE RAISING

The Basilica overlooked Virginia Triangle, the small plaza at the historic crossing of Hennepin and Lyndale. The plaza was flanked by Loring Park and the historic Parade Grounds, and was the site where the city's Christmas Tree was raised each year before the site was demolished to make way for Interstate 94. .



HENNEPIN-LYNDALE CROSSING, 1980 | INTERSTATE 94 VIADUCT

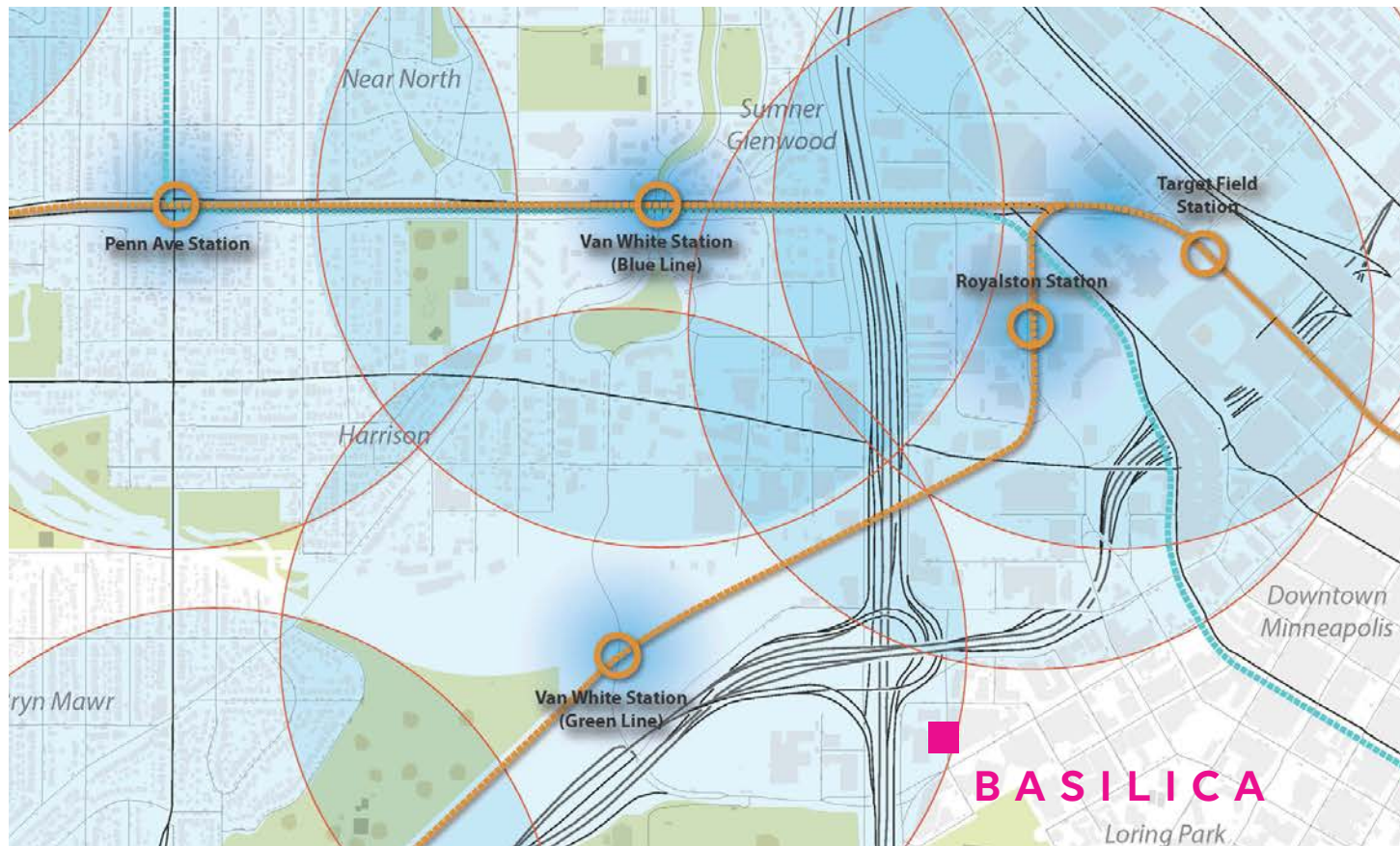
The construction of the I-94 tunnel in the early 1960s, and the additional construction of the segment stretching from Downtown to North Minneapolis in the 1970s, replaced the small plaza at the Hennepin-Lyndale crossing with massive and inhumane infrastructure. Virginia Triangle was demolished, and Lyndale Avenue, which was once the only avenue to seamlessly connect North Minneapolis to downtown and South Minneapolis, was irreparably disrupted.



- Trail
- - - - - Northside Greenway
- ↔ Primary Connector
- - - - - BRT
- - - - - Adopted infrastructure policy guidance
- - - - - LRT
- Development Potential
- Publicly Owned Lands

CONTEXT MAP, NEAR NORTH LRT STATION AREAS | SOURCE: EARLY STATION AREA MAPPING, MINNEAPOLIS COMMUNITY PLANNING & ECONOMIC DEVELOPMENT

The “no man’s land” that was created by highway construction created a large swath of underutilized land and light industrial uses, including municipal and county uses like the impound lot, garbage burner, and public school transportation service lots. New planning for light rail in the area will draw new investment and transform the area.



- - - - - BRT
- - - - - LRT
- Transit Station Area

TRANSIT ORIENTED DEVELOPMENT POTENTIAL, NEAR NORTH LRT STATION AREAS | SOURCE: EARLY STATION AREA MAPPING, MINNEAPOLIS COMMUNITY PLANNING & ECONOMIC DEVELOPMENT

Planners utilize a “five-minute walking circle” around planned station locations as a quick way to visualize transit oriented development potential. Investing in new residential and commercial development within a five minute walk to transit is an appealing proposition for both residents and workers, so these nodes are great candidates for density. The City of Minneapolis plans for density around transit as a matter of policy, so the LRT station areas around the Basilica serve as a good indicator of future growth.

The Basilica within the Social City: Opportunities for Healing:

The Basilica is an engaged, outwardly facing institution, home to numerous programs and missions that serve the broader community and enrich its membership. Because it is engaged in service and touching lives daily, it's not surprising that the topics of most relevance to the Basilica are also priorities and interests of the city at large, like homelessness and the housing crisis, immigration, social justice, community heritage, cultural production through the visual arts and music, and the climate crisis.

Aligned values and objectives provide an opportunity for the Basilica to reach new audiences through fellowship, programming, and convening. The master plan and urban strategy should facilitate the Basilica welcoming the community into the campus. Plans for the future of the campus and the district must create capacity and operational wherewithal for new kinds of gathering. The current campus has spectacular spaces of worship, but struggles to accommodate other forms of gathering and fellowship - events, ceremonies, meditation, retreats, lectures, exhibitions, concerts, brunches, and receptions.

The Basilica should serve as a community hub and gracious event host, a place of serenity and beauty for those seeking inspiration, and convener of community conversations. With proactive programming and activation, the Basilica will serve its mission while building meaningful new relationships with fellow institutions, community members, civic bodies, the broader Church, and in the end, a community of diverse new members.

6.0.2 CREATING A PLAN FOR COMMUNITY CONNECTION, FELLOWSHIP, & PARISH GROWTH

The Basilica consciously set out to wrestle with urban challenges as a component of its master plan. Prescient strategic leadership envisioned a master plan that addresses the campus as well as the challenging conditions at the district and urban scale. The Basilica is not alone in its analysis and discernment of opportunities and challenges within the changing district. Outreach to the broader district has revealed other entities who are also actively planning. There are shared goals for the district (described in the next section of this report, the engagement summary), including a common desire for improved conditions around the I-94 viaduct.

Resolving Infrastructural Challenges to Heal Urban Fabric & Connect the Community.

Inhumane highway infrastructure designed to serve a single mode, the automobile, transformed the district surrounding the Basilica from a vibrant and cohesive cultural district into a series of fragmented shards. Swaths of the resulting territories of "no mans land" proximate to the concrete viaducts were colonized over time by low grade public uses such as the municipal impound lot, public fleet parking, the garbage burner, public school transportation services, and loose light industrial.

Still, the historic institutions that pre-dated highway development stood strong. The Basilica, the Walker, Dunwoody, and other institutions held on to their individual constituencies despite eroding urban cohesion, but people no longer understood them to be parts of a district. Rather, they operate as isolated institutions, each with their own mission and constituency. Indeed, even the two large parks, Loring and Parade, which were once perceived as the two green flanks of an iconic civic plaza, Virginia Triangle, dissolved as a cohesive urban gesture. They were placed into separate planning districts by the Minneapolis Parks & Recreation Board - Loring in Downtown, and Parade in Southwest - and are guided by different plans.

A dedicated plan for this area is long overdue, and is merited now more than ever due to new public investment in the area. The future of the district is transit rich, with two light rail lines on the way, creating the most dense cluster of station areas in close proximity to one another in the entire state. The growth that will follow will be transformative. Meanwhile, the Minnesota Department of Transportation is "Rethinking 94." For the first time, the damages inflicted during the federal highway era will be studied and potentially mitigated.

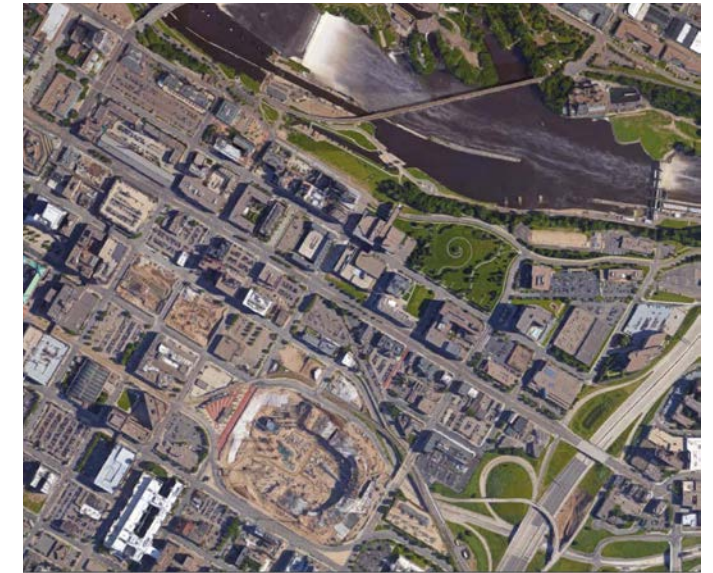
Recommendations & Next Steps for the District

The Basilica planning process has already seeded a conversation within the district and garnered interest in the merits of a district vision. There is an opportunity to build momentum for a district planning process that could influence future public works and infrastructure decisions. With the strong voice of constituency, district institutions and stakeholders have the power to heal old fractures, leverage growth, knit the community back together, and rebuild a sense of identity and belonging.



DOWNTOWN EAST | 2000

In the year 2000, the Metrodome, abutting the 35W ramp spaghetti, was surrounded by a sea of surface parking that spread over more than two dozen windblown and asphalted city blocks.



DOWNTOWN EAST | 2015

By 2015, planning and public investment in the area (transit, parks) catalyzed a total transformation of Downtown East into a vibrant live-work neighborhood, leveraging a regional growth trend that will persist to 2040 into localized community development.



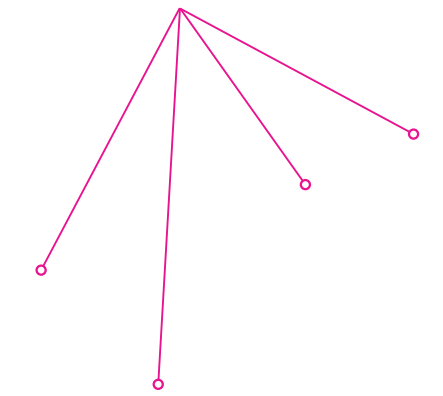
NORTH LOOP | 2000

In the year 2000, the old warehouse district, flanked by the industrial riverfront on one side, the I-94 viaduct on the other, and serving as the terminal off and on ramp for the 394 corridor, was characterized by vacant warehouses and huge swaths of surface parking.

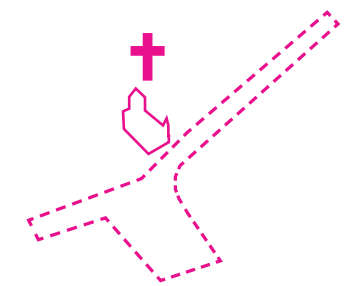


NORTH LOOP | 2015

By 2015, planning and public investment in the area (stadium, transit interchange) catalyzed the growth of what was destined to be one of the most acclaimed live-work creative neighborhoods in the country.



COALITION BUILDING FOR DISTRICT IMPROVEMENT



OPPORTUNITY FOR HUMANE INFRASTRUCTURE

THE BASILICA DISTRICT | BACKGROUND CONSIDERATIONS FOR URBAN STRATEGY

The district around the Basilica will be served by **two light rail transit stations**, which will continue to inspire both **residential and commercial growth** in the district. Transit oriented development will create a more walkable urban fabric in proximity to the Basilica campus. The Bassett Creek Valley Station will open in 2023. Other public investments are also taking place. **Recent road reconstruction** has improved each of the major corridors leading to the Basilica (Hennepin Avenue in downtown, Hennepin/Lyndale Avenue leading to Uptown, and Dunwoody Boulevard connecting to Van White). However, there is a gap; the Hennepin Avenue right of way immediately abutting the Basilica has not been reconstructed, and therefore provides an **opportunity for future infrastructure improvement** that could be influenced by the Basilica and district stakeholders. Many have already convened to **advocate for improvements to the I-94 underpass**. The **district is characterized by humanities institutions** focused on the **arts, culture, religion, and education**. It has substantial **park and recreation assets**, including Loring Park, the Minneapolis Sculpture Garden, and Parade. With numerous destination institutions plus the Minneapolis Convention Center just a few blocks away, the area is also **a destination district** that has captured the imagination of Meet Minneapolis, the convention and visitors bureau, who envisions a signature path from the Walker to the Riverfront.

6.1 ##

A DESTINATION DISTRICT: ENGAGEMENT SUMMARY

6.1.1 URBAN DESIGN & PLACEMAKING FOR A DESTINATION DISTRICT

As a starting point for summarizing engagement, it is important to note that the Basilica is one of several "destination institutions" that call this district home. The Basilica draws over 200,000 people annually to its campus, which is impressive, yet modest compared to the Walker Art Center and Minneapolis Sculpture Garden which attracts over 800,000 visitors annually, or the Convention Center which draws around 820,000. Other major attractors include Loring Park and its many festivals; the Parade Ice Garden as a regional skating destination; schools such as Blake, Dunwoody College, and Minneapolis College (all of which have commuter student populations), and the other large churches lining Hennepin Avenue. Institutions in the district share common values when it comes to urban design and placemaking to enhance visitor experience.

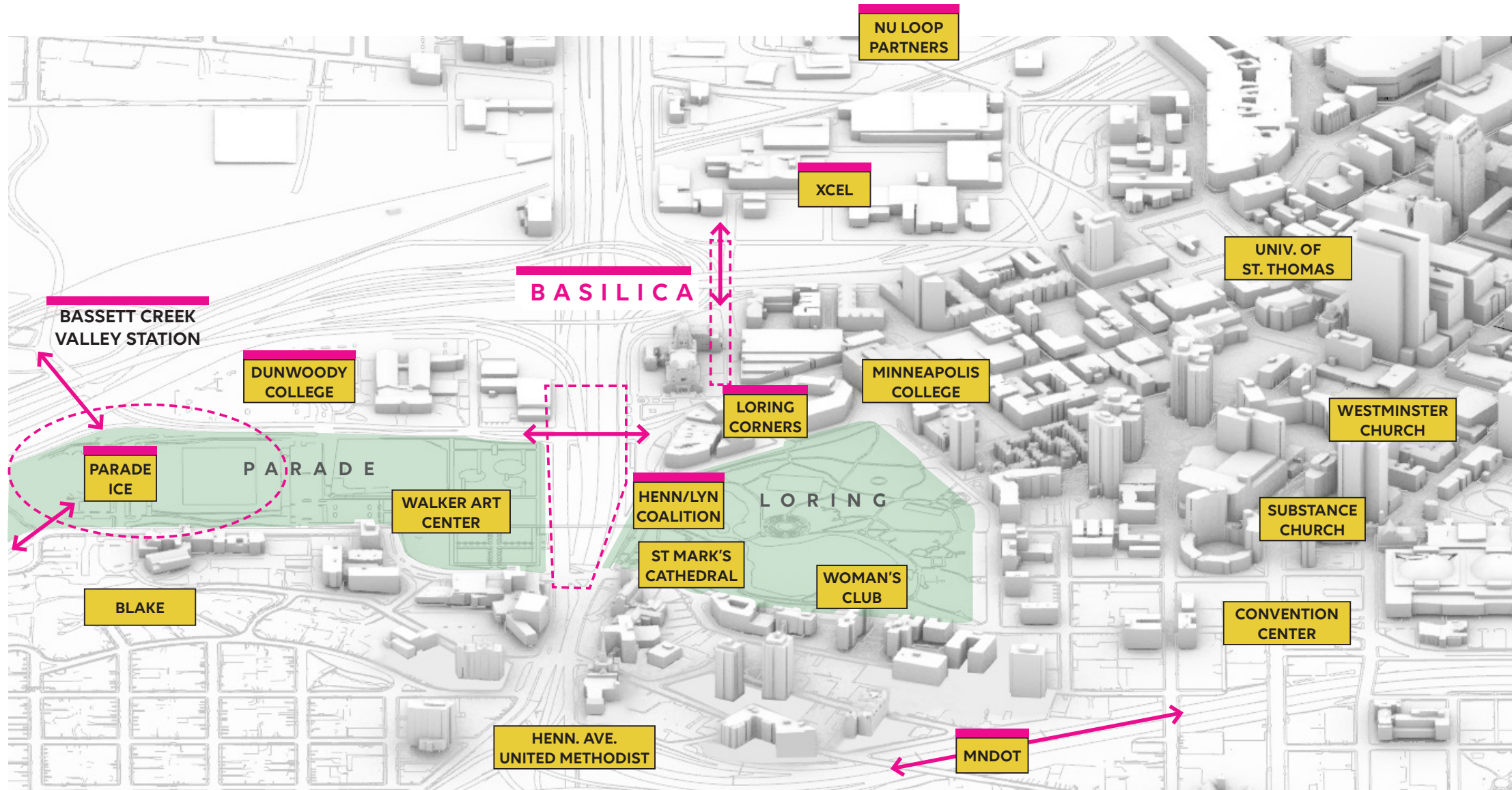
6.1.2 URBAN STRATEGY ENGAGEMENT OBJECTIVES

The planning team focused our engagement on fellow district institutions, government entities with decision-making authority over capital planning and infrastructure, and the private sector. The objects of engagement were (1) to gain a deeper understanding of district conditions and stakeholder priorities, (2) to identify opportunities and challenges pertaining to the Basilica's goals, (3) to discern and build momentum around common interests, and (4) to define principles for coalition building in the interest of enhancing district infrastructure and identity.

Organization	Initiative	Area	Aug	Sep	Oct	Nov	Dec
Government	Lisa Goodman, Minneapolis City Council Member Ward 7	Overall project	●	○ → ●	●	●	
	Minneapolis Department of Public Works	Roadway improvements: I-94 underpass, 16th Street temporary restriping, Plaza, Front Lawn edge condition and I-94 surface lot		●●	●	●	
	Minneapolis Community Planning & Economic Development (CPED)	Overall project			●	●	
	Minneapolis Park & Recreation Board	District Improvements, Plaza / Park creation and operation, BBP Loring Park, Parade grounds	●	●		●	
	Minnesota Department of Transportation	17th Street reconfiguration, I-94 sound barrier, pilot vehicle and mobility programs		●	●	●	
	Hennepin County Community Works	Hennepin Avenue improvements.			○ → ●	●	

District Coalition Partners	Green Minneapolis	1-94 Underpass enhancement, Plaza and Front Lawn activation	●	●	●●	●	
	Meet Minneapolis	District Identity, Activation, Tourism opportunities, Event partnerships, marketing and messaging	●			●	
	Dunwoody College of Technology	Underpass enhancement, District identity, programs collaborations	○ → ●●	●			
	Minneapolis Community & Technical College	Parking Ramp, District improvements, program collaborations		●	○ → ●●	●	
	Walker Art Center	District identity, Activation, Tourism, program collaborations		●	●	●	
	Xcel Energy	16th St improvements, energy pilot programs and initiatives, coordination for BBP and future of Xcel lot. District Identity.	●			●	

Private Entities	Catholic Charities	Leasing of space, program collaborations	●				●
	Loring Corners	District enhancements, parking, food & beverage partnerships		●		●	
	Development Partners	Possible creation of New Project on North Site (current "Child Garden Parking Lot") or Renovation of School.			●		●
	Food Service Operators	Food service operations in expansion and main Church, event catering, parish members community meals, charitable food service	●	○ → ●		●	●
	Short or Long Term Leased Space Tenants	Highest and best use of School, short term function space in Church & Expansion, possible additional tenant leased space in Expansion.	●		●		●
	Saint John's Abbey	Liturgical and exhibition related partnerships		●		●	



KEY TAKEAWAYS

THE BASILICA IS PART OF A DESTINATION DISTRICT.

District stakeholders are deeply invested in urban design and placemaking goals, and have successfully advocated for public realm enhancements in the past.

MANY DISTRICT STAKEHOLDERS ARE PLANNING INTERNALLY, & SEEKING TO ENGAGE EXTERNALLY.

Transit investment and projected growth has inspired internal planning and external study by district stakeholders. It is a good time for a district plan defining shared goals.

MAJOR DISTRICT IMPROVEMENTS ARE POSSIBLE, BUT MUST BE PHASED.

MNDOT's Rethinking 94 study has opened the door to considerations for major improvements to the corridor, up to and including a lidded condition. Plans should include that possibility while striving for near term improvements to the underpass and the intersection at Henn-Lyn Crossing.

A COALITION HAS ALREADY FORMED AROUND IMPROVEMENTS AT HENN-LYN CROSSING. Green Minneapolis is already at the table with engaged stakeholders to advocate for greening.

6.1.3 GOVERNMENT OUTREACH

- Ward 7 Council Member Lisa Goodman
- Staff and leadership at City of Minneapolis Public Works
- Staff and leadership at City of Minneapolis Community Planning & Economic Development
- Staff at Minneapolis Parks & Recreation Board
- "Rethinking 94" team at Minnesota Department of Transportation
- Staff at Hennepin County Community Works

Key Takeaways: Government

The goals for enhanced and people-friendly roads and infrastructure are consistent with the City's complete streets policy as well as the County's station area plan for Basset Creek Valley (opens in 2023). The City has completed three road reconstruction projects near the Basilica with livable profiles in recent years, and would value community interests here. State planning for the

future of the I-94 corridor will include consideration of redesign and reconstruction (lids), but the segment from the tunnel to 394 will not be addressed in the current phase of work. Nearer term enhancements should be prioritized. The Park Board supports stronger connections to Loring Park from the Basilica; it is also planning for connections from Parade to Isles, and to the LRT station.

6.1.4 INSTITUTIONAL & NEIGHBORHOOD OUTREACH

- Citizens for a Loring Park Community
- Lowry Hill Neighborhood Association
- Dunwoody College
- Minneapolis College
- Walker Art Center
- Henn/Lyn Crossing Coalition
- Hennepin Avenue United Methodist

- Westminster Church
- Hennepin Theater Trust
- Community for a Loring Park N'Hood
- Walker Art Center
- Hennepin Avenue United Methodist
- Xcel Energy

Key Takeaways: Neighborhood & Institutional

Many institutions are creating plans. Dunwoody, Minneapolis College, Xcel, and the Basilica are actively master planning. There is already unified interest in improvements under I-94. Most stakeholders are already meeting as a coalition about goals for the underpass. Dunwoody offered an underpass studio with both neighborhood associations to solicit student concepts. Their focus is on additive elements, not capital improvements. Some institutions and the neighborhoods wish to pursue a district planning effort

to adopt recommendations for improvements to public infrastructure.

6.1.5 PRIVATE SECTOR OUTREACH

- Loring Corners
- Green Minneapolis
- Catholic Charities
- D'Amico & Sons

Key Takeaways: Private Sector

Private sector views related to the district and the underpass focused on safety, expanded capacity for events, opportunities for partnership, and parking needs. Private sector stakeholders expressed goals and principles in alignment with the Basilica's direction, and in the case of Green Minneapolis, may play a partnership role in a future critical path to implementation.

6.2

A DESTINATION INSTITUTION

6.2.1 A BEACON AT EVERY SCALE

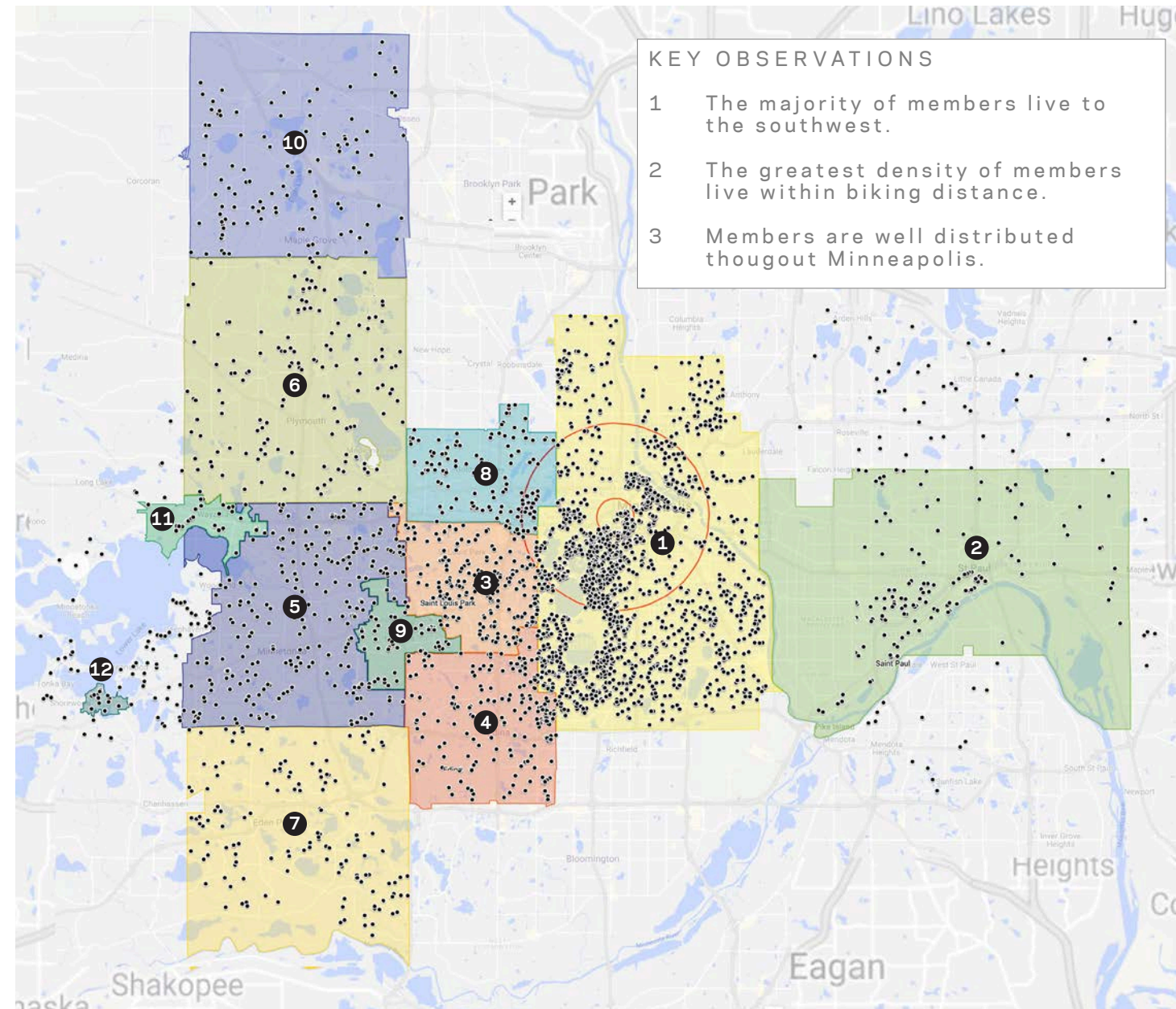
As a globally relevant institution that cultivates partnerships and engagement at every scale, from the very local relationships within the district and neighborhood to the very global relationships with sister institutions, conferences and the Vatican, the Basilica of St. Mary brings music, liturgy, scholarship, art, and fellowship to life for all who pass through its doors. As the first Basilica in America, it is a historic and architectural landmark. But the heart of the institution is its parish and its ministries.

6.2.2 A DISTRIBUTED REGIONAL PARISH

The Basilica has impressive reach, with a regionally distributed membership of over 12,000 households. It's members are deeply engaged, with more than 2,500 volunteers supporting over 130 active volunteer ministries. The Basilica is a parish, a music venue, an educational institution, a service provider, a refuge, a place to touch God, a place to get married, and more. In the past year, the Basilica has worked to create the Our Parish Our Future Strategic Plan, and now a campus Master Plan, in the spirit of Jeremiah 29:7: "Seek the well-being of the city to which I have sent you. Pray for it to the Lord. For in seeking its well-being, you shall find your own."

6.2.3 MODES AND EXPERIENCES OF ARRIVAL

The Basilica has been largely a car-focused campus, and has a dependent relationship on two parking facilities that it does not control - the Minneapolis College parking ramp on 16th and the municipal surface parking underneath the I-94 viaduct. There are few facilities for bikes on campus, but it is also easily accessible by bus routes 4 (New Brighton), and 6 (Southwest Minneapolis). The experience of arrival are currently somewhat undignified, with too many opportunities for pedestrian-vehicular conflicts, and some safety considerations in unsupervised parking facilities. The lack of a sense of hospitality in the parking facilities, and the lack of way finding assistance, are important challenges to overcome



REGIONAL MEMBERSHIP | HOUSEHOLD MEMBERSHIP DATA AS OF 2019

In 2019, the Basilica parish membership was 12,169, whose households spread throughout the region.

1	Minneapolis	1,895
2	Saint Paul	504
3	Saint Louis Park	234
4	Edina	191
5	Minnetonka	190
6	Plymouth	140
7	Eden Prairie	138
8	Golden Valley	132
9	Hopkins	119
10	Maple Grove	113
11	Wayzata	96
12	Excelsior	86

in order to create a sense of welcome. More can be done to enhance campus hospitality on this front. Bike facilities should be expanded, and the connection to Bassett Creek Valley Station, opening in 2023, will introduce an important new mode.

6.2.4 CONSTRAINTS ON "DWELL TIME"

With the number of activities cultivated at the Basilica, one might expect the campus to be in a constant bustle, and it is. However, much of the vibrancy of parish life remains somewhat invisible to the broader community. The campus lacks spaces for people to visit and linger, where

one might be in the position of discovering something new through chance encounter.

The concept of "dwell time" is often used in conjunction with evaluating the viability of retail and restaurants. The logic goes, if there is enough to do in an area, then you may well dwell in that area long past whatever singular reason brought you there in the first place. By lingering, you increase the odds that you will stop at a restaurant for a bite to eat, or feel moved to buy a souvenir. Healthy dwell time is associated with vibrancy, healthy economic activity, and social congestion.

Applied to the Basilica, one might ask, "What reason is there to stay on campus after mass?" or "What is there for me to do on campus once I complete my volunteer service?" Increasing dwell time and accommodating lingering will create opportunities for fellowship, community, and discovery.

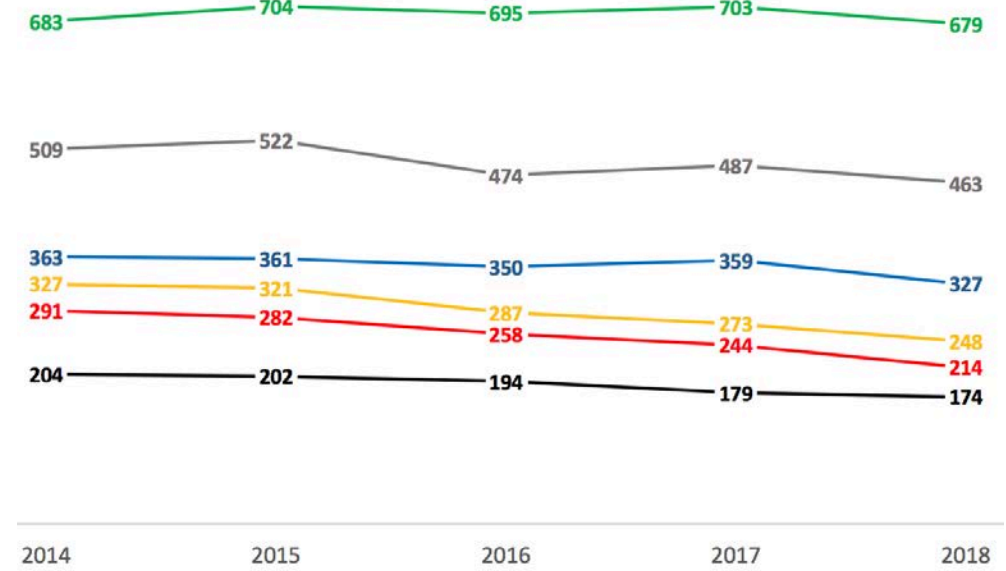
6.2.5 DECLINING ATTENDANCE

Despite adding households to its membership roster in 2019, the Basilica has continued to see declining mass attendance year on year. This is consistent with broader cultural trends toward a declining interest in organized religion. The Washington Post reported in April 2019

THE BASILICA HAS MORE THAN 12,000 MEMBERS THROUGHOUT THE REGION, AND ADDED HOUSEHOLDS IN 2019, YET MASS ATTENDANCE IS DECLINING. CAN THE BASILICA SUSTAIN CORE MEMBERSHIP WHILE WORKING TO CONNECT WITH THE NEXT GENERATION OF YOUNG, DIVERSE, & SOCIALLY CONSCIOUS MEMBERS?



DECLINING ATTENDANCE | 2014 - 2018



DECLINING ATTENDANCE DETAIL | 2019

that "for the first time, "no religion" has topped a survey of Americans' religious identity... the non-religious edged out Catholics and evangelicals in the long-running General Social Survey." [Organized Religion is Losing Its Followers, by Jennifer Rubin, WaPo, April 15, 2019]. And yet, there is a sense of isolation among young people that seems to cry out for community. Forbes reported just one month later, in May 2019, "a recent Cigna survey revealed that nearly half of Americans always or sometimes feel along (46%) or left out (47%). Fully 54% said they always or sometimes feel that no one knows them well."

How can the Basilica find common ground with those searching for a spiritual and community connection?

6.2.6 EMBRACING DESTINATION STATUS: ACCOMMODATING MULTIPLE MODES, INCREASING DWELL TIME, & CULTIVATING COMMON GROUND

The Basilica is already an amazing institution, enriching lives and providing essential services. What's missing as we jump up in scale from the internal programs at the campus scale to the community connections at the urban scale is not

the substance of a great institution, but the framework for a campus that has a welcoming arrival, is easy to navigate, and is equipped as a facility to live the message that "all are welcome."

The campus should anticipate arrival by multiple modes. The stories of the Basilica should be accessible to all who pass by or visit, whether by direct encounter or interpretive experience. The Basilica should be fully equipped as a campus to host events of many kinds, and those events should include opportunities to find common ground with the next generation. Passers by should be able to discern that "something is happening." As the campus evolves to include lounging space, casual drop-in space, interpretive space, exhibition space, program space, and more, it must be linked to a rational circulation pattern that not only gets people where they need to go, but provides opportunities to discover, and to dwell.

BE A DESTINATION

ANTICIPATE MULTIPLE MODES OF ARRIVAL. Transit riders, cars, bikes, and walkers should all have a pleasant and legible sense of arrival.

TELL THE STORIES OF THE BASILICA TO ALL WHO PASS BY OR ENTER. Bring stories, images, and outcomes into the space of visitor experience...

BE FULLY EQUIPPED TO WELCOME PEOPLE AND HOST EVENTS. Events want beautiful spaces and views, ease of event programming, AV infrastructure and lighting, security, and catering. Be more than a venue. Cultivate relationships with the next generation through programming and events..

DESIGN SPACES & CIRCULATION THAT PROVIDE OPPORTUNITIES TO DISCOVER, & TO DWELL. Circulation should not only get people where they want to go - it should provide opportunities to discover, to learn, to interact, to lounge, and to dwell...

REGIONAL CONNECTIVITY & PLACEMAKING

6.3.1 REGIONAL CONNECTIONS

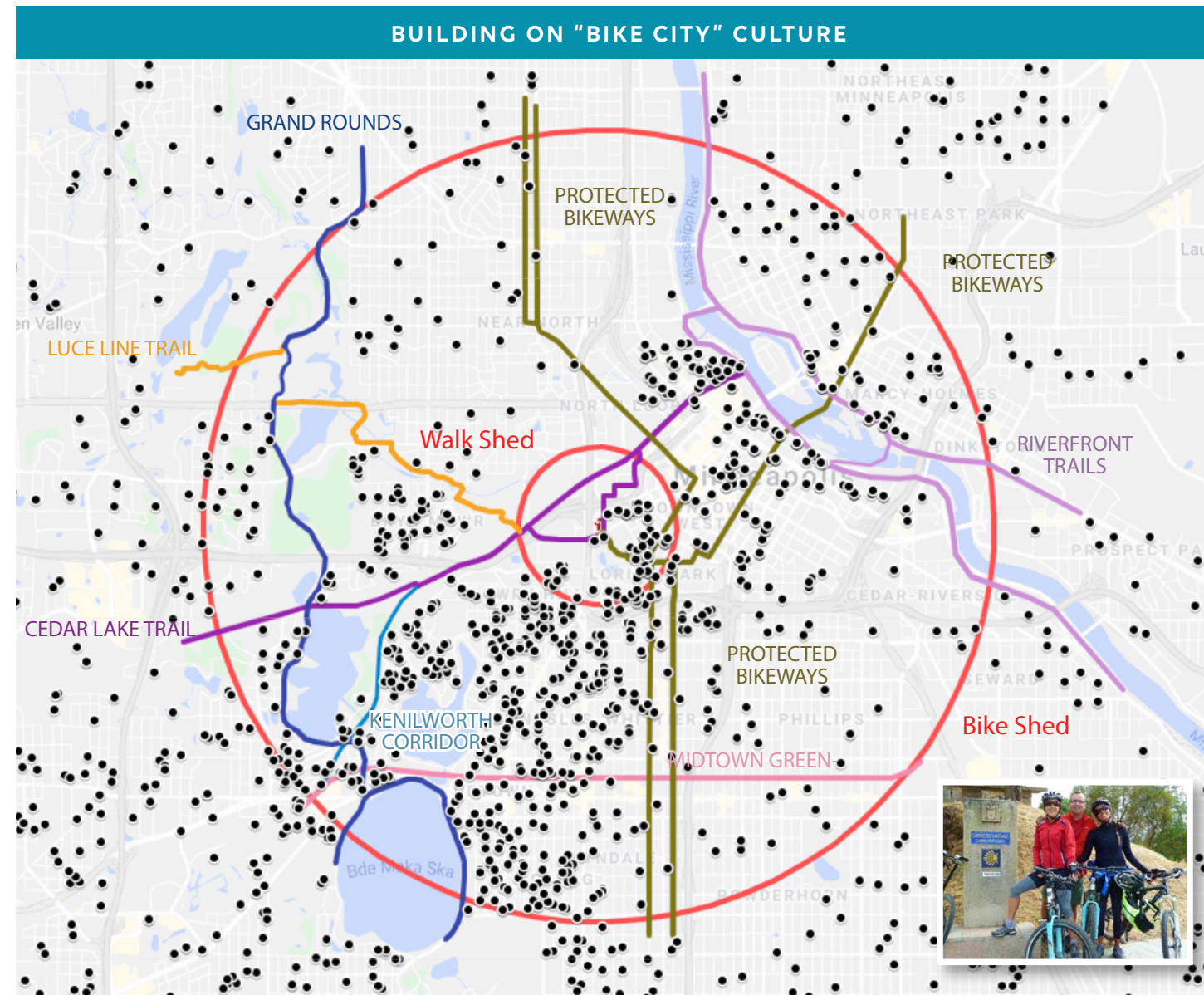
In the Basilica’s strategic plan, Our Parish, Our Future, there’s a strong focus on being connected, engaged, and present as a part of the broader community. What does it mean to strive for community-wide participation? To provide a sense of welcoming and belonging? To increase engagement and strive for justice? How does an institution open itself to all seeking inspiration and beauty? The Basilica is already content-rich and overflowing with meaning. This section explores strategies for how to create legibility and access for the broader community into the world of the Basilica, and to bring the Basilica experience more fully into the life of the community.

6.3.2 REGIONAL LEGIBILITY

At the regional scale, legibility means not only fulfilling the mission of the institution, but increasing name recognition and brand awareness in the community generally, expanding institutional impact, and increasing visitation. The goal requires more than making information available on the website (useful as that certainly is). Legibility is about touching people’s world by facilitating interactive experiences. The broader community is a participant in creating legibility; indeed, growing awareness is the simple act of making the institution a part of community life, and not just parishioners’ lives, in perceivable ways. There are two effective ways to increase the community’s experience of the Basilica at the regional scale: curated Paths and Places, and Storytelling.

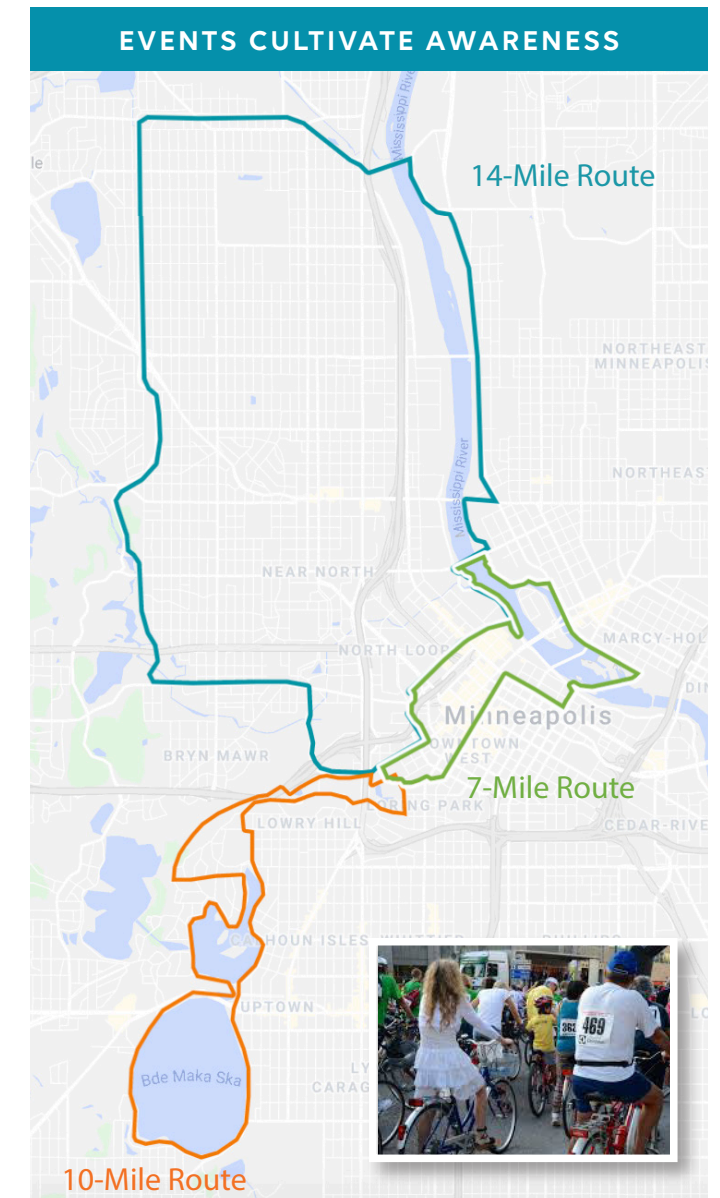
Paths and Places

It seems too obvious to say that paths to the Basilica are an important part of bringing people to the Basilica. But too often, we think of paths only as roadways. In fact, paths have enormous potential as contributors to placemaking and legibility when thought of as paths for people. Human-centered paths are especially important, and in this case, human centered paths that people associate with the Basilica as a destination are what’s missing at the urban scale. In his landmark book, *Life Between Buildings*, Jan Gehl addresses the issues of pedestrian scale and pedestrian speed (as opposed to automobile scale and automobile speed) as important contributors to humane urban environments. Automobile scales and speeds may



ACCOMMODATION OF PEDESTRIANS AND BICYCLISTS WILL HELP TO CREATE PLACE IDENTITY AND A SENSE OF BELONGING | CONCEPT: “BASILICAMINO”

The array of dots above mark the households in the Basilica’s large membership base. Many live within walking or biking distance, as depicted by the walk shed and bike shed circles. The Basilica is located near the convergence of numerous regional trails and protected bikeways, only the most significant of which are shown here. It would be simple to leverage these trails in a way that connects the Basilica to Minneapolis’ “Bike City” culture. What if once a year, the Basilica organized and promoted a “Basilicamino” and everyone who wished to participate - members or not - was invited to bike, walk, or run to the campus for an iconic celebration? A trail map and even pavement-painting trail markings could guide participants for this newsworthy event, and could be useful for hardcore bikers year round.



PATHS TO THE BASILICA WILL BECOME KNOWN, IF USED AND EXPERIENCED | CONCEPT: “BIKE FOR SHELTER”

Taking the trail idea one step further, what if there was an annual bike race fundraiser for a major goal like ending homelessness? Such an event would align with broader City goals, appeal to socially conscious youth, and would bring the Basilica mission into streets and neighborhoods in a very visible and experiential way.

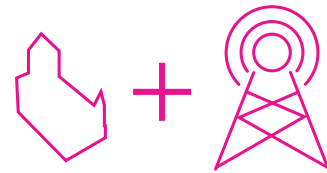
REGIONAL ACCESSIBILITY BY TRAIN



TRANSIT IS COMING | CONCEPT: IMPROVE CONNECTIONS TO BASSETT CREEK VALLEY STATION

By 2023, the Bassett Creek Valley Station will be open for business, bringing thousands of people to within a one-seat train ride of the Basilica. How will the campus connect to this future ridership? As a destination district, this station should be included in way finding infrastructure, be accessible by a pedestrian and bike friendly path, and advocate for a circulator shuttle.

STORIES REACH PEOPLE



STORYTELLING IS POWERFUL | CONCEPT: PRODUCE & BROADCAST STORIES

The most impactful way to connect to people is through storytelling. The Basilica would greatly benefit from the ability to more broadly share the amazing music, mission, real life impacts, art, education, advocacy, conversations and debates that are taking place at the Basilica every day. Content could be shared via podcast, broadcast, exhibition, publication, film and video, subscribe-able content, and more.

be necessary to the function of a modern city, and are certainly important to a regionally distributed parish, but their presence should not preclude another layer. If these arterial frameworks are the sole paths of access that are legible, then the Basilica will continue to be perceived as isolated from the human-scaled life of the city.

For this reason, it is also in the interest of the Basilica to create and activate its own campus, as well as to lay claim to much more publicly visible urban spaces in the vicinity, with programming and activation. It has already taken steps to become more publicly visible through programming with the incredibly popular Basilica Block Party, and this is a model that can be built upon. The Block Party creates widespread awareness of the Basilica as a place on the map, but because it is temporary, it's hard to convert that awareness into sustained place legibility for the institution. Is it possible that more permanent programmable space could be found in the vicinity to associate with the Basilica mission and identity? This concept is explored in the next section, which drops down in scale to District connectivity and placemaking.

The Basilica must advocate for, tap into, and create, pedestrian scaled paths that facilitate meaningful connection to the institution, and that are memorable as places and experiences in their own right. These paths may be enhanced and green sidewalks, routes on regional bike trails, or campus walks. In all cases, the Basilica should advocate for more granular and dynamic paths and human environments within the broader city fabric. It can leverage these paths to build awareness within the region through programming and events focused on biking or walking. One of the most impactful paths in the Catholic Universe is the Camino de Santiago. On a much smaller scale, let it be an inspiration.

Storytelling

Stories are one of the most powerful connectors of people to places, history, and each other. Stories have can teach, inspire, and build community identity. The Basilica is filled with stories that are waiting to be told. It is through the telling that those stories bring the institution, and the district, into living color for all to encounter. How can the Basilica tell effective stories that serve its mission while building and sustaining community relationships? How can the community be a part of those stories?

The tools for storytelling should be broadly defined, and should consider both the physical landscape (interpretive paths, art installations, group walks) and the media landscape (curated videos, publications, podcasts). Stories should align with the Basilica's mission and vision, for instance: What stories could be told, by the Basilica or its community, that would reveal the Basilica as a home of spiritual nourishment? What stories would inspire knowledge of the Basilica as a beacon of hope? And what stories would draw a community of engaged citizens, engaged by the revelation that the Basilica is an advocate for change, committed to social justice?

To become an effective storyteller, the Basilica needs production and broadcast capabilities, software, high quality photography, and technical skills internal to the institution. On the content side, events and activities, convened conversations, concerts, interviews, travel documentation, exhibitions, accessible research archives, metrics on ministry impacts, architectural and urban histories, expert liturgical commentary, and the stories of everyday people can be transformed into stories that will create interest, engagement, meaning and connection.

6.3.3 GOAL SETTING FOR REGIONAL STRATEGY

Proactive consideration of paths, places, and storytelling will create opportunities for the Basilica to become present in the community in new and exciting ways. Thoughtful consideration of how to become connected, engaged, and present as a part of the broader community starts with asking productive questions. For instance:

- Where are the pedestrian scaled, pedestrian speed paths that can connect the Basilica to communities?.
- How can the Basilica be present and visible in the community through public space programming and activation, including (or especially) off campus?
- What stories should be told, and how?, How is the community a part of the story?

As the Basilica prepares for its next 100 years, and looks to the changing parish, district, region, and globe that comprise its context, there is much to build community around. The years of planning, engagement, and implementation ahead hold incredible promise.

DISTRICT CONNECTIVITY & PLACEMAKING

The crossroads of Hennepin and Lyndale were historically at the civic heart of Minneapolis. Cultural, religious, educational, and civic institutions - each destinations in their own right - clustered in the area, lining the edges of the green heart formed by Loring Park (originally "Central Park," and the Parade Grounds.

Together, these institutions ringing the parks formed a cohesive humanities district, which served as the primary civic gathering place for large events in the city for at least half a century. But when Interstate 94 was constructed in the late 1960s, it split that cluster and the green heart that they shared in two, creating a psychological and physical barrier that fractured the physical landscape and eroded the cohesive identity of the district as a whole.

6.4.1 URBAN DESIGN PRINCIPLES

Despite the physical rift of the highway infrastructure, the strength of the institutions, each a destination in its own right, ensured their survival, and each continued to cultivate its own individual constituency. District institutions draw worshippers, students, patrons of the arts, event-goers, tourists, and recreators to their doorsteps. But they do so now as separate and individual institutions, lacking the collective cohesion that would lift them up as a part of something bigger than themselves.

How can the district reclaim its origins as an important civic landscape? And, how can it be experienced and perceived as a cohesive and walkable whole?

Mitigating the impact of the I-94 corridor is an essential component of any vision for the district, up to and including the removal of the elevated viaduct. The "stitch" and "lid" concepts address this need.

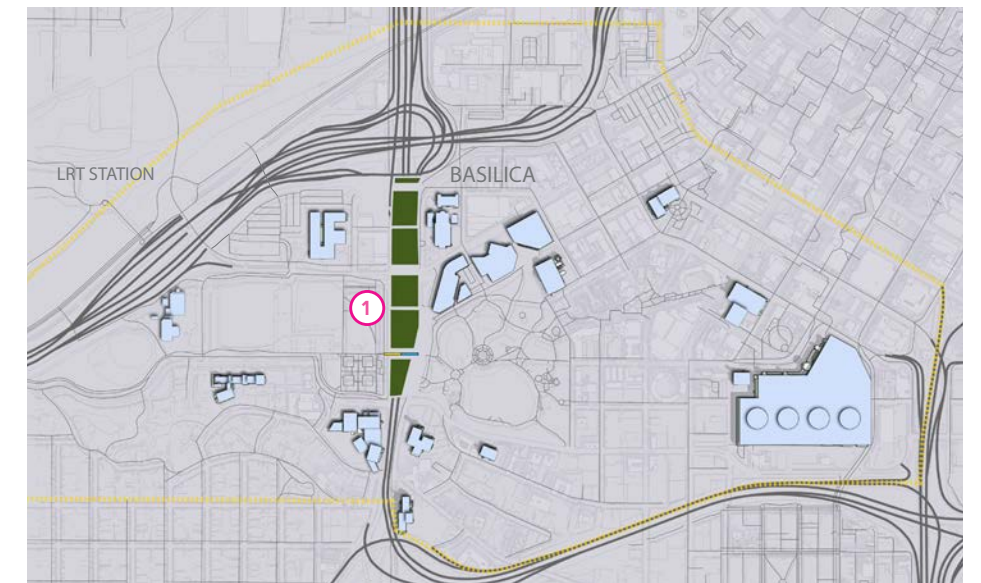
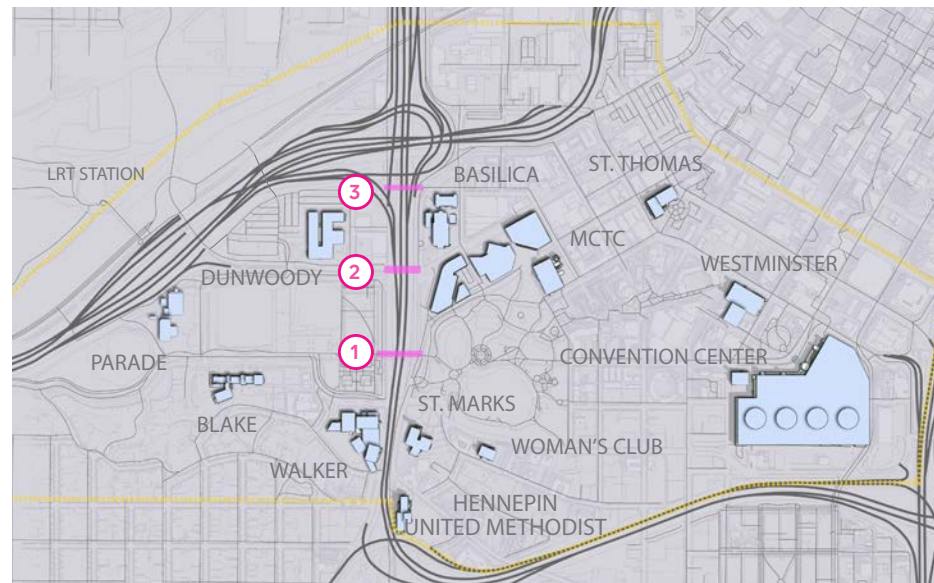
An equally important strategy is to cultivate a shared district identity by inscribing connectivity and community gathering into the district landscape.

Legible paths and places enriched with interpretation and memorable views, will contribute to district character and identity.

Finally, there is value in **a district that is mobilized and coordinated around programming**, both internally to institutions and outwardly, in the public spaces of the district. Festivals, events, markets, and unique district events can contribute to an authentic sense of place, and invite civic gathering.

These principles, in addition to deploying **specific and tactical urban design strategies** such as those outlined in the next section, form the basis of a district vision.

THE PROBLEM: A FRACTURED DISTRICT



HEAL THE FRACTURE: STITCH

The first option for mitigating the negative effects of I-94 on the surrounding district is to implement a simple, short term set of projects that connect the east side to the west side. We've termed this approach the "stitch" by virtue of the minimal horizontal linear elements that connect and hold together the two sides. The three stitches depicted in the image above consist of:

1. The existing Irene Whitney Hixon Bridge, also colloquially known as the Siah Armajani Bridge for the artist who designed it.
2. The Henn-Lynn Crossing, which feature the design interventions proposed in other sections of this Master Plan and is imagined to be implemented with a 5 to 10 year time horizon.
3. The Laurel Avenue crossing, which is imagined as a future intervention that may be implemented within a 10-20 year time horizon, assumes a reconfiguration of I-94. If achieved, this repair to the historic grid would enable easy access for the Basilica and the neighborhoods east of the freeway to Basset Creek Vally Station.

HEAL THE FRACTURE: LID

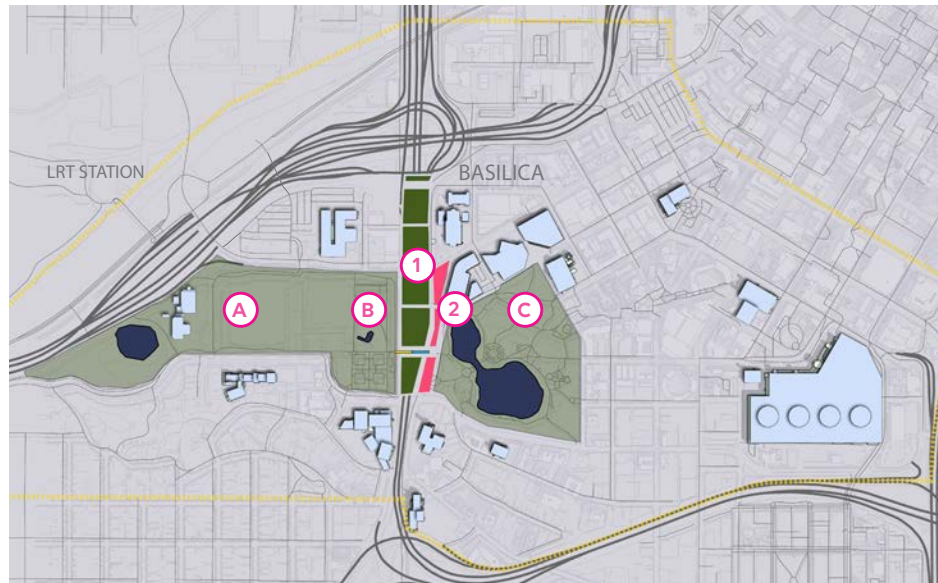
Removing or substantially reconfiguring an approximately 1,650 foot segment of highway infrastructure requires more advanced planning, coordination and is capital intensive. To succeed, a strong constituency would be required in order to craft the vision and earn the City's support as an advocate to MNDOT, defining this site as a priority lid project when the original infrastructure ages out.

This section of I-94 was opened in 1968. It is 51 years old. Typical concrete roadways with a viaduct configuration age out somewhere between the 30 year lifespan of a concrete highway and the 75-100 year lifespan of a concrete bridge.

MNDOT engineers and City Public Works are beginning to look at infrastructure differently as livability, ecology, and health considerations have begun to influence the design of urban infrastructure. The City's complete streets policy reflects different values than those of the 1960s, as does MNDOT's Rethinking 94.

1. The Lid concept depicted above envisions a future scenario in which the viaduct no longer exists and is replaced by open space and local roads.

HOW CAN THE DISTRICT GAIN LEGIBILITY?



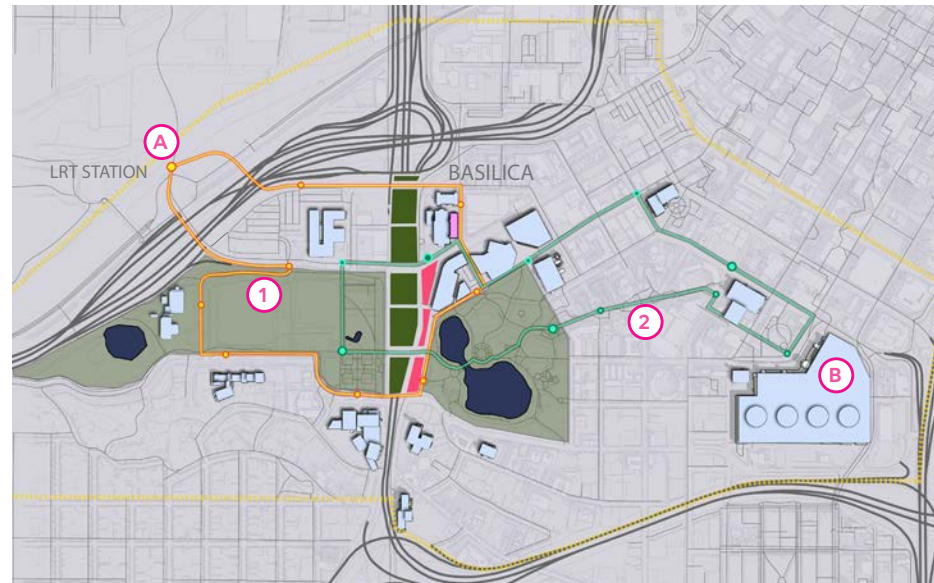
CREATE GATHERING PLACES

The District presently has three primary open space places for people:

- A. Parade
- B. Minneapolis Sculpture Garden
- B. Loring Park

The proposal envisions uniting the two divided halves into a large park that is centrally anchored by amenitized gathering places that support dining, events, art installation and other activities:

- 1. A New Linear Park
- 2. Humanities Plaza



CREATE DISTRICT PATHS

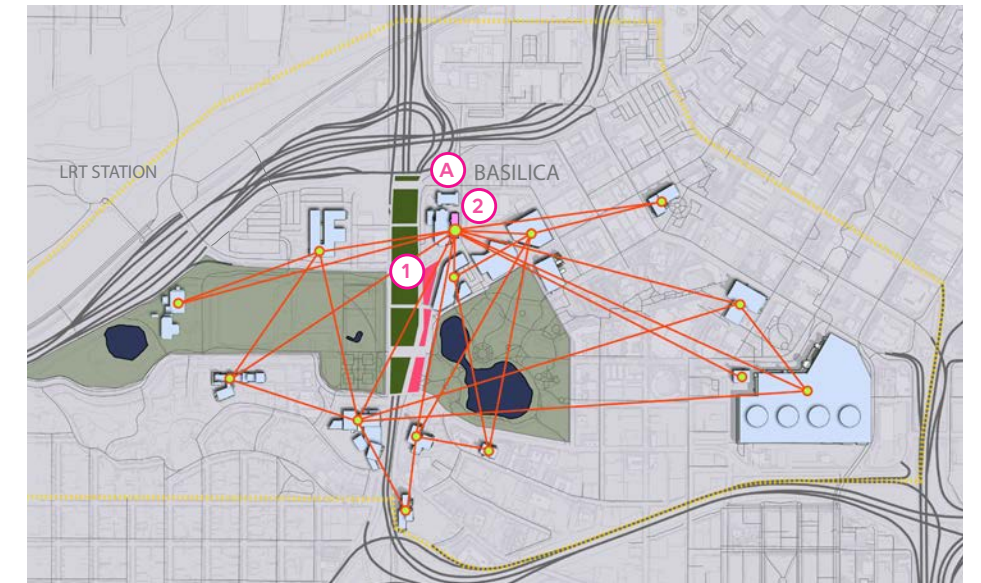
Moving efficiently and safely throughout the District is a practical necessity. It is also an opportunity to enhance the experience and increase the sense of place. The proposal consists of two Paths. The first path is geared towards transit. The second, towards pedestrians. The paths overlap at the Basilica.

1. Transit Circulator

This path represents the route of a shuttle bus that departs from the Bassett Creek Valley LRT (A.) station and makes stops at major destination points in the district.

2. Art Loop

The Art Loop is a pedestrian experience that draws visitors from the Convention Center (B.) into the District to experience art.



COORDINATE PROGRAMMING

The Basilica (A.) is geographically well positioned to serve as a District Hub.

The creation of centralized Humanities Plaza (1.) and the convergence of the two District Paths in the previous diagram, creates a nexus and therefore a logical convening point in the District.

By coordinating events, activities and co-sponsored programs, the Basilica can leverage its geographical advantage and increase activity on and around its campus thereby reaching a wider cross section of the community.

The Basilica can also provide human resources in the form of volunteers and church members who can organize around affinity groups that share interests and objectives with institutions and actors through the District. A possible future expansion (2.) could serve as a space to support these district-wide initiatives.

URBAN DESIGN STRATEGIES



HUMANITIES PLAZA

6.5.1 A GROWING CONSTITUENCY FOR DISTRICT IMPROVEMENT

The fractures to the district surrounding the Basilica that were imposed during the federal highway expansion era are clear and present, visible right from the Basilica's front step. The imposing infrastructure of the I-94 viaduct directly abuts the west side of the campus, and the raised deck shades the surface parking lot underneath, where cars are parked between structural columns, and the more remote corners are utilized as occasional homeless encampments.

The neighborhood and institutions surrounding the viaduct have long sought improvements to the underpass, starting more than a decade ago with the combined grassroots efforts of Citizens for a Loring Park Community (CLPC), the neighborhood association. Their goals for improvement were memorialized in the neighborhood's Small Area Plan, and were then adopted by the City in its thematic Downtown Public Realm Framework Plan. More recently, stakeholders including CLPC, the Lowry Hill Neighborhood Association, and district stakeholders including cultural and religious institutions, schools, and



WAVE PATH

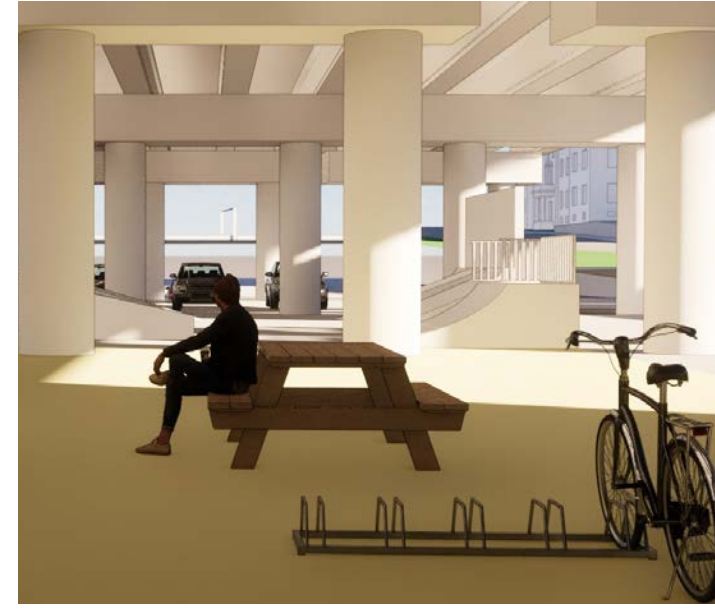
businesses have formed the Henn-Lyn Crossing coalition led by Green Minneapolis, to advocate for greening at the underpass. That coalition is pursuing resources for a yet-to-be determined near term improvement such as column wraps.

6.5.2 LEGIBILITY AT THE DISTRICT SCALE

At the district and site scale, legibility can be gained by tying in to the regional toolkit by asking: How do regional concepts of Path, Place, and Storytelling become present at the district and site scale? In addition, more granular and specific urban design improvements are necessary in order to achieve specific goals.

A Difficult Urban Context

The immediate urban context of the Basilica is very challenging from the perspective of creating people-friendly paths and places. The I-94 viaduct and underpass abut the west side of the campus. On the north side is the 94/394 interchange. To the east, the back side of the Minneapolis College Parking Ramp.



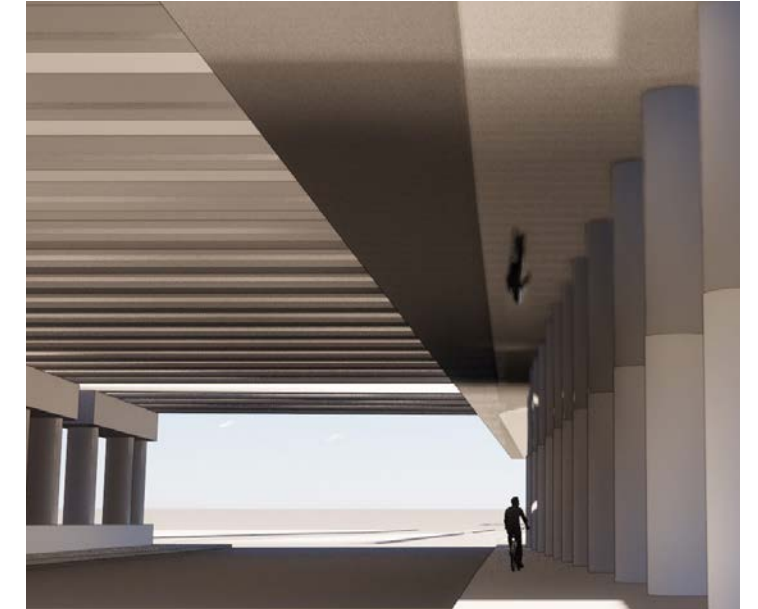
INTERIM PLAZA

New Connections: The Opportunity for Urban Design

The south side of the campus has the potential to become more humane, with more granular as occupiable programmed space, and more iconic, as the place where the monumental facade of the Basilica presides. This side of campus is also in closest proximity to civic gathering spaces such as Loring Park and the Minneapolis Sculpture Garden. Loring Corners holds the other corner, with its historic facade and creative tech tenants and visitors. Despite the very large and wide intersection, which most urbanists would consider inhospitable to pedestrians due to the slip-lane condition and wide crossings, this moment has the best "bones" to build on from an urban design standpoint, and offers the most viable strategy for achieving legible community connection and activation.

Near and Mid Term Strategy

The urban design moves that are proposed here and described in the pages that follow are near to mid term strategies, with real potential for implementation in the 5-10 year horizon with dedicated planning and advocacy. However, there is potential to do even more to heal the district.

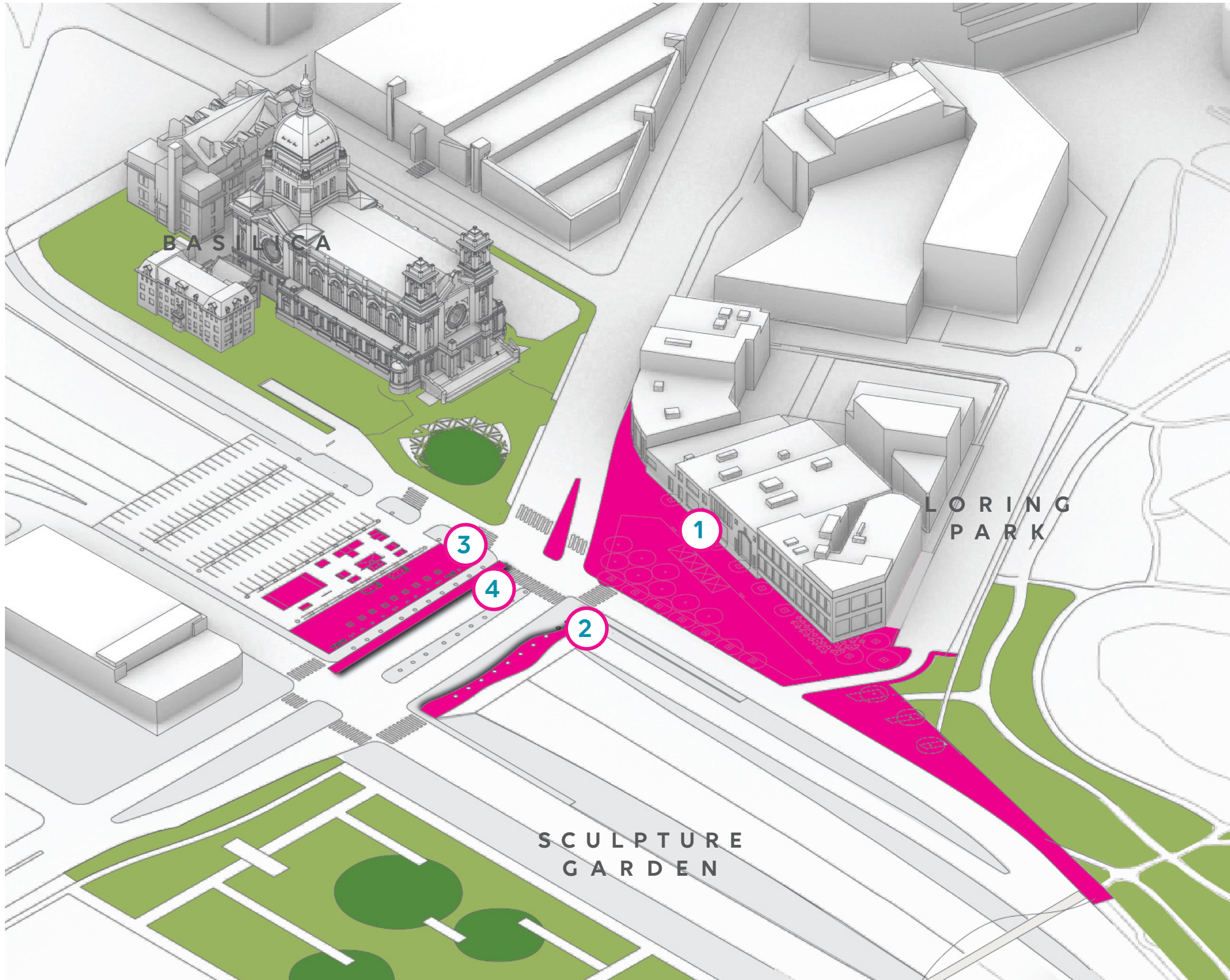


MIRROR STRIP

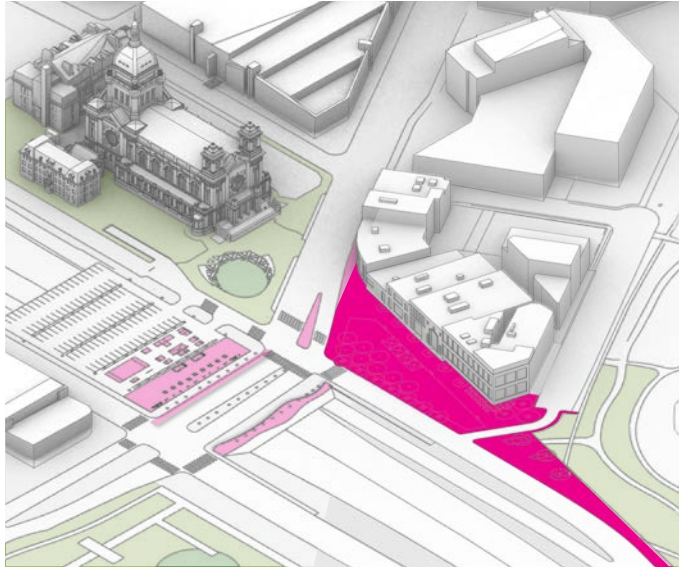
Long Term Strategy

When the freeway segment abutting the Basilica ages out, it should be removed. More specifically, the elevated deck should be removed, and the I-94 tunnel should be extended, enabling the freeway to move through the district beneath the ground. Achieving that goal will require constituency, and an adopted plan recommending the viaduct's removal and providing justification. That adopted plan must then be championed by the City of Minneapolis.

This is no small lift, but is certainly possible. The Basilica could join with district stakeholders and neighborhood associations to create a district plan, which is beyond the scope of the current campus master planning effort. The infrastructure is more than 50 years old, and with MNDOT already in the midst of its "Rethinking 94" study, now is the time for thinking big. For that reason, creation of a plan that could be adopted as City policy should be strongly considered.



- ① HUMANITIES PLAZA
- ② WAVE PATH
- ③ UNDERPASS ACTIVATION
- ④ GATEWAY ART INSTALLATION



6.5.3

HUMANITIES PLAZA

PROBLEM STATEMENT

The intersection on Hennepin Avenue in front of the Basilica is complex and large. The wide and arcing right turn lane configuration is known as a “slip lane,” and it allows cars to move faster through their turn. Turning configurations like this within an urban area presents challenges for pedestrian safety, and is out of vogue for good reason in cities now striving to create livable and complete streets. In addition to the slip lane, the intersection is very wide, which creates a unique set of challenges for elderly or less able pedestrians.

The City of Minneapolis has adopted a complete streets policy prioritizing pedestrians and those with accessibility concerns as the most important mode in the right of way. This policy encourages street design that makes the public right of way a place for people, not simple an engineering solution for vehicular movements. Intersections featuring right turn slip lanes like this have recently been reconstructed by the City of Minneapolis for precisely this reason. When this intersection meets the City's conditions for reconstruction and resurfacing, it would be natural to expect that they would seriously consider transforming it into a T-intersection with enhanced pedestrian facilities.

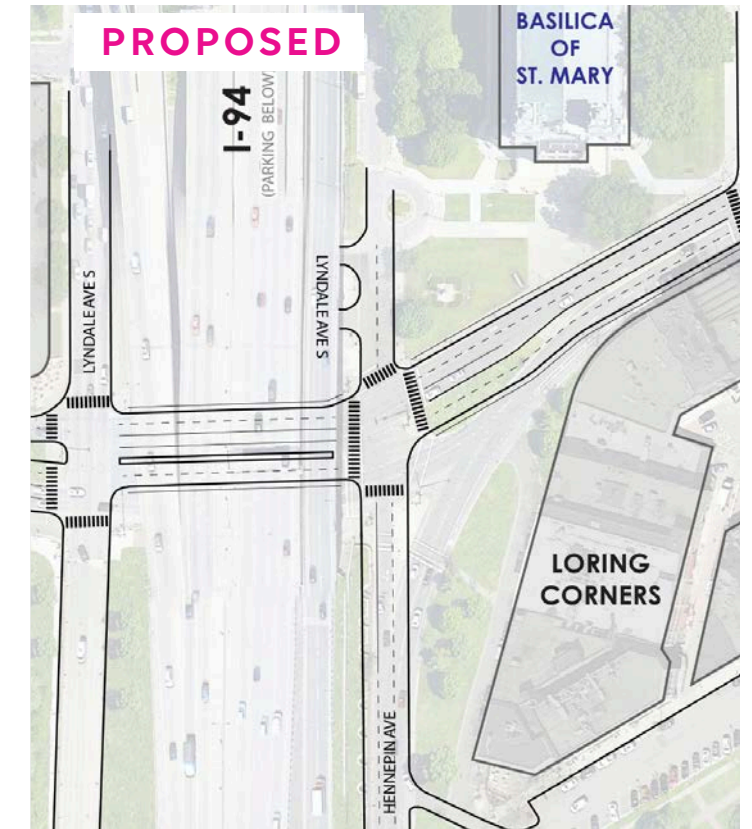
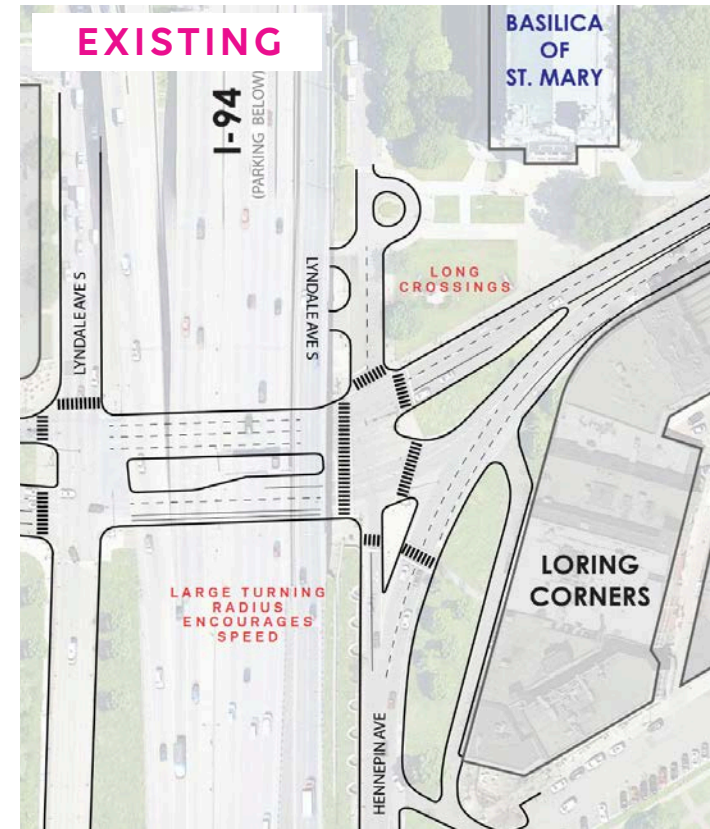
URBAN DESIGN STRATEGY

The proposed urban design strategy is to replace the slip lane configuration with a T-intersection, creating a much safer crossing condition for pedestrians and bikes.

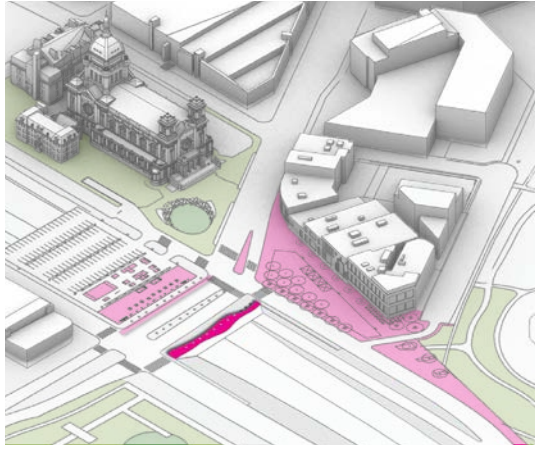
The new configuration also reclaims and consolidates approximately 1 acre of land from the patchwork of existing lanes and medians, creating a new programmable public space dubbed “Humanities Plaza”.

The plaza benefits from the iconic facade of the Basilica on it's north side, the historic and activating storefrontage of Loring Corners holding it's east side, and a strong pedestrian connection to Loring Park on its south side.

The creation of a significant public gathering space at the foot of the Basilica will create enormous potential for district and institutional identity, activation, and placemaking.







6.5.4

WAVE PATH

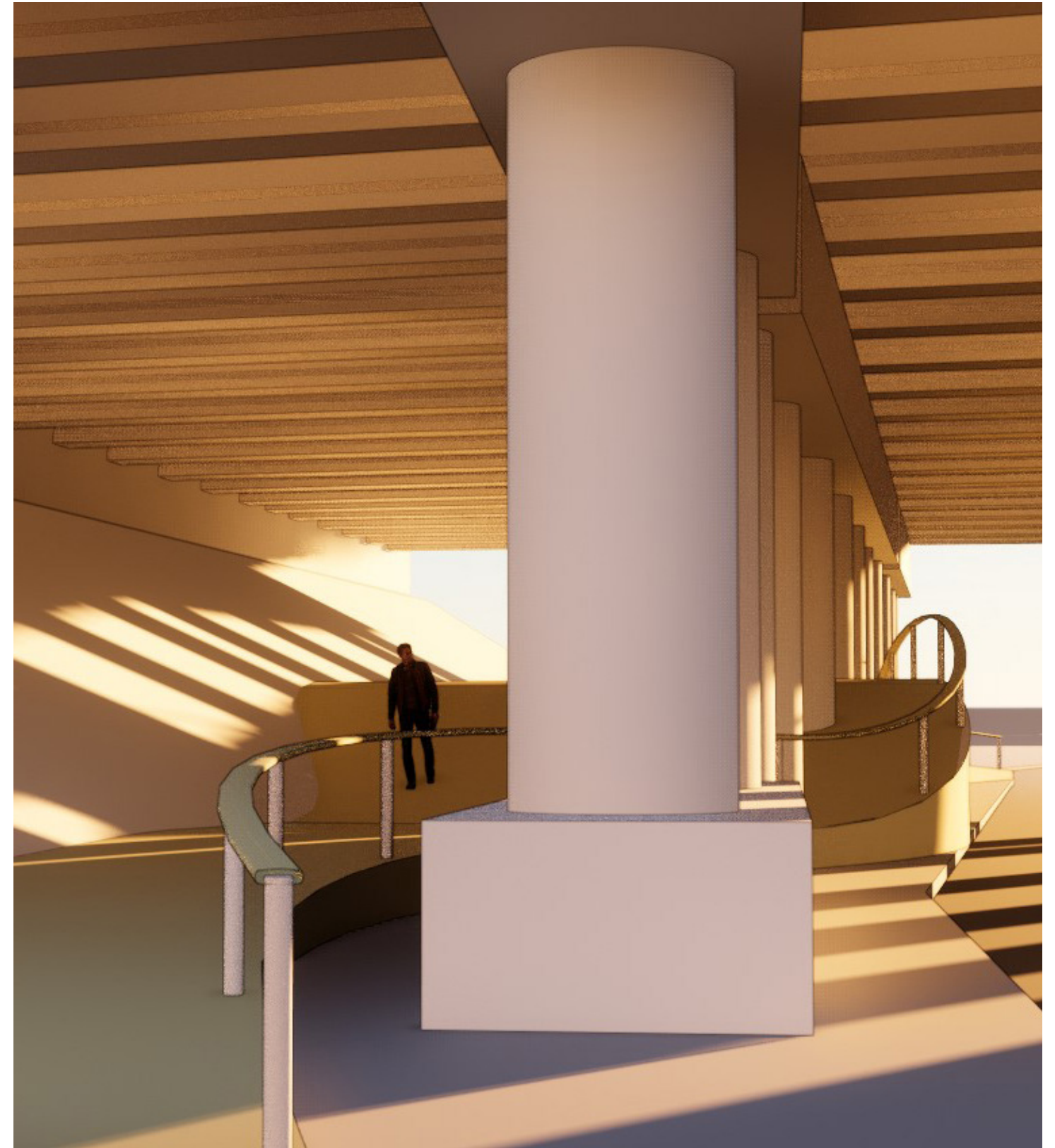
PROBLEM STATEMENT

Overcoming the psychological and physical barrier of the I-94 underpass has been a concern of both Loring Park and Lowry neighborhood associations for a decade, and is a common priority for other district stakeholders. Recommendations to improve the underpass appear in multiple adopted plans, including the Loring Park Neighborhood Master Plan (2013), the Downtown Public Realm Framework Plan (2016). A coalition has been working with Green Minneapolis on a greening initiative called Hennepin Lyndale Crossroads, but to date there is no specific plan for improvements to the underpass.

URBAN DESIGN STRATEGY

The underpass is an important gateway to downtown, and connects the theater district and the Basilica with the Minneapolis Sculpture Garden and Dunwoody. Importantly, in 2023 it will also be a primary corridor for transit riders moving to and from the Basset Creek Valley LRT Station. As such, it will rise as a priority among the bike and pedestrian communities.

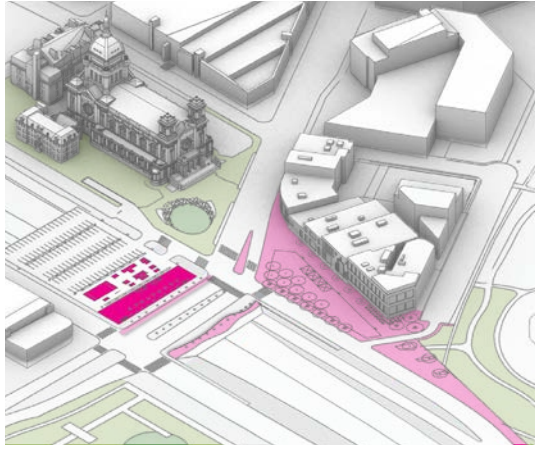
The proposed installation of a “wave path” will create a sculptural link between future Humanities Plaza and the Sculpture Garden. The undulating form will be a sensory experience that will bring people into their bodies, and the material quality will be audibly and experientially different from the concrete sidewalk, creating a sense of place and bodily awareness. The crossing should be safe and well lit.



WAVE PATH | VIEW FROM HUMANITIES PLAZA TOWARD THE SCULPTURE GARDEN



WAVE PATH | VIEW FROM THE PARKING AREA UNDER I-94 (LOOKING ACROSS THE VEHICULAR LANES)



6.5.5

INTERIM PLAZA

PROBLEM STATEMENT

The large asphalt area under the freeway deck, north of the roadway, is occupied by municipal surface parking. The parking spaces are utilized by Loring Corners employees, as well as by people coming to the Basilica for mass on Sundays. However, there are many more spaces than parkers, and there is a 1,200 space parking ramp on the Basilica's east side that is also available. Some proportion of the parking area could be repurposed with little impact. The coalition of organizations and stakeholders seeking improvements under the freeway have expressed concerns about perceived safety for visitors parking in the underpass, as the less visible areas under the deck have attracted homeless encampments.

URBAN DESIGN STRATEGY

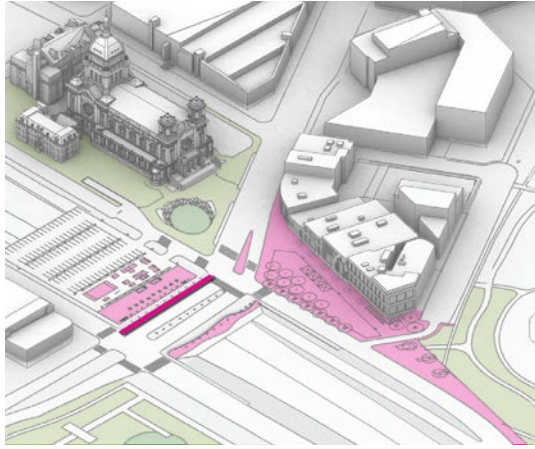
An Interim Plaza is proposed as an activating strategy for the two parking bays closest to Hennepin Avenue. In the Urban Street Design Guide, NACTO defines the Interim Public Plaza as a temporary condition that allows public and private partners to evaluate and build support for future capital improvements. "Using low-cost materials, such as epoxied gravel, movable planters, and flexible seating, interim public plazas reconfigure and revitalize intersections that might otherwise be unsafe or underutilized." This interim plaza would serve two colleges, the Basilica, the Walker, Loring Corners, and the Park Board as it's closest neighbors, and will seed ideas for improved bike and pedestrian connections to the future Basset Creek Valley Station.



INTERIM PLAZA | INEXPENSIVE PLAZA & SEATING MATERIALS, LIGHTING, & ACTIVATION (VENDORS, ART, PERFORMANCE, SKATEPARK)

Interim plazas have become great models of public private partnership in recent years. Typically, private partners take responsibility for programming, management, and maintenance, while the City participates in implementation. The model is more than just trendy "pop-up urbanism," as it carries with it the benefit of building partnerships, constituency, and political will that can lead to public investment in more permanent improvements later.





6.5.6

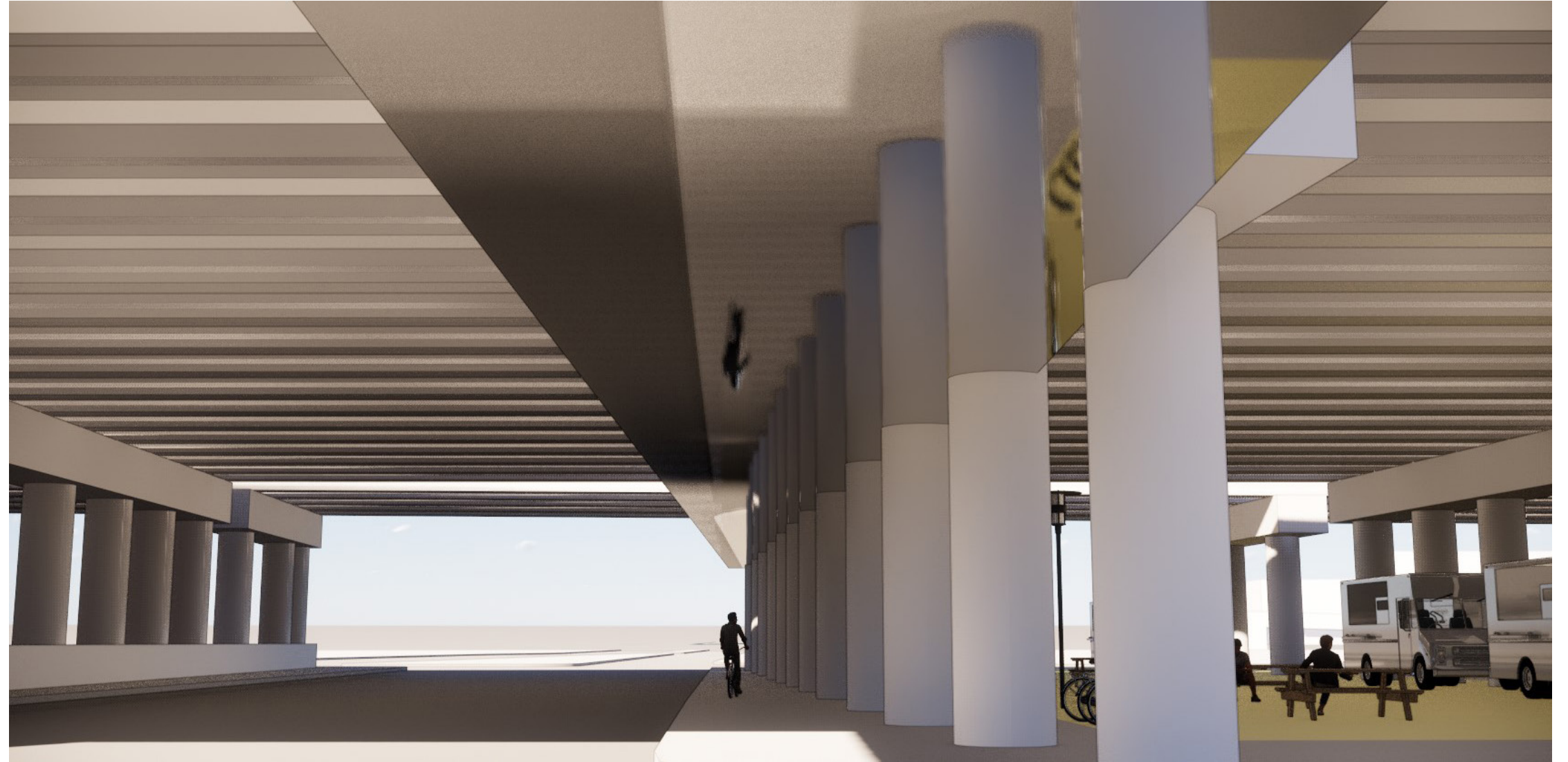
MIRROR STRIP

PROBLEM STATEMENT

As the point of convergence for of Hennepin, Dunwoody, and Lyndale, and as the future connector to the Basset Creek Valley Station, this threshold should serve as a gateway to downtown Minneapolis, Loring Park, and the theater district, but instead it is perceived as a barrier.

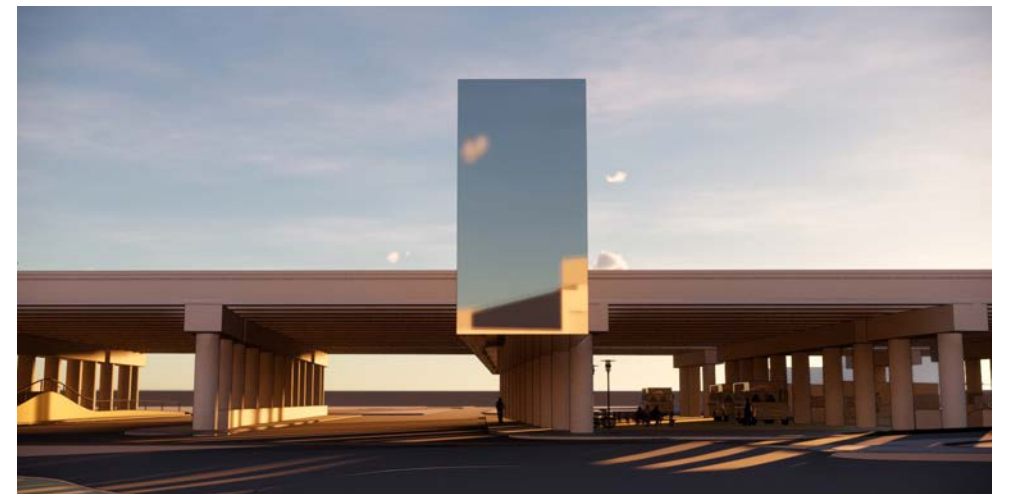
URBAN DESIGN STRATEGY

An iconic work of art worthy of "gateway" status, the "Mirror Strip" would reflect the sidewalk and columns below it as it passed beneath the freeway, creating the perception of vaulted space while bouncing light into the underpass. At its ends, vertical mirrored surfaces would fold up the sides of the deck to announce the gateway as a legible element of the district. The mood of the reflections would be dynamic, matching the time of day and the weather



MIRROR STRIP | ICONIC GATEWAY ART INSTALLATION

An iconic artwork should mark this gateway link between the Minneapolis Sculpture Garden on the west side of the freeway, and destination features lining Hennepin Avenue east of the freeway overpass, including the Basilica, the Theater District, and the North Loop neighborhood. Iconic features are landmarks that contribute to placemaking and district identity, and in this case could be a natural draw for the more than 800,000 annual visitors already coming to the area to visit the Walker Art Center and Minneapolis Sculpture Garden.



EMERGING DISTRICT VISION

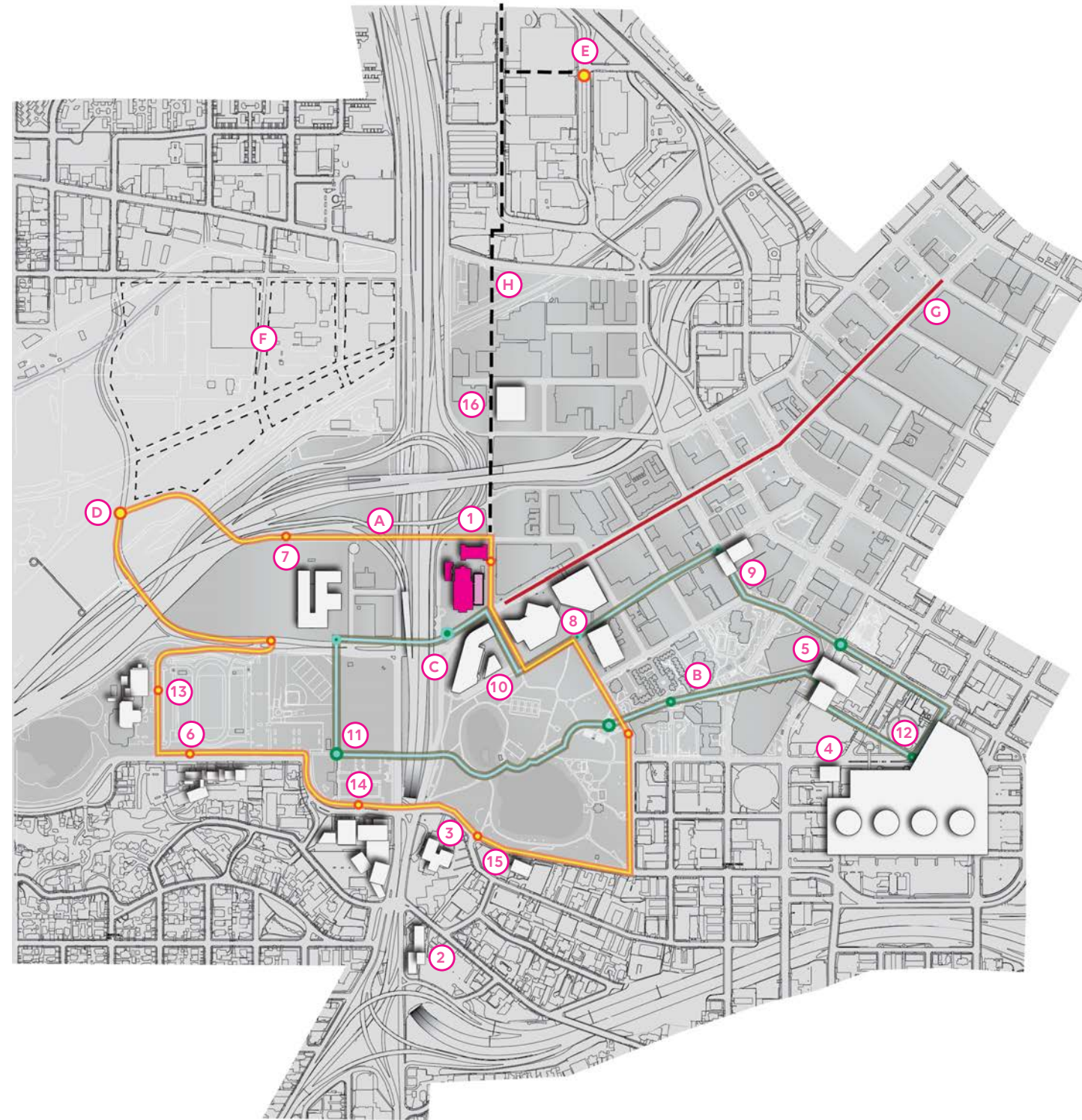
AN ENGAGED DISTRICT IN TRANSITION

One of the most significant takeaways from the urban strategy engagement is that district stakeholders are engaged and interested in exploring a district vision. In addition to planning by district partners, there are numerous indicators of public interest and engagement. The area's transitional status is reflected in public priorities and investments such as light rail and station area planning and implementation for both Bassett Creek and Royalston; small area planning for Bassett Creek and Loring; park planning for Loring and Parade, redevelopment planning for the municipal impound lot, progress by MNDOT on their Rethinking 94 study; and implementation of capital projects like the road work that has been undertaken by the City on Hennepin, Lyndale, and Dunwoody.

6.6.1 RECOMMENDATION: A DISTRICT PLAN

Current conditions are very good for the creation of a coordinated district plan. The study and recommendations that the Basilica has solicited in order to evaluate its own interests and priorities with regard to urban strategy has uncovered opportunities that can only be pursued as a constituency. Public capital projects can happen if there is an organized constituency and solid justification behind them. Coordinated programming and activation can happen if there is a framework for contributors to plug into. And there is a community building opportunity through the process of stakeholder engagement; the Basilica can be an important contributor to addressing community concerns or hosting community gathering, operating within the broader coalition of district partners.

The diagram on the right reflects a summary of the district concepts and elements that surfaced through the Basilica's planning process. More engagement and advocacy with City and state planning agencies, including the creation of a plan that could be adopted by the City, could turn some of these concepts into reality.



DISTRICT INSTITUTIONS

RELIGIOUS

1. The Basilica of Saint Mary
2. Hennepin Avenue United Methodist Church
3. Saint Mark's Cathedral
4. Substance Church
5. Westminster Church

EDUCATIONAL

6. The Blake School
7. Dunwoody College of Technology
8. Minneapolis College
9. University of Saint Thomas

CULTURAL

10. Loring Corners
11. Minneapolis Sculpture Garden
12. Minneapolis Convention Center
13. Parade Hockey
14. Walker Art Center
15. Women's Club

PRELIMINARY PLAN ELEMENTS

PATHS

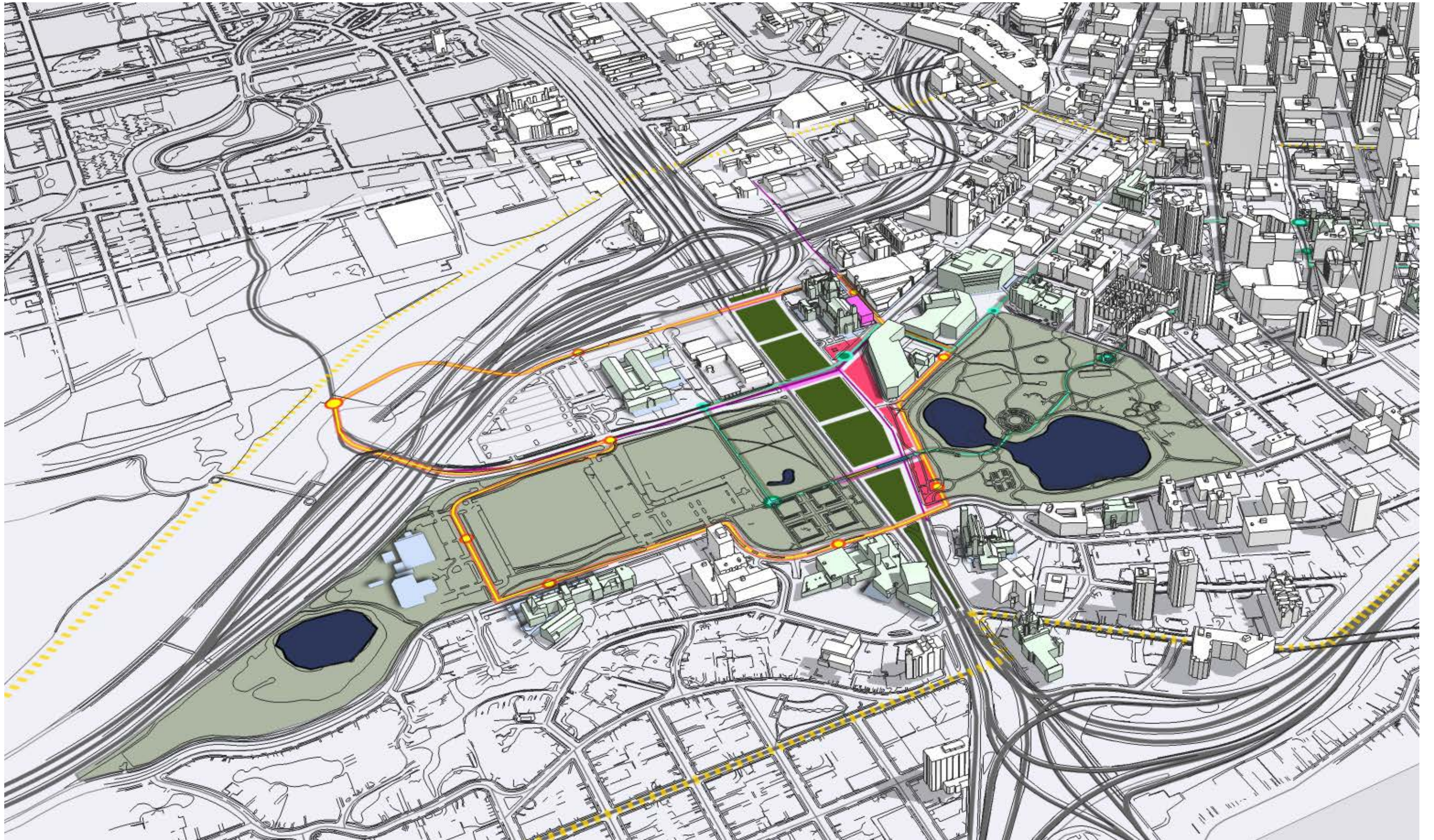
- A. Transit Circulator
- B. Art Loop

PLACES

- C. Humanities Plaza
- D. Bassett Creek LRT Station
- E. Royalston LRT Station
- F. Bassett Creek Future Development Area

LINKS

- G. Hennepin Theater District Link
- H. North Side Link



6.7

PROGRAMMING & ACTIVATION STRATEGY

6.7.1 A WELCOMING, VIBRANT, & SELF-SUSTAINING CAMPUS

The Basilica of Saint Mary is engaged in over sixty ministries that activate the campus and provide programmatic opportunities. The expansion of programming as contemplated in this section of the Master Plan envisions new ways to open the Church to non-members and engage through events and activities that generate revenue and increase membership. How can programming and activation contribute to the Basilica's goal to create a "Welcoming, Vibrant and Self Sustaining" campus?

- **Welcoming:** The Programmable Spaces identified in the Master Plan are envisioned to be places that welcome people to the campus for complimentary but non-core functions. Examples of core functions would be mass and general management of the enterprise.
- **Vibrant:** There is tremendous activity in the church on Sunday. But how can people experience the Basilica during the rest of the week? Analysis of the campus space utilization even for core functions suggests that there is excess space which could be repurposed in order to generate a more vibrant environment.
- **Self-Sustaining:** The cost of running the campus, both in terms of personnel and fixed expenses related

to the physical plant, can be offset by finding new programming revenues.

6.7.2 APPROACH TO PROGRAMMING & ACTIVATION

Programming and activation is central to the Basilica's desire for community connection, and to fulfill its mission and vision in dynamic and engaging new ways. Establishing regular programming at the Basilica, such as a lecture series, community conversations, exhibitions, and symposia, provides a wealth of rich content that can be curated and shared out in the form of podcasts, publications, videos, photography, articles, and reports. Establishing the Basilica as a convener of gatherings that explore issues of great importance to both the Church and the broader community such as homelessness or climate change could open up new audiences to the institution. Additionally, all of the rich content that is produced through these events, if properly recorded and documented, will benefit many more people than just those in the room. The full archive of content could be made available as a subscription based app, providing a substantial new revenue stream to the Basilica.

6.7.3 PROGRAMMING CAPACITY

Where can new programming take place? How feasible is it to plan and operate an activated campus?

With regard to capacity, we have observed that underutilized space exists throughout the campus, and understanding the availability of those spaces for activation creates an asset. Programmable spaces can generate revenue. A comprehensive summary of programmable spaces have been identified from those that pre-exist but are underutilized, and some that are proposed.

There are three main types of programmable space, based on scale and characteristics:

Urban Spaces are external to the campus but are contemplated to be used in a coordinated and integrated event format with activities taking place on the campus. Urban spaces therefore require the most coordination and have a higher degree of complexity.

Landscape Spaces are those defined as on the campus and exterior. They are seasonally dependent. They

Architectural Spaces are those within Basilica owned buildings on the primary campus. Not all spaces within campus buildings are programmable in the sense defined here. Programmable refers to spaces that can be used for activities, events and other

Increased capacity for programming leads to increased capacity for ministry, community connections, storytelling, events, and earned revenues. Capacity can be found both on and off campus, and programmable spaces may work in concert to create an amplified value proposition for users. For instance, an event room with an outdoor terrace. Gaining an understanding of the full capacity, the full portfolio, of programmable spaces and their characteristics, is the first step in creating a programming and activation plan.

6.7.4 PROGRAMMING FEASIBILITY

How feasible is it to plan and operate an activated campus?

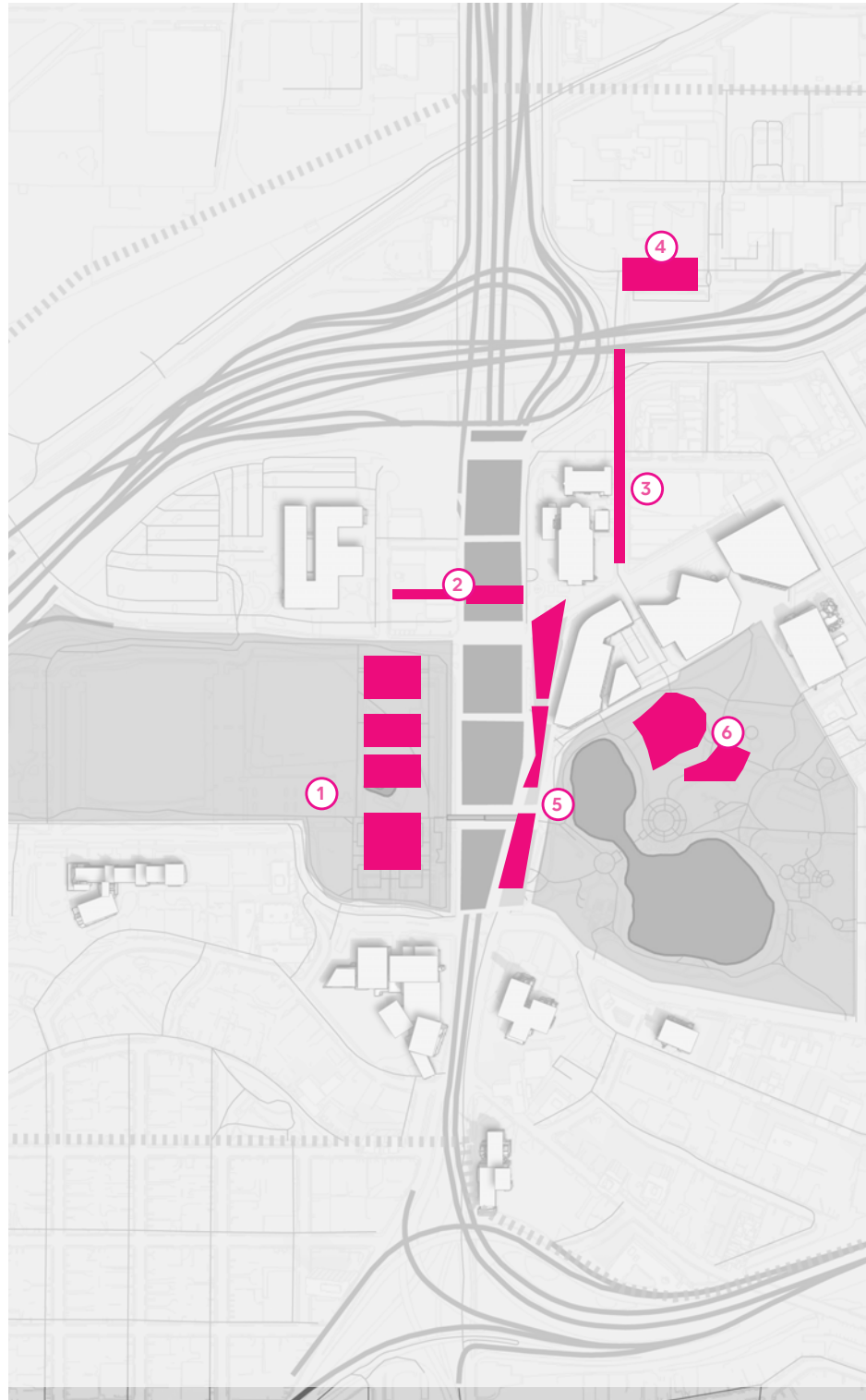
An analysis of revenue potential utilizing a conservative base case, we determined that incorporating a programming and activation strategy would require two additional staff people (one to support programming, and one in facilities).

With existing staff and these two additional resources, a robust program could be implemented. Even at its most conservative, the program would pay for itself and still return approximately \$100,000 to the Basilica's coffers on an annual basis. The real benefit, though, would be to forge new relationships and attract new members, volunteers, and community partners.



PROGRAMMABLE SPACES

6.8.1 URBAN SPACES



INTRODUCTION

By creating visibility and experiences in the public realm, the Basilica forms relationships and connections to the community.

The three scales of programmable spaces identified here, urban, landscape and architectural, can be coordinated and integrated across scales for larger events, or booked as stand alone spaces.

If taken to the extreme, very large events may utilize all of the spaces simultaneously providing a truly integrated district level experience. The Basilica Block Party, now in its 25th year, is nearly that scale of event, drawing a daily crowd of 10,000-15,000, and geared towards non-members.

URBAN SPACES

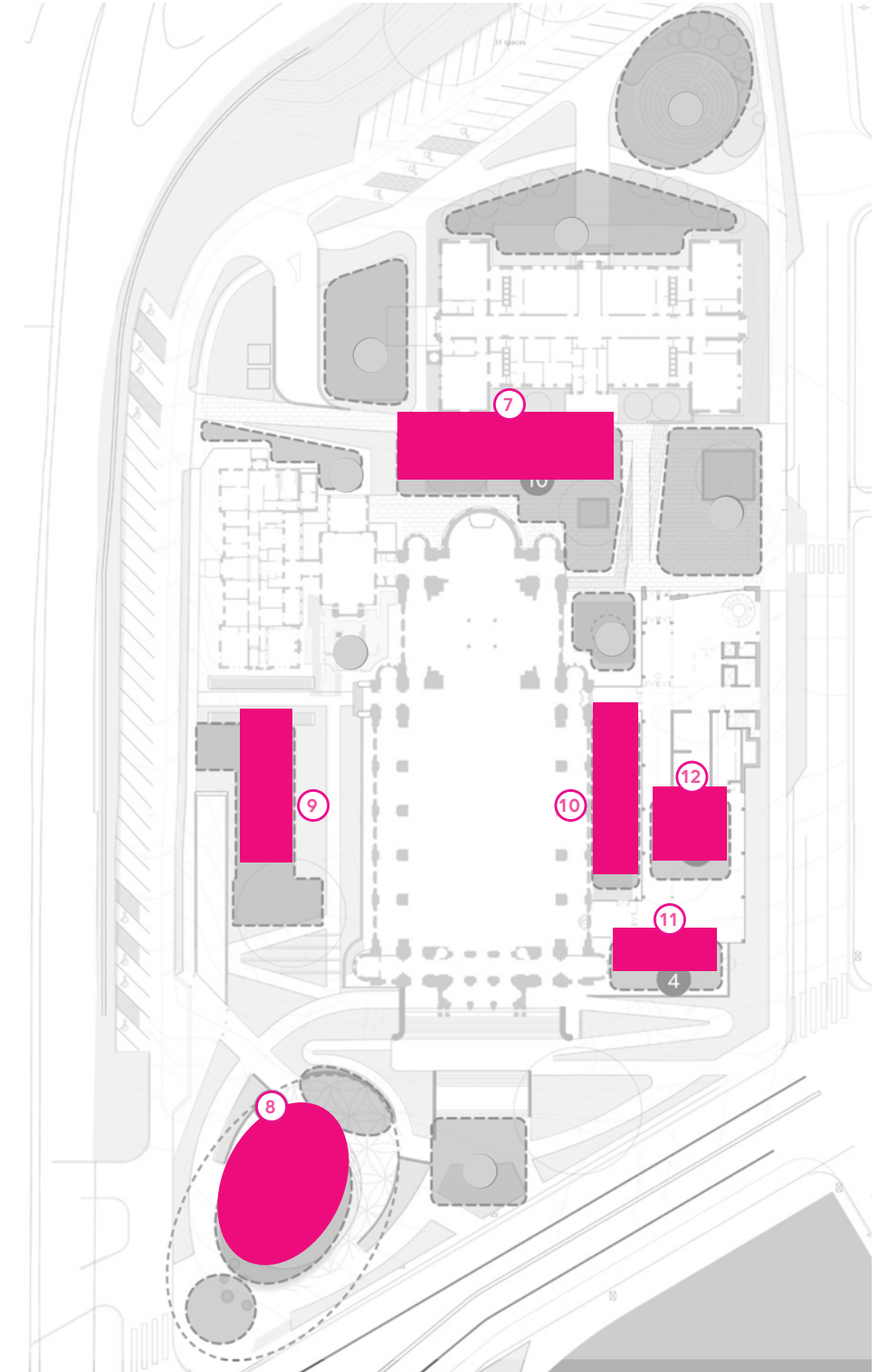
We have identified six off campus spaces near the Basilica as programmable for district scale events and activities. They vary in quality, character and ownership. Key characteristics are reflected in a matrix on the following pages. As events are planned, these distinctions will matter. Some are publicly owned like Loring Park (#6), others are private like the Xcel Parking Lot (#4). Some are characterized by hardscape and temporary access such as the I-94 Underpass (#2). Others are lush, bucolic and refined like the Minneapolis Sculpture Garden (#1).

LANDSCAPE SPACES

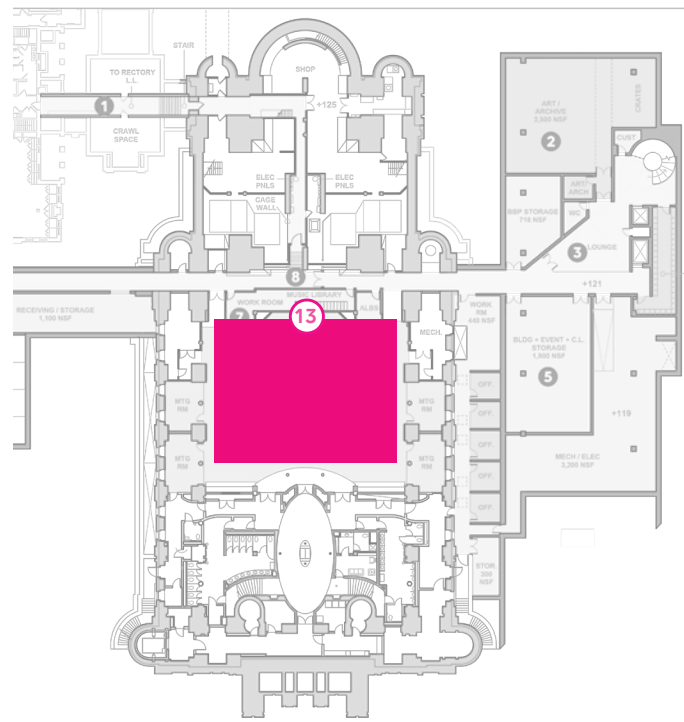
Landscape spaces are defined for this purpose as on-campus and controlled by the Basilica. These spaces are currently used from time to time to facilitate events that build community and offer fellowship opportunities for members, like Blessing of the Animals or the Annual Picnic.

The new plan envisions a highly curated landscape that serves as a place for gathering, welcome, transition and other new experiences. The concept landscape plan consists of about six spaces well suited for activation by non-core events and activities. These spaces vary in porousness and access. Two spaces, # 10 and #12, are internally accessible by entering the building. Three spaces, #7, #9, and #11, engage more closely with the buildings. Space #8, the Gateway Plaza, is the most public facing and independent in terms of its relation to campus buildings.

6.8.2 LANDSCAPE SPACES

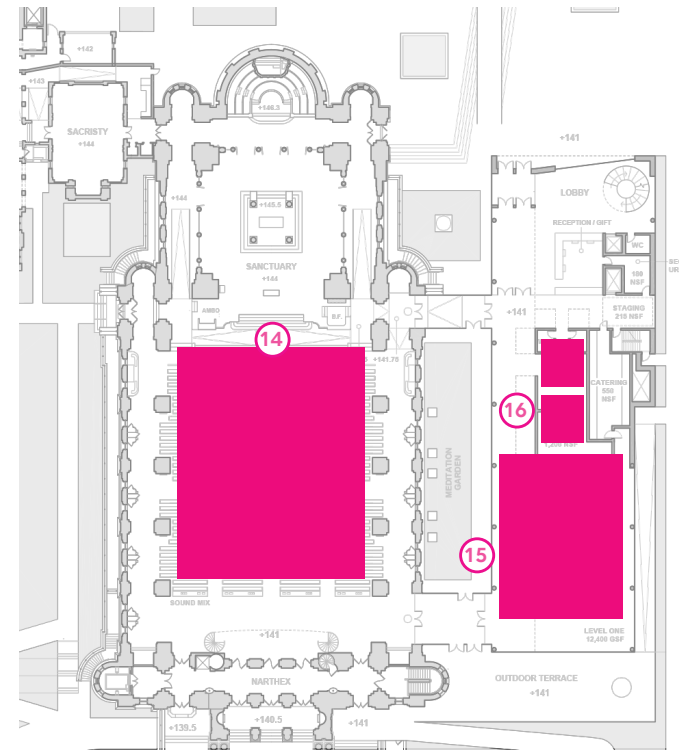


6.8.3 ARCHITECTURAL SPACES



CHURCH UNDERCROFT

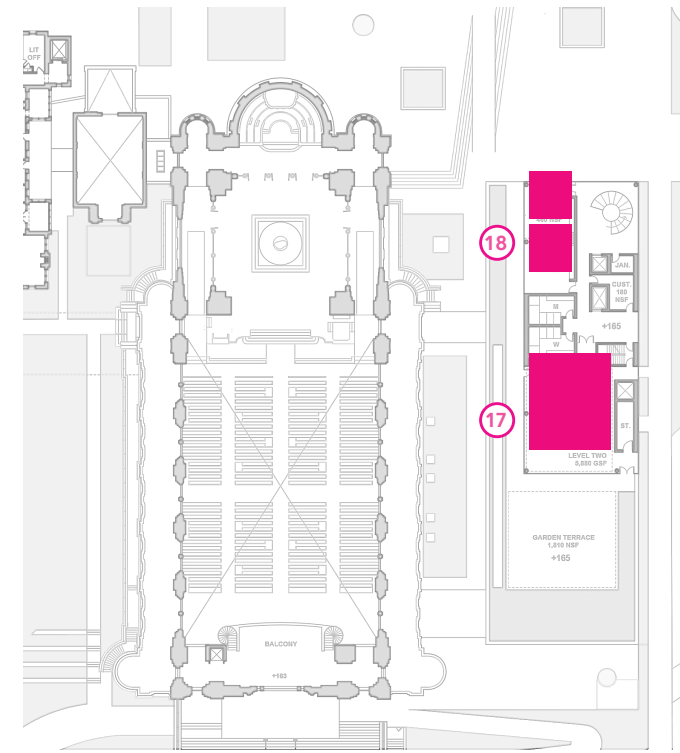
The proposed modification to the Undercroft of the church preserves the ability to support external programming within a reconfigured Theresa of Calcutta Hall. The space enjoys proximity to restrooms, sound isolation, and proximity to back-of-house storage, equipment and loading thanks to its adjacency to the proposed loading dock and corridor. However, the space is somewhat isolated, lacking physical or visual connections to the primary worship space, the exterior landscape, and the more public facing components of the campus.



CHURCH & EXPANSION MAIN LEVEL

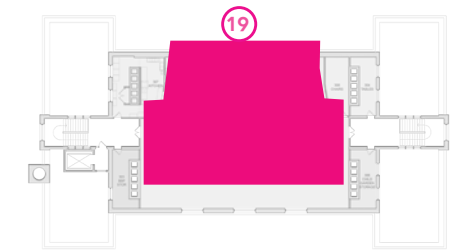
The main level of the Church, which is the primary level of the Nave, consists of four programmable spaces. These spaces are envisioned to have the potential to function together to support medium scale events like concerts, lectures and other multi-media activities.

A key component to successful support of these events is a robust technology system that has the ability to record and retransmit video and audio. Sound and lighting design should be calibrated to meet the needs of live users of the space while also facilitating high quality production of content created in the spaces.



EXPANSION LEVEL 2:

The spaces on level 2 of the expansion are primarily meeting rooms designed to meet the internal needs of Basilica operations. These spaces could be used for external meetings by groups, and the large meeting room could potentially be used as a function space with access to the roof terrace.






















SCHOOL LEVEL 3

The Great Hall of the School on the third floor is a large space with high ceilings and unique roof geometry. It is presently utilized as a multi-purpose room and possesses a catering kitchen. The master plan recommends provision of private long term leased space on levels 1 and 2, with Basilica faith formation consolidated in the basement level.

The Great Hall occupies all of level three. The desire to preserve flexibility of access by the Basilica to this space makes it a potential candidate for intermittent event rentals. Resolving issues with egress, elevator access, and finish upgrades would make this a desirable event location.

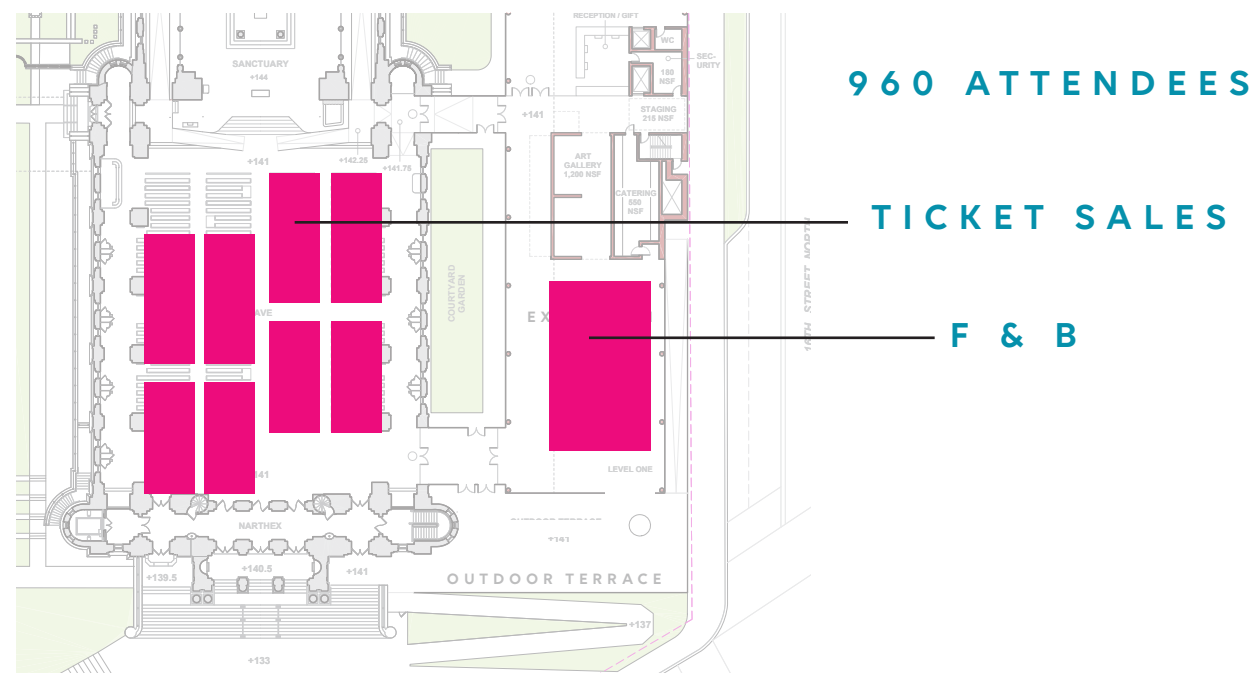
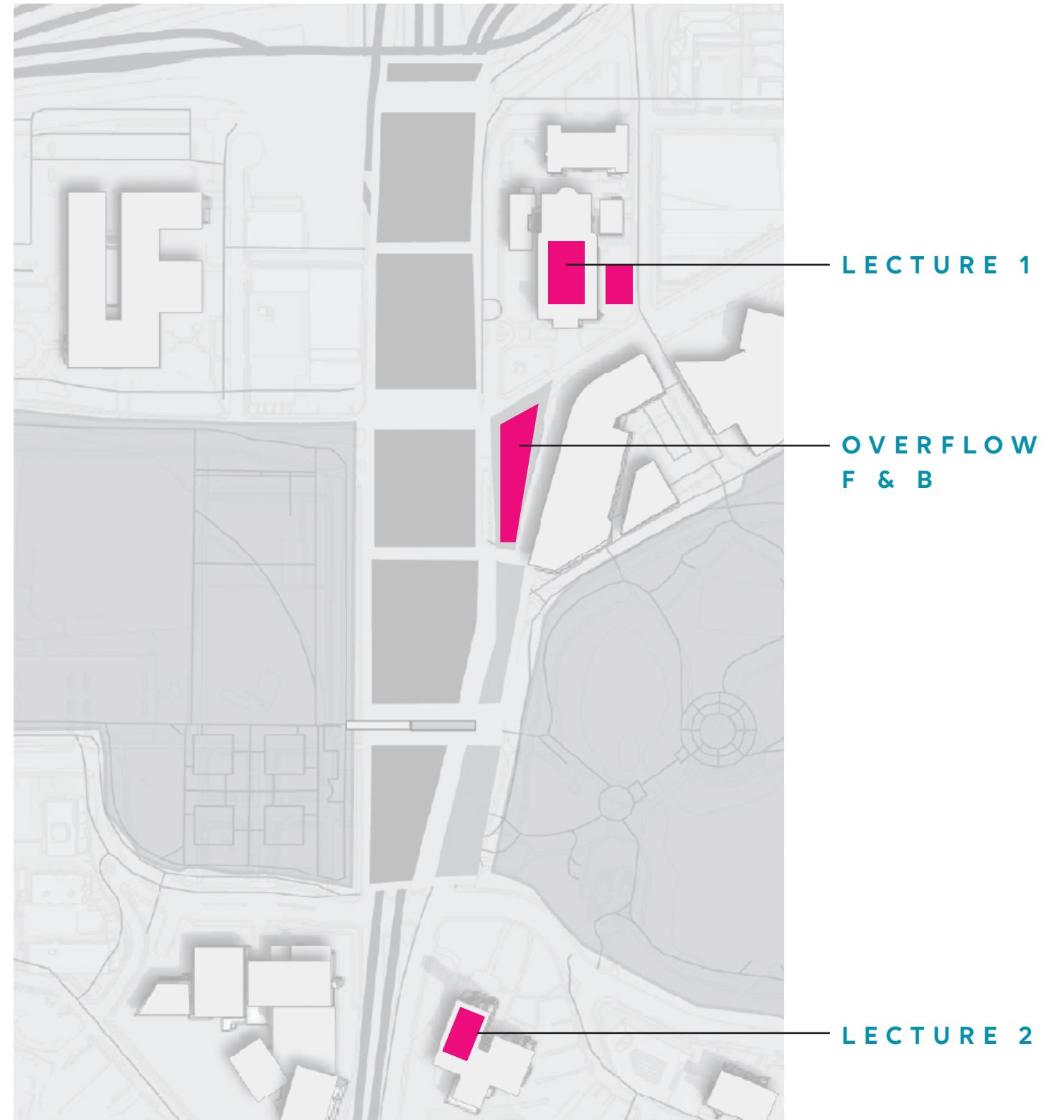
6.8.4 PROGRAMMABLE SPACE MATRIX

	URBAN					LANDSCAPE			
									
NAME	1. SCULPTURE GARDEN	2. UNDERPASS	3. 16TH STREET	4. XCEL BLOCK	5. HUMANITIES PLAZA	6. LORING PARK	7. CAMPUS HEART PLAZA	8. GATEWAY PLAZA	9. WEST EVENT TERRACE
Area	XX,000 SF	XX,000 SF	XX,000 SF	XX,000 SF	XX,000 SF	XX,000 SF	XX,000 SF	XX,000 SF	XX,000 SF
Capacity									
Use									
Character									
Space Utilization Policy									
Owner	Minneapolis Park & Recreation Board	City of Minneapolis / MNDOT	City of Minneapolis	Xcel	TBD	Minneapolis Park & Recreation Board	Basilica of Saint Mary	Basilica of Saint Mary	Basilica of Saint Mary

LANDSCAPE			ARCHITECTURE						
									
10. EXPANSION CLOISTER GARDEN	11. EXPANSION TERRACE	12. GARDEN TERRACE	13. THERESA OF CALCUTTA HALL	14. NAVE	15. EXPANSION SOCIAL SPACE	16. ART GALLERY	17. LARGE MEETING ROOM	18. TWO SMALL MEETING ROOMS	19. SCHOOL GREAT HALL
XX,000 SF	XX,000 SF	XX,000 SF	XX,000 SF	XX,000 SF	4,000 SF	1,200 SF	1,700 SF	460 SF each	4,000 SF
Basilica of Saint Mary	Basilica of Saint Mary	Basilica of Saint Mary	City of Minneapolis	Basilica of Saint Mary	Basilica of Saint Mary	Basilica of Saint Mary	Basilica of Saint Mary	Basilica of Saint Mary	Basilica of Saint Mary

LARGE EVENT: SPIRITUALITY CONFERENCE | REVENUE USE CASE #1

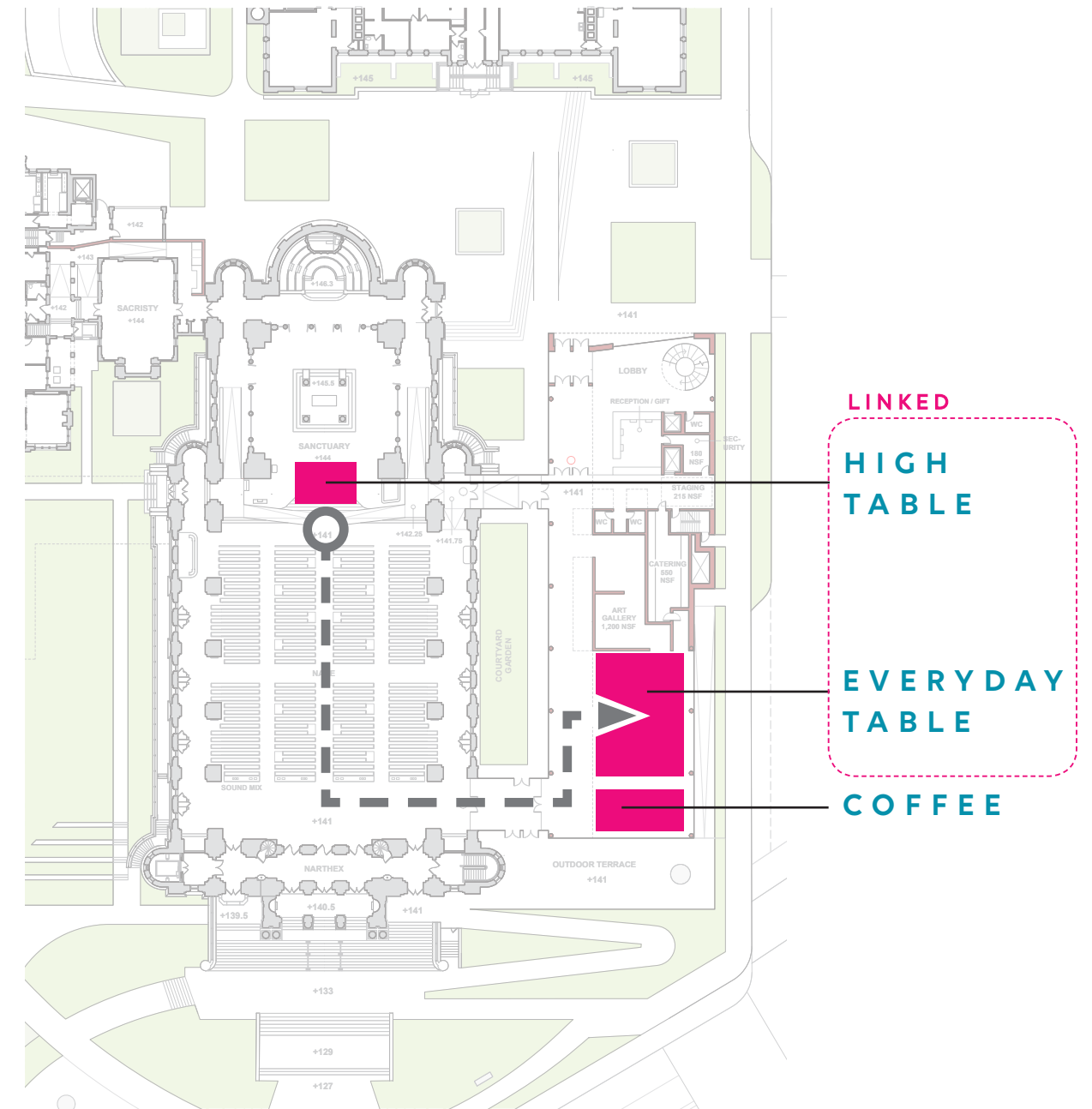
LARGE EVENT			Item
Capacity			960
Attendance			3,840
Number of Events			4
Average 2 Day Ticket Price		\$	150.00
Gross Ticket Sales		\$	576,000.00
F & B	Cost	Days	Revenue
Lunch	\$15	2	\$115,200
Dinner	\$25	2	\$192,000
Total			\$307,200
Total Large Events			\$ 883,200.00



POST-MASS FELLOWSHIP BRUNCH | REVENUE USE CASE #2

WEEKLY SUNDAY BRUNCH	After 9:30 Mass	After 11:30 Mass	Total
Attendance	250	250	500
SALES			
Food			
Brunch Food Ticket	\$ 9.00	\$ 9.00	
Subtotal	\$ 2,250.00	\$ 2,250.00	4500
Bar (Optional)			
Liquor	0	0	
Wine Mimosas & Bloody Marys	\$ 7.50	\$ 7.50	
Beer	\$ 5.25	\$ 5.25	
Total Bar	\$ 12.75	\$ 12.75	
Drinks per Attendee	0.5	0.5	
Subtotal	\$ 1,593.75	\$ 1,593.75	\$ 3,187.50
WEEKLY SUBTOTAL	\$ 3,843.75	\$ 3,843.75	\$ 7,687.50
Number of Brunches per Year			40
BRUNCH F & B ANNUAL GROSS REVENUE			\$ 307,500.00

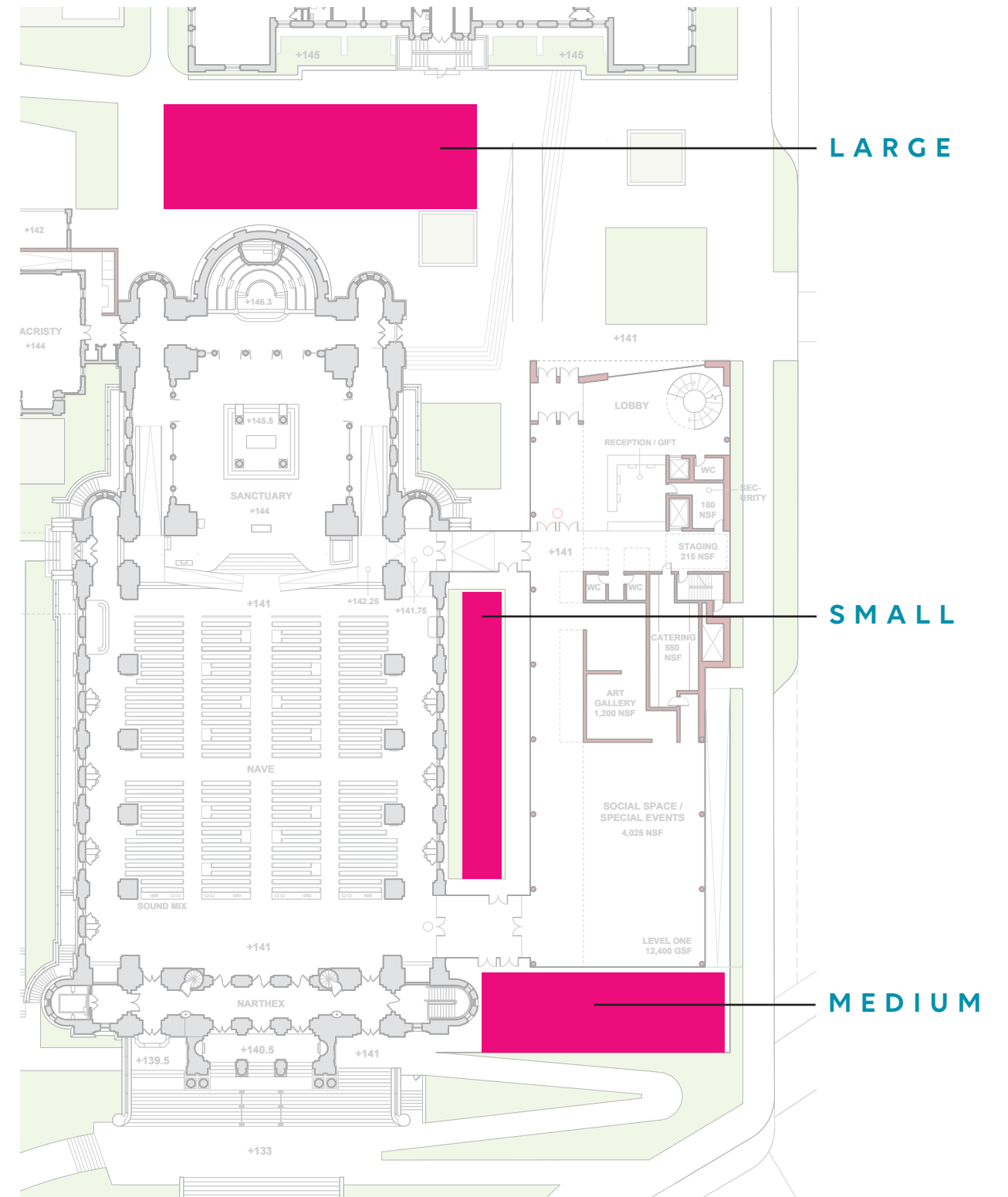
PROCESSION DIRECTLY TO REFLECTION



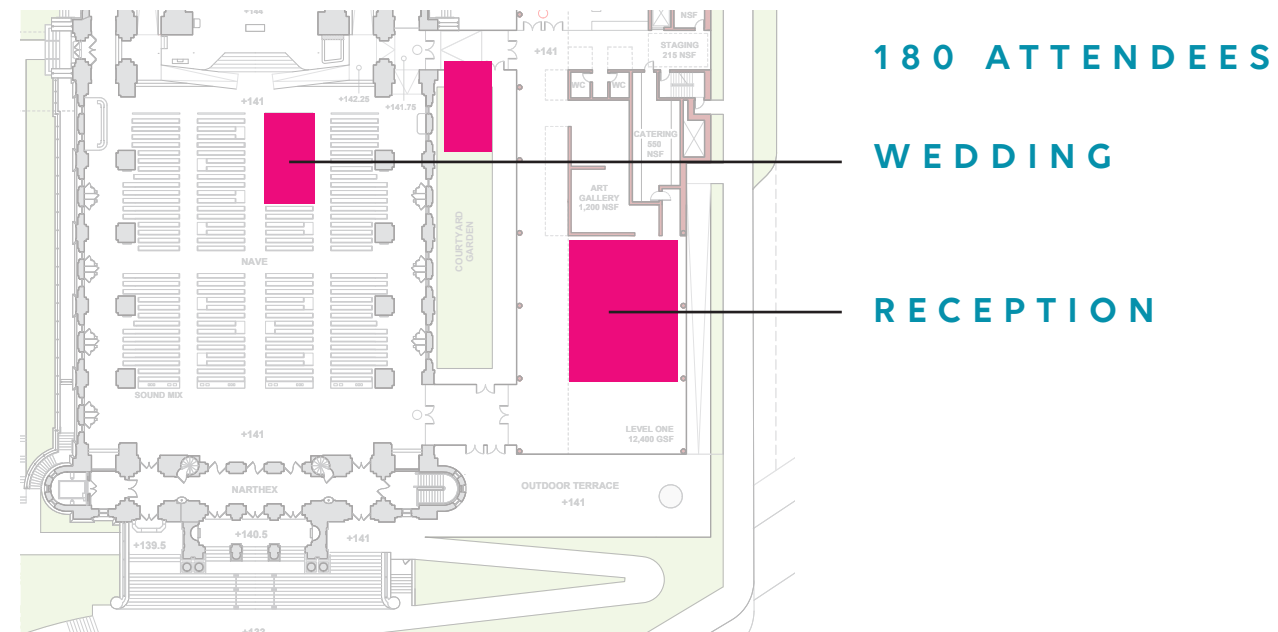
WEDDINGS | REVENUE USE CASE #3

Number of Weddings	Per Day	Weekend Count	Total
Friday	1	25	25
Saturday	2	40	80
Total			105
Guests	180		
Average F&B cost per Guest	\$ 70.00		
Subtotal per Wedding	\$ 12,600.00		
Annual Catering Total	\$ 1,323,000.00		
Average Venue Rental	\$ 1,500.00		
Annual Venue Revenue	\$ 157,500.00		
Wedding Revenue Total	\$ 1,480,500.00		

OUTDOOR RECEPTIONS

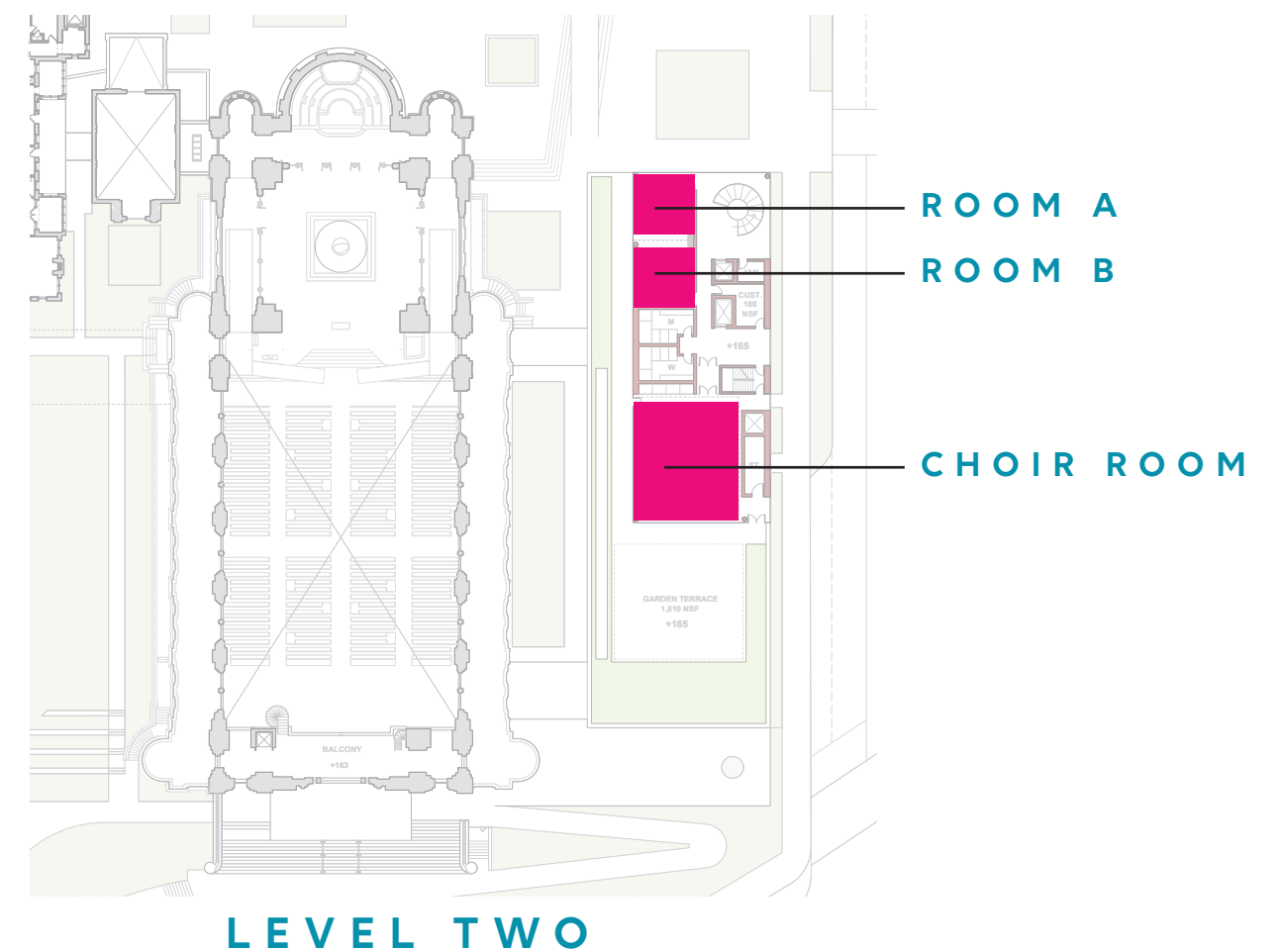
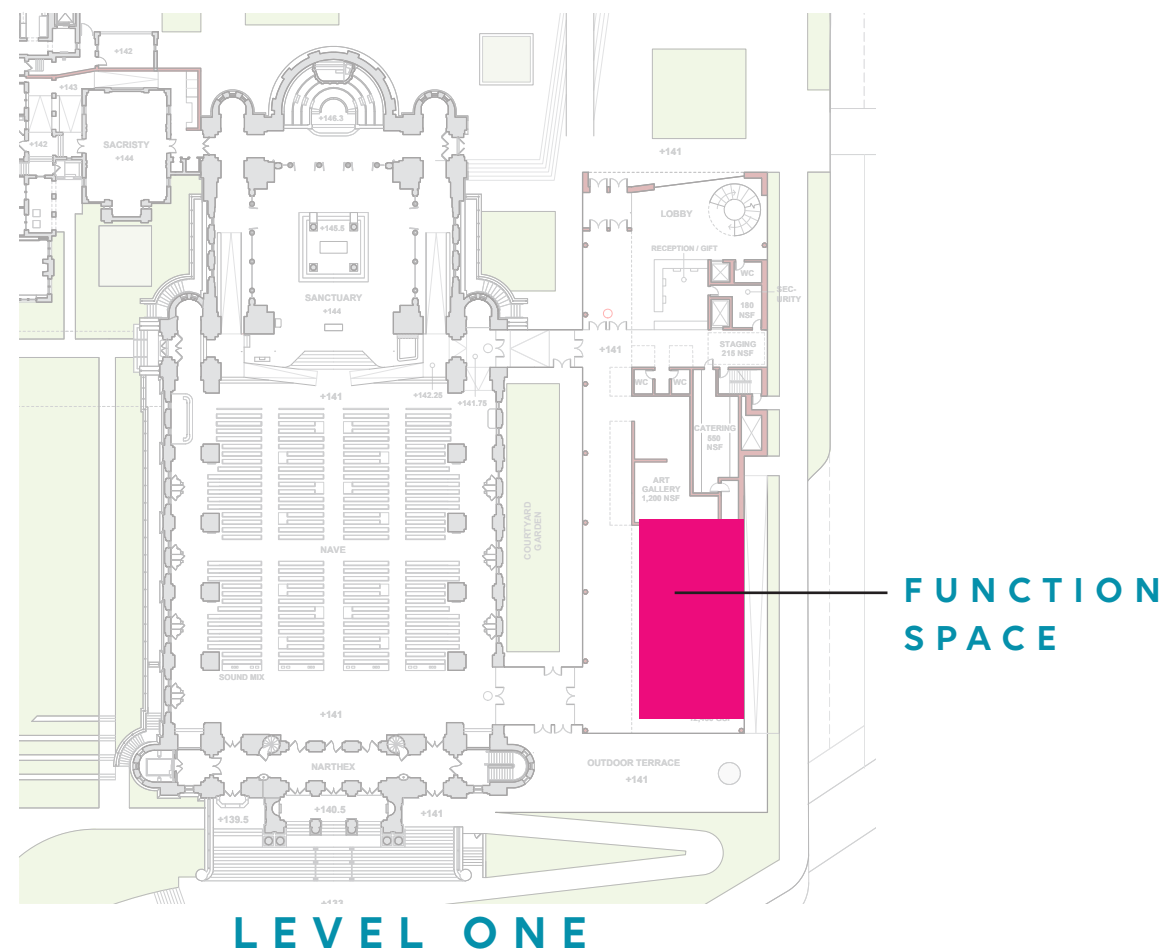


INDOOR RECEPTIONS



FLEX MEETING SPACE RENTAL | REVENUE USE CASE #4

Assumptions						
Available	Mon - Thu 5 pm - 9 pm					
Hours available per week	16					
Weeks available	40					
Hours rented per year	640					
Room	Net Rentable SF	\$/HR	Available Hrs	Occupancy	Utilized Hours	Total
Function Space	4,500	\$450	640	20%	128	\$57,600
Choir Room	1,200	\$150	640	30%	192	\$28,800
Class Room A	400	\$25	640	80%	512	\$12,800
Class Room B	400	\$25	640	80%	512	\$12,800
Total						\$112,000



6.8.5 EVENT PLANNING

DECEMBER



HOLIDAZZLE
 Dates: March 16
 Attendance: **XXX,000**

JANUARY



GREAT NORTHERN
 Dates: March 16
 Attendance: **XXX,000**

FEBRUARY



LOPPET
 Dates: February 1
 Attendance: **6,500**

MARCH



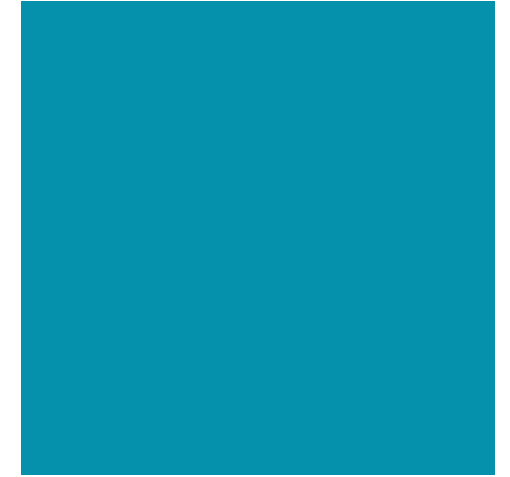
ST PATRICK'S DAY
 Dates: March 16
 Attendance: **XXX,000**

APRIL



EVENT
 Dates: April
 Attendance: **XXX,000**

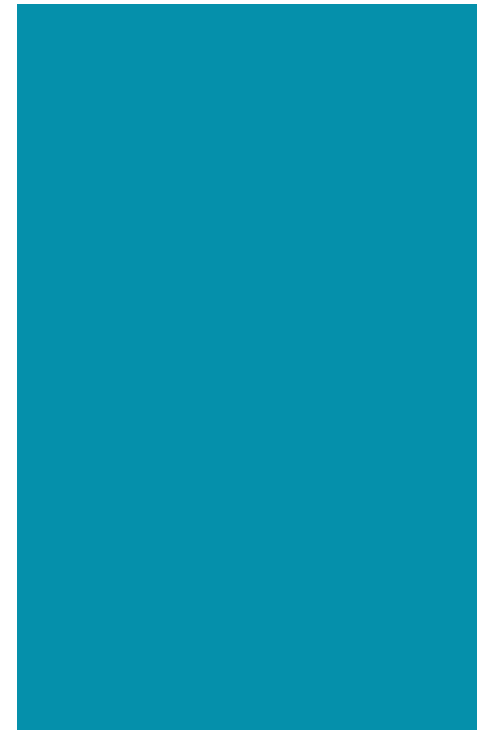
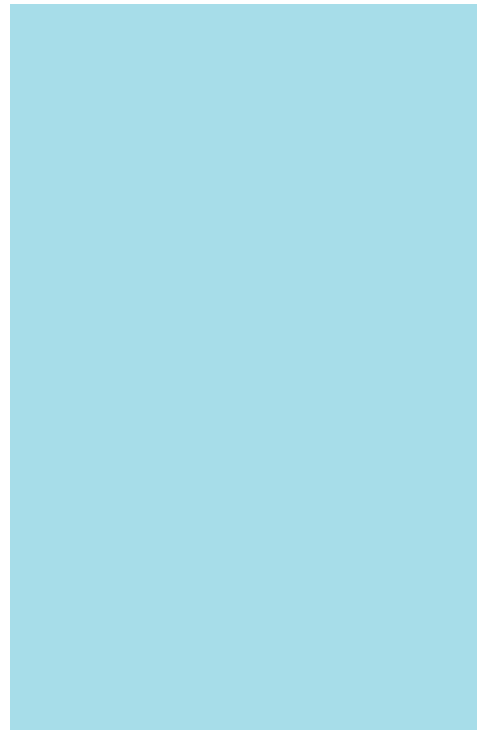
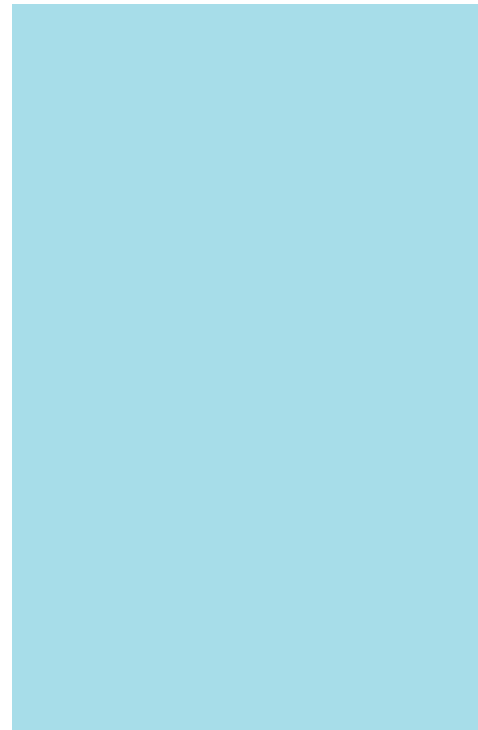
MAY



EVENT
 Dates: May
 Attendance: **XXX,000**



CHRISTMAS
 Dates: December 25
 Attendance: **3,000**



HOLY WEEK & EASTER
 Date Range: April 5-12
 Attendance: **3,000**



JUNE



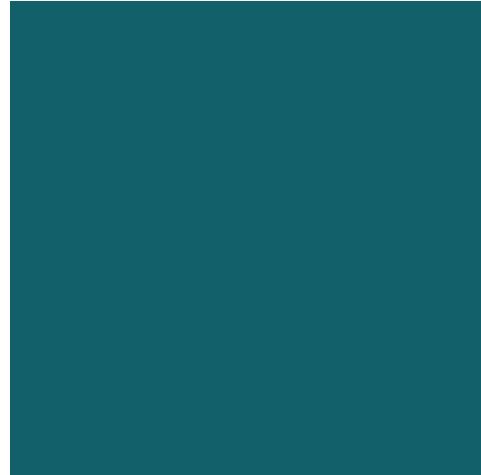
PRIDE
Dates: June 27-28
Attendance: **325,000**

JULY



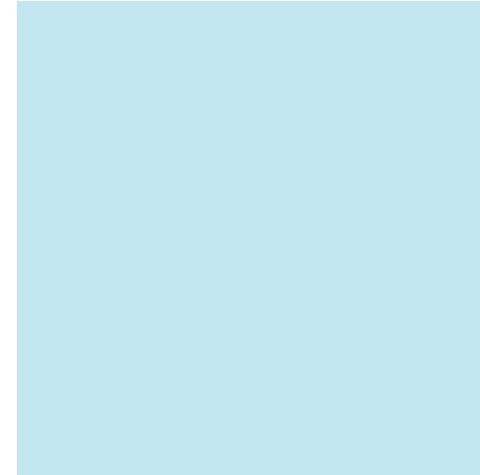
AQUATENNIAL
Dates: July 24-27
Attendance: **200,000**

AUGUST



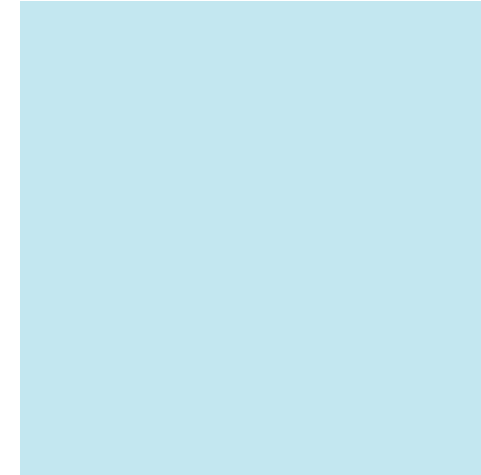
EVENT
Dates: March 16
Attendance: **XXX,000**

SEPTEMBER



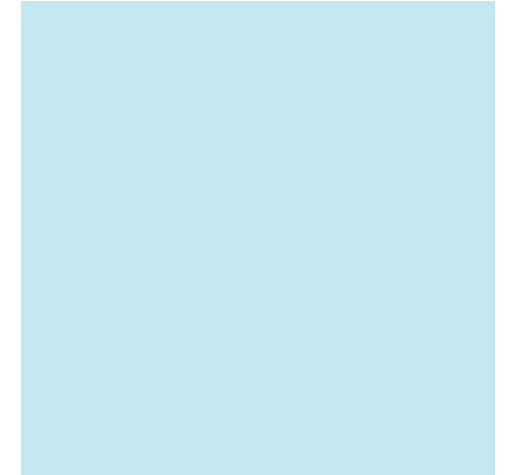
EVENT
Dates: September
Attendance: **XXX,000**

OCTOBER

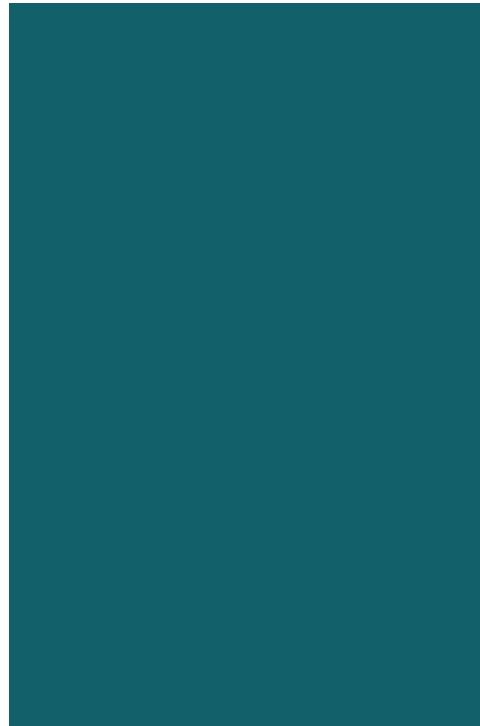


EVENT
Dates: October
Attendance: **XXX,000**

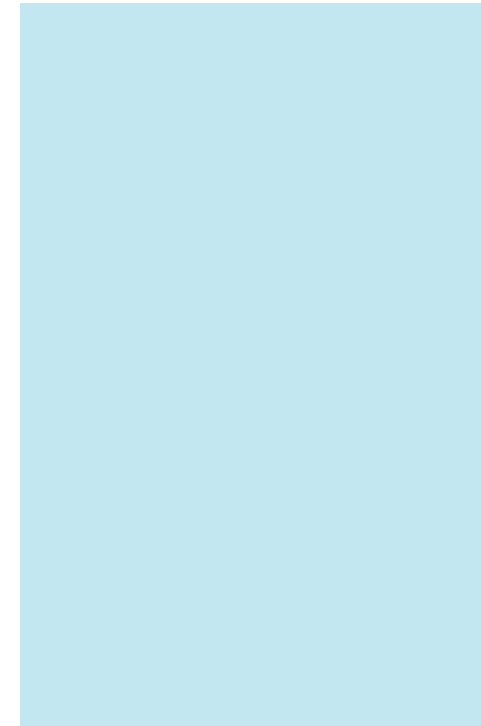
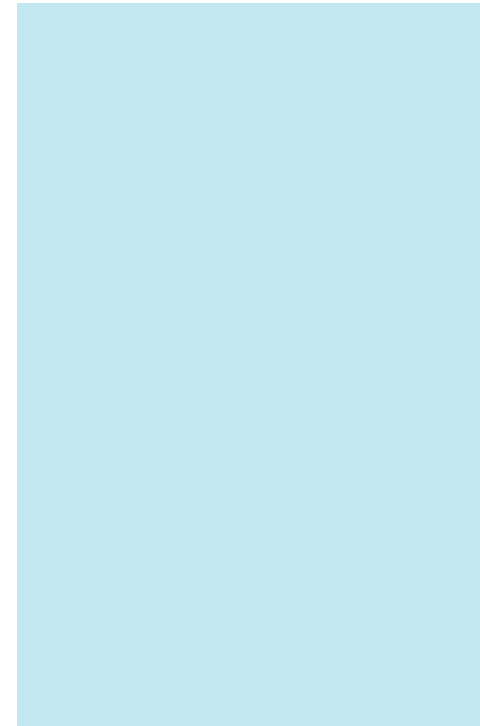
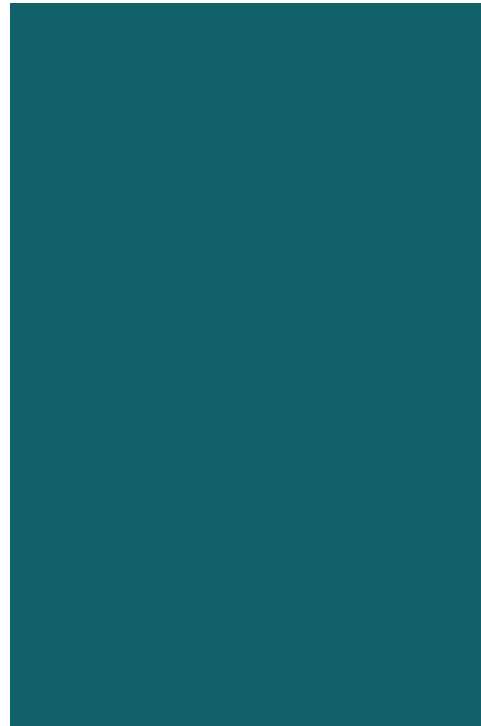
NOVEMBER



EVENT
Dates: November
Attendance: **XXX,000**



BASILICA BLOCK PARTY
Dates: July 12-13
Attendance: **25,000**



ICON FESTIVAL

BRAND & IDENTITY

A strategic and mission-driven approach to brand and identity will help the Basilica to achieve its goal of cultivating community connections and growing the parish. Although a full brand strategy is beyond the scope of this master plan, key themes and observations about important aspects of the Basilica's brand and identity are offered here as a trailhead for future planning.

6.9.1 DISRUPTIVE

The Catholic Church is transforming. The 21st century has ushered in a new wave of realities, discoveries and challenges and the church is responding. Pope Francis continues in Jesus's tradition of radical disrupter by extolling us to live and love in ways that have shocked and delighted many. The Basilica of Saint Mary has also responded to this new reality, and to its community, both local and global. It is seeking to make legible through symbol and action the desire to open up and make things new. The archdiocese of Saint Paul and Minneapolis is emerging from a period of difficulty and moving towards reconciliation.

6.9.2 REFLECTIVE

The Catholic Church has grown over two millennia and spread globally to a membership of over 1 billion people living in varied socio-political and cultural contexts. The Church has stewarded its core foundations and kept the rhythm of liturgy while enabling every local church to express itself in ways that reflect place-based traditions, histories, and interests. In the best cases, the church amplifies, augments and gives voice to the local community it serves. It is convener, transmitter and recorder of its community.

6.9.3 EVERYDAY SACRED

The city is a secular space, whereas the Church, and specifically the Sanctuary and the structures in which the liturgy takes place, are sacred. The creation of a threshold between the two has the benefit creating clarity for the person moving from the secular space of everyday life into an experience of the sacred. The contrast signals and prepares us for an encounter with the celestial. But is there space within the campus where a more non-binary experience could be valuable? Are there benefits to providing a space of in-between? One advantage to creating a place for the "everyday sacred" within the Basilica campus is that it affords a more accessible experience for those unfamiliar with, intimidated by, or in opposition to aspects of the more highly governed spaces of liturgy. There are many ways that people seek to touch the divine, from meditation to intentional encounters with natural beauty, from silent prayer to participating in service to community. A place for community gathering that provides the experience of the everyday sacred will fulfill the Basilica's mission of being welcoming to all while cultivating stronger community connections by virtue of enabling events and activities that are not possible within the bounds of sacred spaces.



