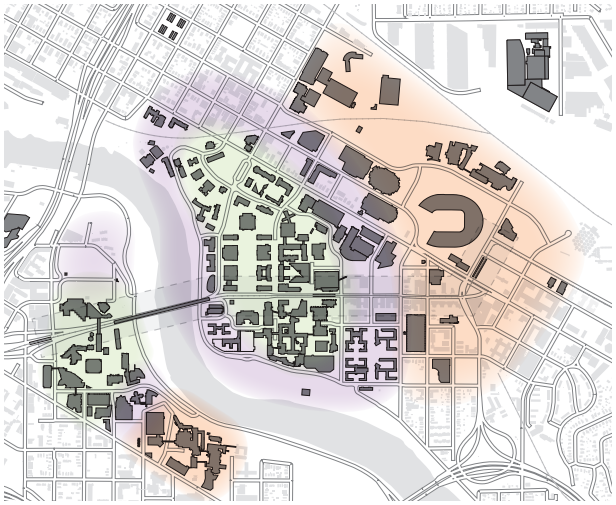
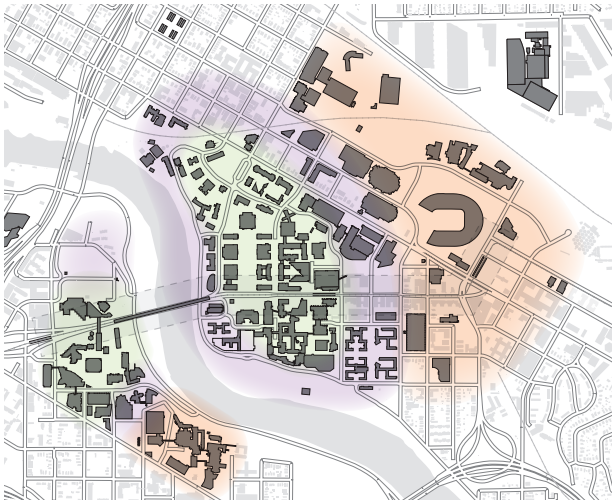


MINNEAPOLIS CAMPUS DEVELOPMENT FRAMEWORK

February 11, 2016



What it is

The Development Framework is a location-based model that shows the most appropriate use and function for campus development and investment. The primary organizing features are the central academic core areas on the East Bank and West Bank. Outreach-oriented functions lie at the campus edges, and service and support functions serve and link the two by occupying the areas between.

The campus centers are different—in character and function—from the campus edges. Accordingly, the Development Framework provides a way to understand, reinforce, and acknowledge the various characteristics and needs of distinct campus districts when planning for the future.

The Development Framework is organized by:

- Function, meaning how the current patterns of activity, movement, and intensity of use shape the campus today and may inform the future.
- Form, meaning how the shape, size, orientation, and arrangement of buildings, spaces, and pathways reflect and strengthen our image, identity, and legacy.
- Trends, meaning how demographics, enrollment, multi-modal transportation, and urban growth inform and convey our unique position in a vibrant urban setting.

Why it is important

A common vision for the place-based campus of the future helps reinforce a consistently safe, high-quality campus experience for students, faculty, staff, and visitors. It ensures alignment between investments and desired outcomes, and reinforces the value of our unique campus heritage and presence in a dynamic metropolitan area.

What it does

The Development Framework guides decision-making about campus evolution over time. It indicates appropriate places for buildings, uses, and connections, and identifies locations for significant campus growth and change based on form, function, and access. Furthermore, the Development Framework supports future infrastructure and urban planning decisions within and outside the University.

DEVELOPMENT FRAMEWORK

This page intentionally left blank.

DEVELOPMENT GOALS

1 ADVANCE OUTREACH MISSION

- Prioritize human scale medium-density development.
- Improve the pedestrian experience.
- Connect the AHC and the BDD.
- Locate clinical and potential new hospital.
- Acquire land strategically.

2 REINVEST IN THE CAMPUS CORE

- Prioritize the pedestrian experience.
- Locate collaboration spaces in ground floors.
- Maintain density.
- Improve path and open space connectivity.
- Design to discourage car use in campus core.
- Ensure safe paths, open spaces, and entries.

3 REINFORCE THE TRANSIT CORRIDOR

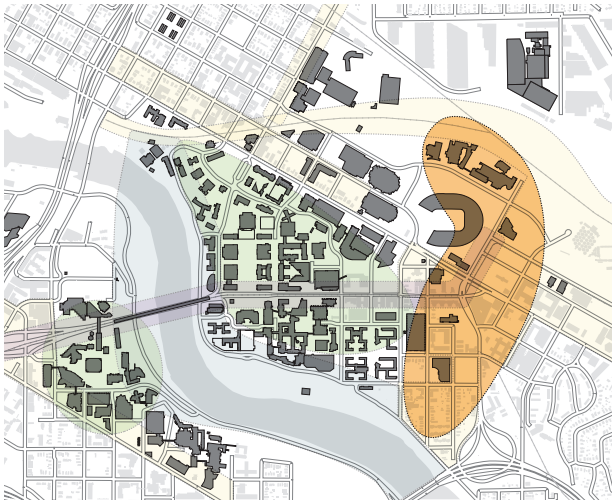
- Prioritize mixed-use development.
- Activate the street edge.
- Stitch together East and West Banks.
- Design a pedestrian-friendly environment.
- Create a distinct identity.

4 ENGAGE THE RIVER

- Create new physical and visual connections.
- Design riverfront open space sites.
- Design buildings with dual river and campus faces.
- Develop housing to support student experience.

5 INTEGRATE CAMPUS AND COMMUNITY EDGES

- Participate in efforts in joint planning areas.
- Define land use patterns and density in context.
- Determine new build sites and decommission/ demolition candidates.
- Improve safe routes to and through campus.



ADVANCE OUTREACH MISSION

Prioritize human scale medium-density development.

New development will happen in this area. Because human comfort is essential to the attractiveness, vitality, and safety of a place, we must focus appropriate development intensity at a scale that promotes healthy interaction.

Some important building features that create hospitable environments, visual interest, and increased security of adjacent outdoor spaces and sidewalks include ground-level windows; well-marked entrances; and detailed facades without blank walls. The overall building heights in this area should be between 6 and 10 stories, and will vary depending on the campus district characteristics.

Improve the pedestrian experience.

Pedestrian infrastructure in this area is disjointed and favors the motorist over the pedestrian. Because walking is the primary mode of movement on campus, it is important to improve conditions on and near Huron to balance the needs of pedestrians, cyclists, and motorists.

The edge of campus is more urban and compact than the center, and the University is not the only landowner. Design and operations decisions that advance pedestrian movement will be the result of thoughtful coordination with public and private partners.

Connect the AHC and the BDD.

Students, faculty, and staff move regularly between the Academic Health Center and the Biomedical Discovery District areas, which are several blocks apart. The walk takes eight minutes, and both the time and experience can be improved with better sidewalk connectivity and more human-scaled building and site elements. Convenient access to the LRT station at both locations is another supportive link to reduce the perceived gap between locations.

Locate clinical facilities and potential new hospital.

Clinics and hospitals are a central component of the Academic Health Center and the University's mission. The current hospital facility does not meet expectations for single-patient rooms and privacy, and will be in need of a significant renovation or relocation.

The next generation of clinical care is here in 2016. Since a modern hospital is a vision for the future, it is important identify a location. Planning ahead for the entire complex and strategically phasing the development enables the University and its clinical care partners to create a scenario that can result in the most functional, attractive, and convenient hospital and clinical care facilities possible.

Acquire land strategically.

Land assembly will be required in order to realize the complete set of development goals referenced above. Land acquisition has typically been opportunistic, guided by campus planning directives. Partnerships can advance some of these goals. Determining best use of land and identifying relevant development conflicts prior to acquisition is supportive of the institution's long term goals.

DEVELOPMENT GOALS: CRESCENT

1 ADVANCE OUTREACH MISSION

- Prioritize human scale medium-density development.
- Improve the pedestrian experience.
- Connect the AHC and the BDD.
- Locate clinical facilities and potential new hospital.
- Acquire land strategically.

2 REINVEST IN THE CAMPUS CORE

- Prioritize the pedestrian experience.
- Locate collaboration spaces in ground floors.
- Maintain density.
- Improve path and open space connectivity.
- Design to discourage car use in campus core.
- Ensure safe paths, open spaces, and entries.

3 REINFORCE THE TRANSIT CORRIDOR

- Prioritize mixed-use development.
- Activate the street edge.
- Stitch together East and West Banks.
- Design a pedestrian-friendly environment.
- Create a distinct identity.

4 ENGAGE THE RIVER

- Create new physical and visual connections.
- Design riverfront open space sites.
- Design buildings with dual river and campus faces.
- Develop housing to support student experience.

5 INTEGRATE CAMPUS AND COMMUNITY EDGES

- Participate in efforts in joint planning areas.
- Define land use patterns and density in context.
- Determine new build sites and decommission/ demolition candidates.
- Improve safe routes to and through campus.

REINVEST IN THE CAMPUS CORE

Prioritize the pedestrian experience.
Most people move through the campus core by walking. It is a safe, convenient, and necessary way to move from place to place, and the activity resulting from pedestrian movement fills our outdoor spaces with vitality.

Prioritizing the pedestrian experience means creating an environment where pedestrians come first. This means little to no disruption in flow (such as now exists when waiting for cars and bicycles), direct connections between buildings and spaces (instead of buildings or other structures blocking direct access and requiring roundabout routes), and universal accessibility for all kinds of pedestrians with a range of abilities.

As we move forward, priority is given to the pedestrian experience first, and other elements in the built environment (buildings, landscape or infrastructure) respond.

Locate collaboration spaces in ground floors.
As much collaboration space as possible should be located at the ground levels in campus core buildings. Collaboration spaces are common areas shared by the entire campus community, and include spaces for studying, meeting, gathering, eating, and promoting engagement between people.

Ground floors are the most accessible and visible, offer the most convenient access to and from the outside, and provide the best opportunity to create a relationship between indoor and outdoor activity.

Maintain density.
The campus core is compact and organized, with buildings and spaces assembled in a logical, coherent pattern. Destinations are close together, pedestrians move comfortably between them, and outdoor spaces between buildings are active and lively. The current density of buildings (in size and relation to one another) is the main reason for this.

Because there is a direct relationship between the vitality of campus and density of buildings, population, and activity, the current density should be maintained to preserve a high-quality place-based experience. This means a commitment to reinvesting in core area buildings and spaces is essential to keep this special place intact. Even losing a single building leaves a hole in the fabric, which impacts the experience within the historic core campus area.

Improve path and open space connectivity.
An interconnected network of paths and open spaces helps pedestrians move around campus easily. Connections offer more route choices, more direct access, and improved campus navigation for visitors.

Design to discourage car use in campus core.
It will always be important to accommodate service, delivery, and paratransit vehicles in the campus core, but it is not necessary to accommodate private vehicles except for ADA accessibility, limited delivery activity and entries and exits to some core area parking garages. In most areas, designing to promote slower speeds, pedestrian-oriented infrastructure, and alternative primary vehicle routes will improve the pedestrian experience and minimize mode conflicts.

Ensure safe paths, open spaces, and entries.
It is essential that all campus buildings and spaces are safe. In campus core outdoor areas, this means capitalizing on opportunities for natural surveillance, such as promoting activity by placing popular destinations in strategic locations; emphasizing good wayfinding with well-marked building entries and clearly delineated primary paths; and improving visibility with open sightlines, transparent building facades, and lighting that reduces glare, is calibrated for vertical and horizontal illuminance, and distributes light uniformly.

DEVELOPMENT GOALS: CAMPUS CORE

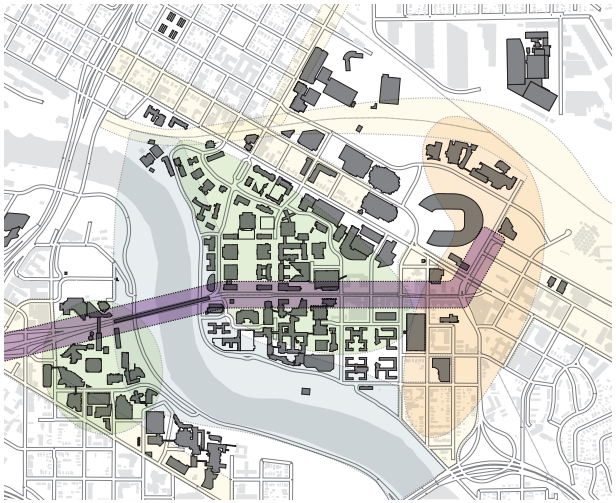
1 **ADVANCE OUTREACH MISSION**
- Prioritize human scale medium-density development.
- Improve the pedestrian experience.
- Connect the AHC and the BDD.
- Locate clinical facilities and potential new hospital.
- Acquire land strategically.

2 **REINVEST IN THE CAMPUS CORE**
- Prioritize the pedestrian experience.
- Locate collaboration spaces in ground floors.
- Maintain density.
- Improve path and open space connectivity.
- Design to discourage car use in campus core.
- Ensure safe paths, open spaces, and entries.

3 **REINFORCE THE TRANSIT CORRIDOR**
- Prioritize mixed-use development.
- Activate the street edge.
- Stitch together East and West Banks.
- Design a pedestrian-friendly environment.
- Create a distinct identity.

4 **ENGAGE THE RIVER**
- Create new physical and visual connections.
- Design riverfront open space sites.
- Design buildings with dual river and campus faces.
- Develop housing to support student experience.

5 **INTEGRATE CAMPUS AND COMMUNITY EDGES**
- Participate in efforts in joint planning areas.
- Define land use patterns and density in context.
- Determine new build sites and decommission/ demolition candidates.
- Improve safe routes to and through campus.



REINFORCE THE TRANSIT CORRIDOR

Prioritize mixed-use development.
Access to transit service at the LRT station sites offers visitors, workers, and students a convenient way to get to campus. The concentration of people passing through the corridor brings opportunity for projects that maximize density, visibility, and ease of use when locating specific investments. Future projects will mix uses (student facing, teaching, people-intensive research, outreach, etc.) on sites or within buildings closest to LRT platforms and along the Washington Avenue corridor. This advances the goal of "highest and best use" of LRT-related land, and brings multiple benefits to members of the campus community.

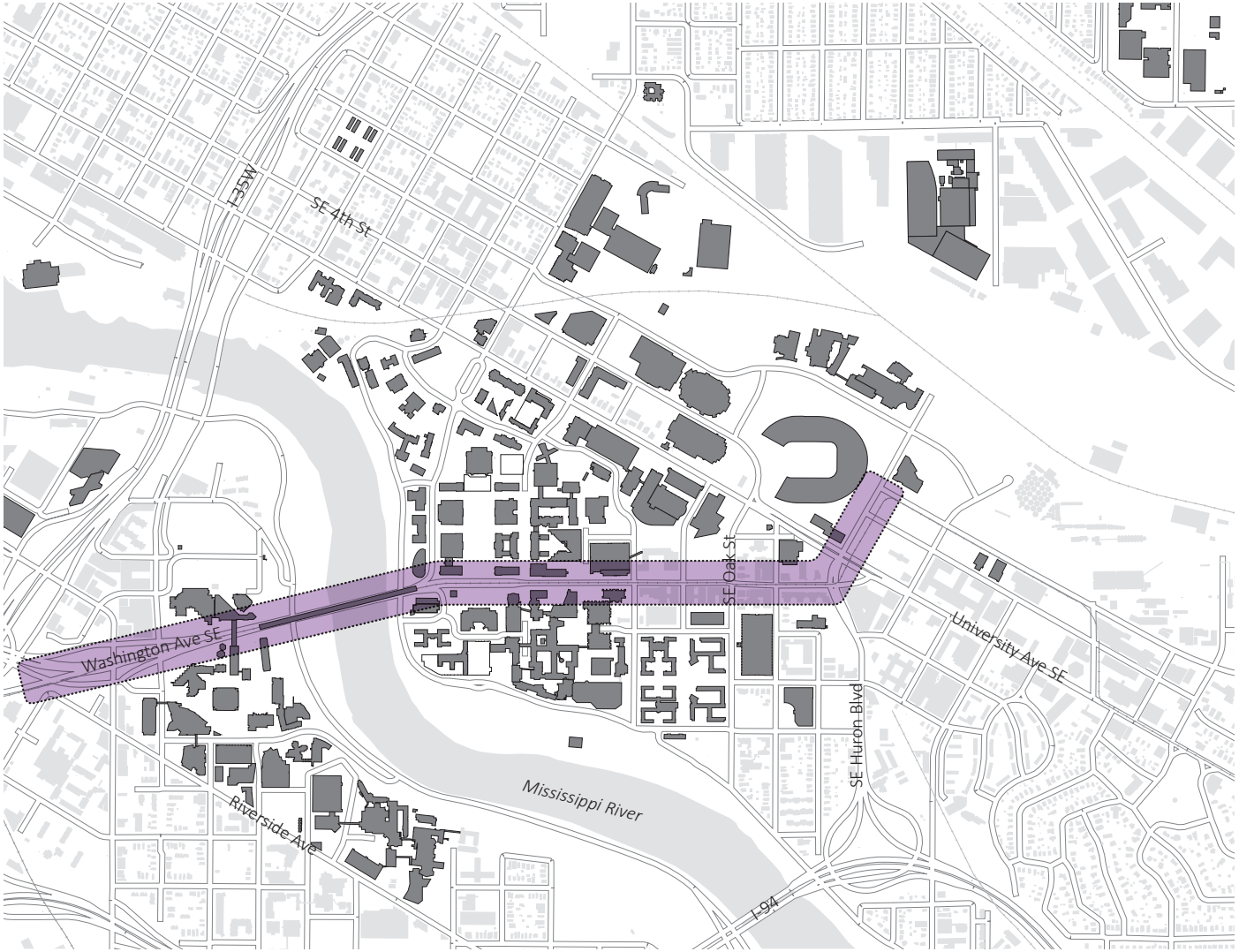
Activate the street edge.
Transit riders move around on foot before and after their experience on the LRT train or bus. How University buildings face the street, in terms of which activities are happening at the first and second levels, and how buildings and sites address the street edge, will make a difference in how people walking along the Washington Avenue corridor will relate to the campus. Uses that are people-intensive, with views into and out of the space, will make the street edge dynamic and interesting, which is a highly desirable feature of campus experience.

Stitch together East and West Banks.
LRT service makes the connection across the River a more comfortable choice for members of the campus community. The comfort and reliability of LRT travel brings options that can reduce the perception of distance and the discomfort of being outdoors in extreme weather conditions across the seasons. The corridor will be one of the wayfinding tools to make the campus experience between the East and West Banks more consistent and predictable. It will serve as a Main Street and will reinforce campus identity.

Design a pedestrian-friendly environment.
The Washington Avenue Pedestrian Mall was built as a component of the Green Line LRT project. It has demonstrated success as an attractive, functional gathering place. Other locations on East Bank are limited in space and level of investment potential. A unified approach to investing in the corridor will assume a common set of responses and potential solutions that respond to the variation in conditions. Working with adjacent property owners and jurisdictions to implement an attractive, welcoming place with street trees, stormwater treatment practices, comfortable paths for circulation, and other gathering places will be an important effort to support this goal.

Create a distinct identity.
The Transit Corridor is recognizable as a unique place on campus, and within the Green Line LRT corridor as well. The corridor will, over time, serve as a Main Street for the campus. This commitment will drive a series of University decisions. Examples include making intentional decisions about which uses and levels of density will locate along the corridor, and investing in sites and pedestrian connections with a consistent design vocabulary. With valuable access to regional LRT transit, and a number of opportunity sites across the West and East Bank sites, the corridor from 19th Avenue on the West and 23rd Avenue on the east creates continuity and strong identity for the Minneapolis campus.

DEVELOPMENT GOALS: TRANSIT CORRIDOR



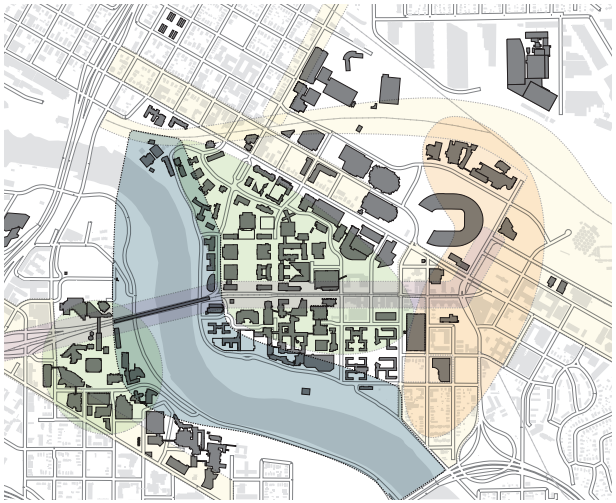
1 **ADVANCE OUTREACH MISSION**
- Prioritize human scale medium-density development.
- Improve the pedestrian experience.
- Connect the AHC and the BDD.
- Locate clinical facilities and potential new hospital.
- Acquire land strategically.

2 **REINVEST IN THE CAMPUS CORE**
- Prioritize the pedestrian experience.
- Locate collaboration spaces in ground floors.
- Maintain density.
- Improve path and open space connectivity.
- Design to discourage car use in campus core.
- Ensure safe paths, open spaces, and entries.

3 **REINFORCE THE TRANSIT CORRIDOR**
- Prioritize mixed-use development.
- Activate the street edge.
- Stitch together East and West Banks.
- Design a pedestrian-friendly environment.
- Create a distinct identity.

4 **ENGAGE THE RIVER**
- Create new physical and visual connections.
- Design riverfront open space sites.
- Design buildings with dual river and campus faces.
- Develop housing to support student experience.

5 **INTEGRATE CAMPUS AND COMMUNITY EDGES**
- Participate in efforts in joint planning areas.
- Define land use patterns and density in context.
- Determine new build sites and decommission/ demolition candidates.
- Improve safe routes to and through campus.



ENGAGE THE RIVER

Create new physical and visual connections.
The Minneapolis campus was built with an internal focus and an orientation away from the Mississippi River. In the past, the river was about function, and buildings faced away from it. Now, the river is about beauty and wonder, and is a unique, treasured natural feature that new and renovated buildings should acknowledge equally.

Although the river gorge is the most prominent natural campus feature, physical and visual connections to it are scarce. Providing regular places to see and get to the river in key locations is an essential way to highlight this majestic place-based feature. Appropriate visual connections include spaces between buildings and overlooks on the bluff that offer direct views from campus. Appropriate physical connections include paths between buildings that lead directly to the riverfront, and no-build zones that protect viewing areas for the future.

Design riverfront open space sites.
Current open spaces near and overlooking the river now are remnant spaces resulting from what was not used as a building site. Many are not considered safe, attractive, or worth frequenting. In the future, open space sites adjacent to the river--or with choice views of it--should be deliberately selected and purposefully designed to take advantage of the premier location on both banks of the river.

Design buildings with dual river and campus faces.
A well-designed relationship between buildings and open spaces is the foundation of a successful place-based campus. Some campus locations have a mandate to consider two equally important mandates, the campus environment as well as the river gorge. Buildings should face and frame the University's attractive quads, courtyards, and lawns, with windows overlooking them and doors opening onto them. Buildings should also take advantage of the most significant natural feature of the campus: the Mississippi River.

Develop housing to support student experience.
This is a new goal. Text still to come.

DEVELOPMENT GOALS: RIVER CORRIDOR

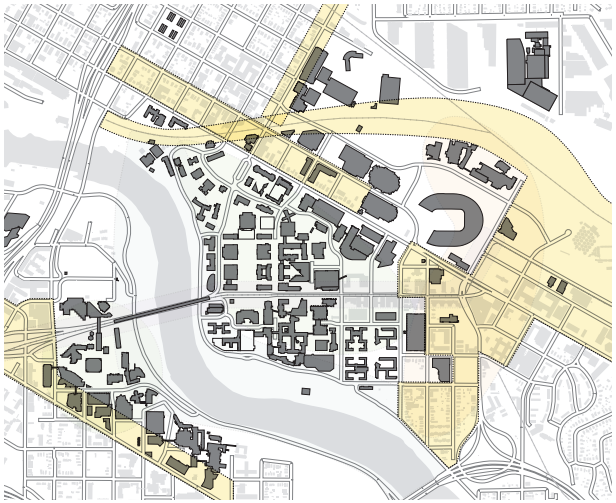
1 **ADVANCE OUTREACH MISSION**
- Prioritize human scale medium-density development.
- Improve the pedestrian experience.
- Connect the AHC and the BDD.
- Locate clinical facilities and potential new hospital.
- Acquire land strategically.

2 **REINVEST IN THE CAMPUS CORE**
- Prioritize the pedestrian experience.
- Locate collaboration spaces in ground floors.
- Maintain density.
- Improve path and open space connectivity.
- Design to discourage car use in campus core.
- Ensure safe paths, open spaces, and entries.

3 **REINFORCE THE TRANSIT CORRIDOR**
- Prioritize mixed-use development.
- Activate the street edge.
- Stitch together East and West Banks.
- Design a pedestrian-friendly environment.
- Create a distinct identity.

4 **ENGAGE THE RIVER**
- Create new physical and visual connections.
- Design riverfront open space sites.
- Design buildings with dual river and campus faces.
- Develop housing to support student experience.

5 **INTEGRATE CAMPUS AND COMMUNITY EDGES**
- Participate in efforts in joint planning areas.
- Define land use patterns and density in context.
- Determine new build sites and decommission/ demolition candidates.
- Improve safe routes to and through campus.



INTEGRATE CAMPUS AND COMMUNITY EDGES

Participate in efforts in joint planning areas.
Joint planning areas are districts immediately adjacent to the campus that are in transition and may accommodate future development. New development located at the campus edge conveys the institution's image and physical identity, while acknowledging and respecting the adjacent urban environment.

The types of uses and activities that locate on these edges influence the nature of the University's relationship with its neighbors. The University wants to work with landowners, neighborhoods, and respective municipalities to plan for the mutual benefit of the University and the community. Whenever possible, these activities will be informed by a collaborative planning process with area stakeholders to better define and present the University's physical image to the broader community.

Define land use patterns and density in context.
Given the history of campus growth and need for continued investment in the existing set of buildings and infrastructure, limited changes are expected at the edges. New University development will be planned within density ranges that are contextual to their surroundings. Land uses will be aligned with adjacent campus uses. Transitions to neighborhoods will be managed to balance University needs with surrounding areas' plans for development.

Access to regional and municipal systems, including infrastructure systems such as sewer, transit, water, and street networks, has and will affect the pace of change and the density of campus development. As the campus has evolved over time, access and investments in supporting systems has changed. The campus of the future will take into consideration physical context and infrastructure capacity, as well as available resources, to locate future projects and work with regional and municipal entities to support change.

Determine new build sites and decommission/demolition candidates.
Evaluation of new build and demolition alternatives will take a comprehensive view of challenges that face the campus in the near and long term. Facility condition, campus fit, aesthetics, and historic status (if any) are the starting points. The availability of alternatives that support the variety of program needs will be considered. Impacts to the campus community in terms of open space systems and transportation networks (pedestrians, bikes, or vehicular) are other important considerations.

Improve safe routes to and through campus.
The community around campus has evolved, with many more students residing in apartments within one-two miles of campus and moving around between destinations at all hours of the day. Designating and investing in "safe routes" to and through campus is an important commitment to making the campus environment safer. Physical enhancements such as lighting and surveillance cameras represent some of these investments. Communicating about these routes as operational changes such as "night owl" bus service and expanded patrolling are made will deepen their effectiveness for the campus community.

DEVELOPMENT GOALS: EDGES

1 **ADVANCE OUTREACH MISSION**

- Prioritize human scale medium-density development.
- Improve the pedestrian experience.
- Connect the AHC and the BDD.
- Locate clinical facilities and potential new hospital.
- Acquire land strategically.

2 **REINVEST IN THE CAMPUS CORE**

- Prioritize the pedestrian experience.
- Locate collaboration spaces in ground floors.
- Maintain density.
- Improve path and open space connectivity.
- Design to discourage car use in campus core.
- Ensure safe paths, open spaces, and entries.

3 **REINFORCE THE TRANSIT CORRIDOR**

- Prioritize mixed-use development.
- Activate the street edge.
- Stitch together East and West Banks.
- Design a pedestrian-friendly environment.
- Create a distinct identity.

4 **ENGAGE THE RIVER**

- Create new physical and visual connections.
- Design riverfront open space sites.
- Design buildings with dual river and campus faces.
- Develop housing to support student experience.

5 **INTEGRATE CAMPUS AND COMMUNITY EDGES**

- Participate in efforts in joint planning areas.
- Define land use patterns and density in context.
- Determine new build sites and decommission/ demolition candidates.
- Improve safe routes to and through campus.