



-THE-
NEXT
STAGE

THE FUTURE OF
DENVER'S
PERFORMING
ARTS COMPLEX

Mayor Michael B. Hancock

A VISION PLAN | SUMMARY

10 March 2016



VISION PERSPECTIVE RENDERING OF NEW SCULPTURE PARK WITH IN/OUTDOOR PERFORMANCE SPACE. BAND SHELL FACES ELEVATED PLAZA AND PARK PAVILION INCLUDES 100 AND 500-SEAT FLEXIBLE THEATERS.



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DENVER
ARTS & VENUES

The Next Stage, A Vision Plan for Transforming Denver's Performing Arts Complex

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A Message from the Mayor

Denver is a top tier city for arts and culture and we are proud of the creative spirit that is alive in the Mile High City. Nowhere is this more evident than at the Denver Performing Arts Complex, a 12-acre campus of theaters and public spaces in the heart of downtown.

In 2014, I tasked Denver Arts & Venues to pursue transformational ideas to ensure a vibrant and sustainable future for the Arts Complex. Together, with a Mayoral-appointed Executive Leadership Team, they spent the past 14 months examining how to invite the kind of activity and energy that a world-class downtown arts complex deserves.

We set out to empower the community to imagine the possibilities of our Arts Complex in a time of great opportunity for downtown. With this in mind, Denver Arts & Venues conducted a robust effort to gain broad public input into The Next Stage process, ensuring public opinion was heard regarding the future of the Arts Complex.

Thousands of residents, experts and stakeholders were engaged to share their ideas for what's important to the future of Denver's downtown cultural hub. Countless conversations and activities took place throughout Denver, revealing top priorities that have become foundational to this plan.

This initiative manifested into The Next Stage: The Future of Denver's Performing Arts Complex. Enliven, diversify and sustain are three simple words that embody the mission of The Next Stage.

We have only just begun to roll up our sleeves with the completion of this first of many phases. Our goal is to turn this transformational vision into a plan that will better activate and integrate the Arts Complex. That plan will also better reflect our broad community's diverse entertainment needs.

We look forward to the community's continued engagement as we create a transformative future for arts, culture and creativity in Denver.

Respectfully,



Michael B. Hancock
Mayor



A Message from the Executive Leadership Group

It is our distinct honor to present the Executive Leadership Team's research and recommendations regarding the future of the Denver Performing Arts Complex.

The group you assembled last year has now spent a combined 2,000 hours reviewing both the history and the future needs of Denver's arts and cultural programs, with countless additional hours of input from our city's residents. The resulting plan is nothing short of transformational.

We have recognized an inherent need for the Arts Complex to evolve into a more relevant and sustainable platform for cultural activity, and also to better integrate into the fabric of downtown embodying a diverse, porous neighborhood with arts, culture and creativity as its focus. The Arts Complex needs to move beyond being solely devoted to performing arts and must include education, residential, commercial and recreational resources that energize an important part of downtown Denver.

This a chance to solve particular needs including a more appropriately sized and acoustically suitable music hall, a park that is a true regional destination, a chance to generate daytime activity through the presence of educational uses, and more active programming. It would have been simplest to apply some updates to a performing arts complex that is now 50 years old and to touch up a reliable Boettcher Concert Hall, but that would have

meant ignoring the changes in technology, funding and patron demographics that have taken place in the arts as Denver has grown.

Instead, the Executive Leadership Team is presenting a dynamic plan that re-imagines the physical structure of the performing arts complex to include performance and rehearsal facilities, a media lab, a school of the arts, housing, retail and dining options, and more public space and parking. This plan recognizes that the arts change to reflect a city's residents and visitors. New art forms will be delivered by new technologies and to new audiences with Denver taking the lead.

Implementation of the vision in this plan will require new models of governance that highlight collaboration between the Arts Complex's resident companies, non-profit organizations and foundations, arts organizations of all sizes, and the City. Moreover, we believe this vision represents a viable project that uses public-private partnerships to be achievable for Denver and provides a collective space where business, education and culture thrive together.

We are grateful to the staff of Denver Arts & Venues for the guidance and support provided during this process. Arts & Venues enabled the work of H3 Hardy Collaborative, CRL Associates and other contractors whose work is an integral part of this plan and to those groups we also give our thanks.

Finally, on behalf of the entire team, we thank you for the opportunity to serve. As 31 people who care deeply about Denver, our collective arts and culture and their joint futures, we believe the work we've done over the past year sets in motion a legacy of which we're proud and humbled to be a part. We are eager to see how the project moves from vision, to shovels, to opening night.

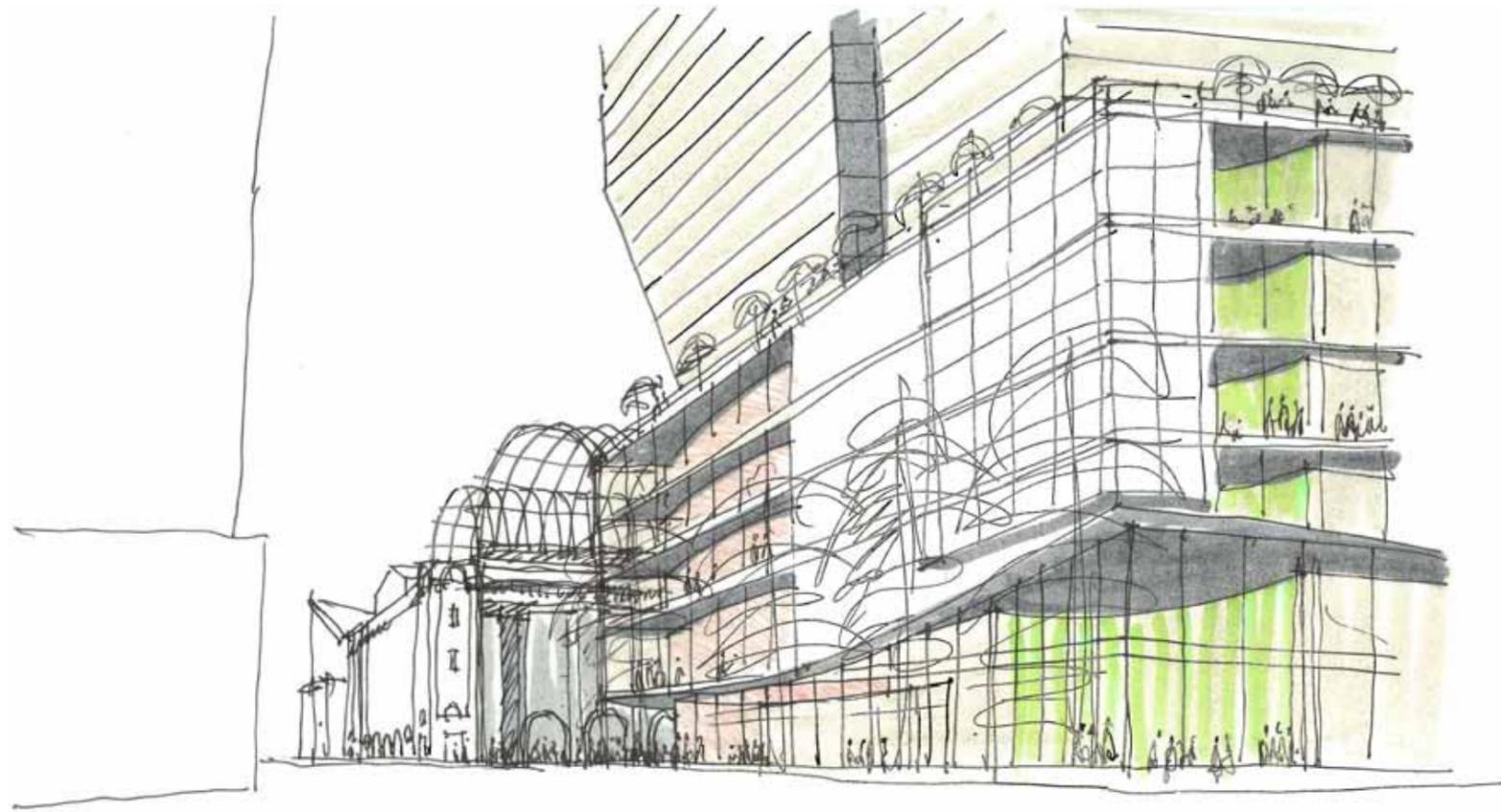
Sincerely,



Marilee Utter
Co-Chair, Executive Leadership Team



Tom Gougeon
Co-Chair, Executive Leadership Team



CONCEPT SKETCH RENDERING, 14TH STREET AND ARAPAHOE. NEW MUSIC HALL AND REHEARSAL CENTER WITH RESIDENTIAL TOWER ABOVE.

EXECUTIVE SUMMARY

Introduction

The Next Stage: A Vision Plan for the Denver Performing Arts Complex provides direction necessary for transformation of the region’s cultural core. Now is the time for the Arts Complex, rooted in the origins of downtown renewal, to reassert its presence on the City’s evolving urban landscape. Major shifts in cultural consumption require physical and programmatic modifications at the Arts Complex. Differing expectations of a growing population and changing development patterns necessitate new ways of integrating the 12-acre campus into everyday life. Increased operational challenges mounting from aging facilities and decreasing revenues to local arts non-profits compels immediate action.

The Next Stage is an innovative approach that aligns programmatic, physical, and economic interests into a comprehensive vision to ENLIVEN, DIVERSIFY, and SUSTAIN this important cultural City asset.

CONTEXT & HISTORY

The Denver Performing Arts Complex (DPAC) is the second largest performing arts center in the United States, generating \$141M impact to the economy, and serving as the regional hub for traditional performing arts. The 12-acre site contains ten performance venues serving four resident organizations with approximately 9,500 seats connected by an 80 ft. tall iconic glass canopy. The Arts Complex is in the heart of Downtown Denver and its Theatre District. DPAC, owned by the city of Denver and managed by Denver Arts & Venues (A&V), is home to four resident arts organizations: Denver Center for the Performing Arts (DCPA), Colorado Ballet, Opera Colorado, and Colorado Symphony Orchestra.

ARTS COMPLEX TODAY - CHALLENGES

The tipping point came in 2014 when Arts & Venues determined that \$16.8M was not enough to adequately renovate the aging 37-year old Boettcher Concert Hall, giving the City an opportunity to examine these issues holistically and develop a comprehensive vision for the entire Arts Complex.

The desired outcome is a transformative project for Denver that facilitates better activation, elevates the resident companies, integrates the Arts Complex with downtown, reflects the community broadly, and is a relevant public space in which the arts will thrive.



GRADUATION DAY, GALLERIA



AERIAL VIEW, 12-ACRE ARTS COMPLEX



SCULPTURE PARK, COLORADO CONVENTION CENTER - BACKGROUND

Significant deficiencies challenge the future success of DPAC and the resident companies that occupy its theatres:

Physical

- Configuration as an urban renewal infill project was intended for a “safe” inward focus
- Fortress-like configuration limits connectivity to surrounding environs, such as Colorado Convention Center and Auraria Campus, and isolates the activity within the Complex
- Inadequate and aging infrastructure including the parking garage and Boettcher Concert Hall
- Incongruous parking and circulation patterns; arduous arrival sequences

Economic

- Inadequate mix of uses including appealing retail, daytime activity
- Seat counts at theatres misaligned with the marketplace

Programmatic

- Declining audiences for traditional performing arts
- Lack of placemaking activities, such as free programming and events, that attract wider audiences
- Lack of coordinated oversight among onsite operators and resident companies to provide a seamless, patron-friendly experience
- Changing demographics that have different cultural consumption patterns

The Next Stage intends to strengthen the resident companies that have made the Arts Complex a destination for nearly forty years.



ACTIVE GALLERIA PRIOR TO SHOW TIME

DPAC HOUSES FOUR RENOWNED RESIDENT ORGANIZATIONS



BELOW EXISTING DPAC CONDITIONS



THE GALLERIA ALIGNS WITH CURTIS STREET AND IS EMPTY MOST DAYS



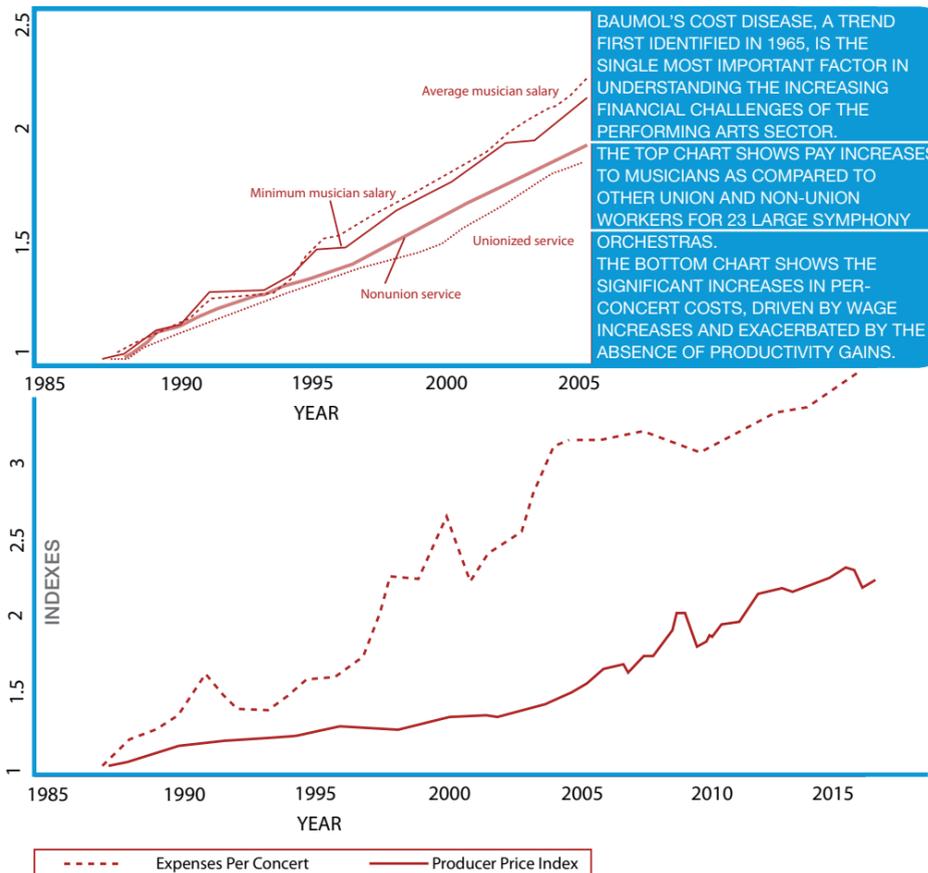
A 1,700 SPACE PARKING GARAGE ANCHORS THE CORNER OF 14TH AND ARAPAHOE STREETS.

Changing Cultural Consumption & Challenges

There are numerous important forces and trends impacting the nonprofit performing arts and entertainment sectors nationwide. These trends are consistent with findings from IMAGINE 2020, Denver's cultural plan,

and have already affected the demand for and use of facilities in the Arts Complex, and will continue to do so looking out into the future.

Challenges with Traditional Performing Arts Industry Productivity and Wages



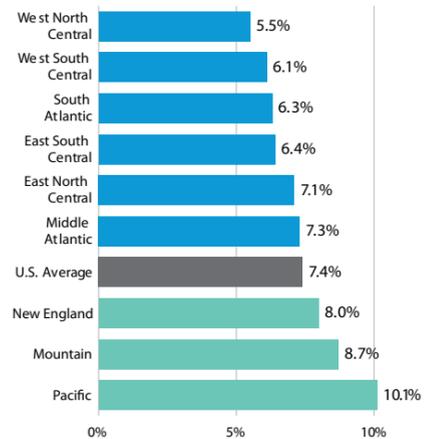
Source: League of American Orchestras, U.S. Bureau of Labor Statistics

Arts as Part of Lifestyle

The percentage of U.S. adults **taking** music, creative writing or visual arts lessons or classes at any point in their lives has increased over the past decade.

(SEE PAGE 10, 2012 SURVEY OF PUBLIC PARTICIPATION IN THE ARTS, NATIONAL ENDOWMENT FOR THE ARTS)

Arts classes or lesson in the last 12 months, by census region: 2012



Snapshot of the Arts in Denver County Region



This regional snapshot report give the big picture of a region's creative landscape. It provides an overview of creative jobs, industry sales, grants, and nonprofit revenues.

TFANA, THEATRE FOR A NEW AUDIENCE, IS LOCATED IN THE BROOKLYN ACADEMY OF MUSIC (BAM) CULTURAL DISTRICT AND WAS DESIGNED AS A LABORATORY FOR MODERN THEATRICAL INTERPRETATION OF CLASSICAL PLAYS. THE VENUE IS A 299-SEAT PROSCENIUM THEATER WITH SEATING ON THREE LEVELS—THE ORCHESTRA AND TWO LOW BALCONIES.

It has been observed that many Denverites prefer to participate in arts and culture as part of their everyday life.



- 1 Denver's creative vitality is almost three times the national average.
- 2 The CVI illustrates the synergies between Denver's traditional non-profit arts organizations and for-profit creative businesses.
- 3 Denver's aggregate sales index for goods sold at for-profit arts-related enterprises and non-profit museums is more than eight times the national average.

The new image of the Arts Complex needs to be that of a community living room with front and back “yards.”



Changing Cultural Consumption & Challenges

Across the country performing arts are responding to changing patterns of cultural consumption with experiences that offer less formality, increased flexibility, and new ways for participatory activity.

Trending



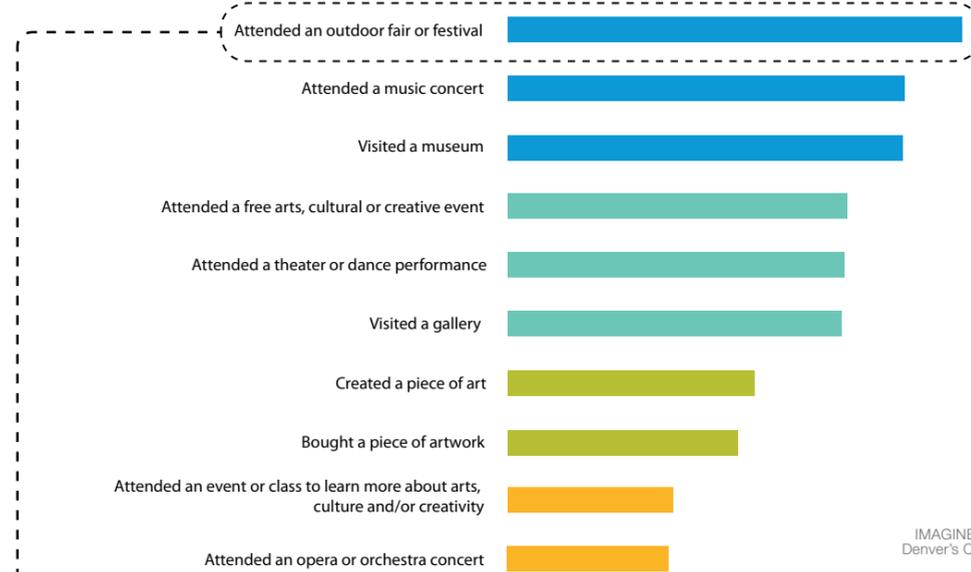
29%

Average attendance of one arts activity across all race and ethnicities.
(classical music performances, opera, musical plays, non-musical plays, ballet, and art museums or galleries)

45%

Americans who do creative arts activities.

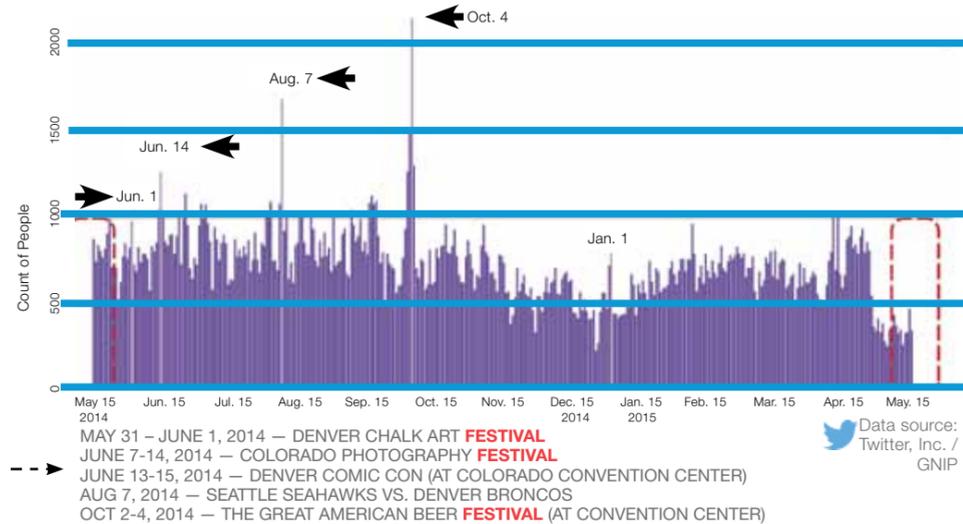
Participation in Arts, Culture, and Creativity During the Past 12 Months in DENVER



IMAGINE 2020
Denver's Cultural Plan

BELOW: Twitter activity at DPAC throughout the year:

Results out of a total of 3.5 million geotagged posts in Denver.



SOURCES: WEBB MANAGEMENT SERVICES, 2012 SURVEY OF PUBLIC PARTICIPATION IN THE ARTS, NATIONAL ENDOWMENT FOR THE ARTS

“The Age of Organized Spontaneity”

Spontaneity creates bonds and adds to romance; apps for last-minute and same-day reservations



SOURCES THE WALL STREET JOURNAL
WSJ REDBRANCH MEDIA
3 FEBRUARY 2016



SANTA FE FIRST FRIDAY, STREET MUSICIANS DENVER, CO



GOORIN BROTHERS HAT SHOP, LARIMER SQUARE, EVENING QUARTET, DENVER, CO



NOCTURNE JAZZ CLUB, LOCATED IN RIVER NORTH - DENVER, CO



THE SOURCE, ARTISAN FOOD MARKET RIVER NORTH DISTRICT - DENVER, CO



DENVER CHALK ART FESTIVAL



DOWNTOWN DENVER ARTS FESTIVAL



DENVER DERBY PARTY

The Arts Complex Today



The Denver Performing Arts Complex

Existing Conditions



Venue	Seats	Area
• Boettcher Concert Hall	2600	118,400
• Buell Theatre	2900	204,000
• Garner Galleria Theatre	225	
Galleria / Sculpture Garden (partial)	1000	89,350
Sculpture Park	4000	120,000
Total Seats	10,725	
• Total Performance Seats	5,725	
<i>Quigg Newton Auditorium</i>		234,000
• Ellie Caulkins Opera House	2200	
Opera House Lobby	300	
Opera House Loge	150	
Chambers Grand Salon	400	11,600
Founders Room	25	
Studio Loft	350	8,000
Total Seats	3,425	
• Total Performance Seats	2,200	
Helen Bonfils Theatre Complex		160,300
• Stage Theatre	700	
• Space Theatre	450	
• Ricketson Theatre	233	
• Jones	175	
Seawell Grand Ballroom	810	10,000
Director's Room	80	1,600
Bonfils Lobby	120	
Total Seats	2,568	
• Total Performance Seats	1,558	
Total Existing Seats /Room Capacity		16,718
• Total Existing Performance Seats	9,483	

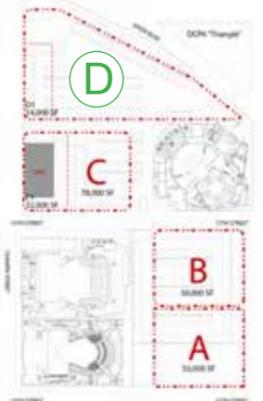
Vision

The Denver Performing Arts Complex will be an enlivened, vibrant, thriving, public regional center of cultural activity in the heart of downtown. It will attract diverse audiences, celebrate a variety of art forms, contribute to the city's economic vitality, enhance Denver's urban fabric, integrate with neighboring amenities, including the Colorado Convention Center, and serve as an innovative model for sustainable cultural and civic investment.



LEFT: 4 OPPORTUNITY SITES IDENTIFIED ON THE 12-ACRE ARTS COMPLEX TOTALING 170,000 SF WITH OVER 2M SF OF NEW DEVELOPMENT POTENTIAL. SCULPTURE PARK - SITE 'D' TO BECOME A DESTINATION PARK.

- A. 50,000 SF
- B. 50,000 SF
- C. 78,000 SF / 46,000 EXCLUDING 1245 CHAMPA
- D. 120,000 SF - OPEN SPACE



LEFT: THREE OPPORTUNITY SITES ILLUSTRATED WITH COMMERCIAL OVERBUILD TOWERS OR AN "ARTS SANDWICH": THE MIDSECTION OF AN URBAN MIXED-USE DEVELOPMENT PROJECT WHERE THERE'S ADEQUATE BUILDING VOLUME TO HOUSE PERFORMANCE SPACES. THE "ART" OF THE SANDWICH IS SQUEEZED BETWEEN A COMMERCIAL TOWER ABOVE (OVERBUILD) AND AN ACTIVE STREET-LEVEL BASE.

Objectives

ENLIVEN

Advance Denver's cultural and creative vitality by:

- Providing a variety of types and spaces that can be utilized by a wide range of cultural organizations
- Identifying strategies that support current resident companies
- Fostering a spirit of collaboration, partnership and joint problem-solving
- Considering the needs of arts organizations, artists, patrons and cultural workers
- Working with secondary and post-secondary institutions that invite and embrace all age groups to engage in the arts

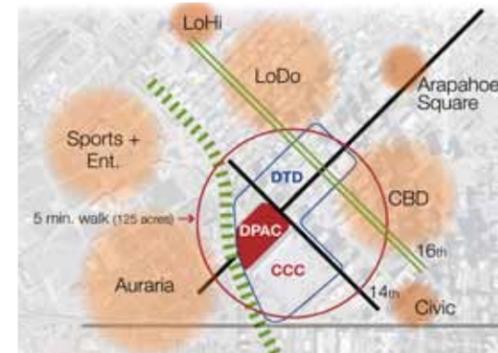
Revitalize a premier Arts Complex that contributes to an economically thriving downtown by:

- Identifying strategies and uses that strengthen the relationship between existing assets and amenities
- Enhancing the public realm through authentic spaces and experiences, active parks, sidewalks, plazas and public spaces
- Enhancing the quality, condition, utilization, amenities and functionality of the facility
- Instilling a strong sense of identity and stewardship

DIVERSIFY

Reflect and attract Denver's growing and changing population by:

- Responding to trends in audience engagement and cultural consumption
- Encouraging a wide variety of arts and entertainment activities
- Broadening uses and fostering an environment that is accessible, inclusionary and welcoming
- Creating a welcoming and patron-friendly experience



DOWNTOWN DENVER NEIGHBORHOODS AND DISTRICTS

SUSTAIN

Realize an innovative model for a financially sustainable cultural and civic investment by:

- Determining and balancing public-private development opportunities
- Examining design principles, management, operations, funding, partnerships, and policies
- Adapting to the marketplace: demographic changes, urban transformation and cultural trends



MIXED-USE DEVELOPMENT WITH NEW AND OLD BUILDINGS, DENVER UNION STATION - LODO



New programs will attract **diverse** audiences and users intended to **enliven** the site on a day to day basis. This is the right mix of uses to **sustain** the Arts Complex by adding new resources that support the arts community.



CULTURE



CREATIVE COMMERCE

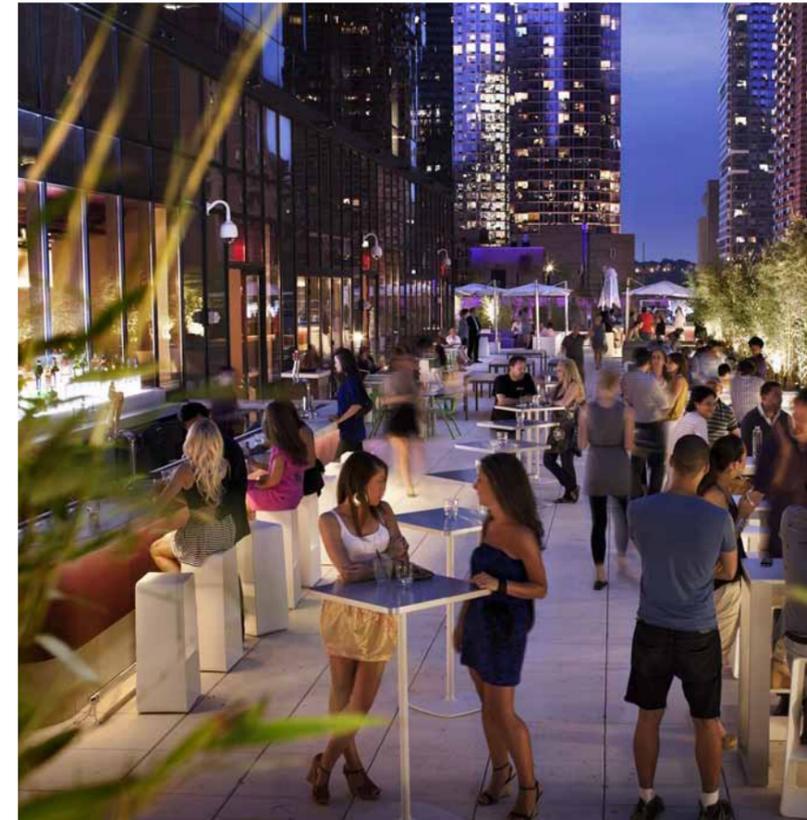


RECREATION



RETAIL/FOOD

BELOW: YOTEL HOTEL TERRACE (LEFT) ABOVE THE SIGNATURE THEATRE - 294-SEAT IRENE DIAMOND STAGE, 199-250 ROMULUS LINNEY COURTYARD, AND THE 191-SEAT GRIFFIN.



The Process

Public Engagement

Ideas for DPAC have evolved with the City's leadership, a 2014 Mayoral appointed executive leadership team (ELT), design and planning consultants, and public consensus over a course of 14 months. The process was open, transparent, accessible.

- 7 public workshops
- 14 Executive Leadership Team and public meetings
- 128 facility inventories
- 84 stakeholder interviews
- 5 road shows
- 24 focus groups
- 11 targeted outreach activities
- 7 downtown planning coordination meetings
- 2,000 completed surveys
- Website, social media and newsletters
- Local and national media coverage

Arts Market Analysis & Assessment

The case to re-imagine and re-develop DPAC starts with the physical condition and constraints of current facilities. Analysis extends to shifting demand and supply issues in the region and the broader forces and trends affecting the arts and entertainment sectors throughout the country. Recommendations considered the larger economic and community development goals established by the City of Denver. The state of the Arts Complex, the current situation in Denver and the trends observed in other markets lead to **five arts opportunities**:

1. Shift from an Arts Complex to an arts-centered neighborhood.
2. Develop a new music hall for the Colorado Symphony Orchestra and others.
3. Bring a strong educational focus to the Arts Complex.
4. Support emerging disciplines and organizations.
5. Attract artists and creative workers.

Boettcher Concert Hall

The Next Stage, in addition to five previous studies, suggest that funds are best directed towards construction of a new facility - a flexible music hall. Boettcher poses significant challenges including: physical limitations, mechanical systems' disrepair, and the building's experiential deficiencies. In addition, adaptive repurposing of the building would require significant exterior envelope alterations to allow views in and out. Hugh Hardy, FAIA, designer of Boettcher Concert Hall, concurs that the building does not merit the efforts required to achieve today's requirements for acoustics, transparency and flexibility.



BAM CULTURAL DISTRICT - TIFANA, BROOKLYN, NY



NEW WORLD CENTRE , MIAMI BEACH, FL



COLBURN SCHOOL FOR THE ARTS CAMPUS, LOS ANGELES, CA



SANTA FE FIRST FRIDAY OUTREACH GALLERY



DIVERSITY & INCLUSION WORKING GROUP WITH COUNCIL MEMBER BROOKS



PUBLIC WORKSHOP 1, STUDIO LOFT AT THE ELLIE CAULKINS OPERA HOUSE

MAYOR HANCOCK'S EXECUTIVE LEADERSHIP TEAM (ELT)

Assembled by Mayor Michael B. Hancock, the ELT is an advisory group charged with exploring the future of the Denver Performing Arts Complex. It is responsible for using public input, an Urban Design Framework Plan, and other due diligence to develop and vet recommendations and, with the help of **H3 Hardy Collaboration Architecture**, deliver the final Arts Complex Master Plan and a series of recommendations to the Mayor's Office.

Kent Rice, Executive Director, A&V



Ginger White Brunetti, Deputy Director, A&V



Mayor Hancock's appointed citizen advisory board.

"This team will guide a thoughtful, measured study of options for the entire Arts Complex and its surrounding neighborhood."



"I am thankful to all those who will serve the city on this team as we examine this exciting opportunity to re-imagine the Arts Complex and provide a usueful, dynamic, and accessible public cultural asset."
Mayor Michael B. Hancock

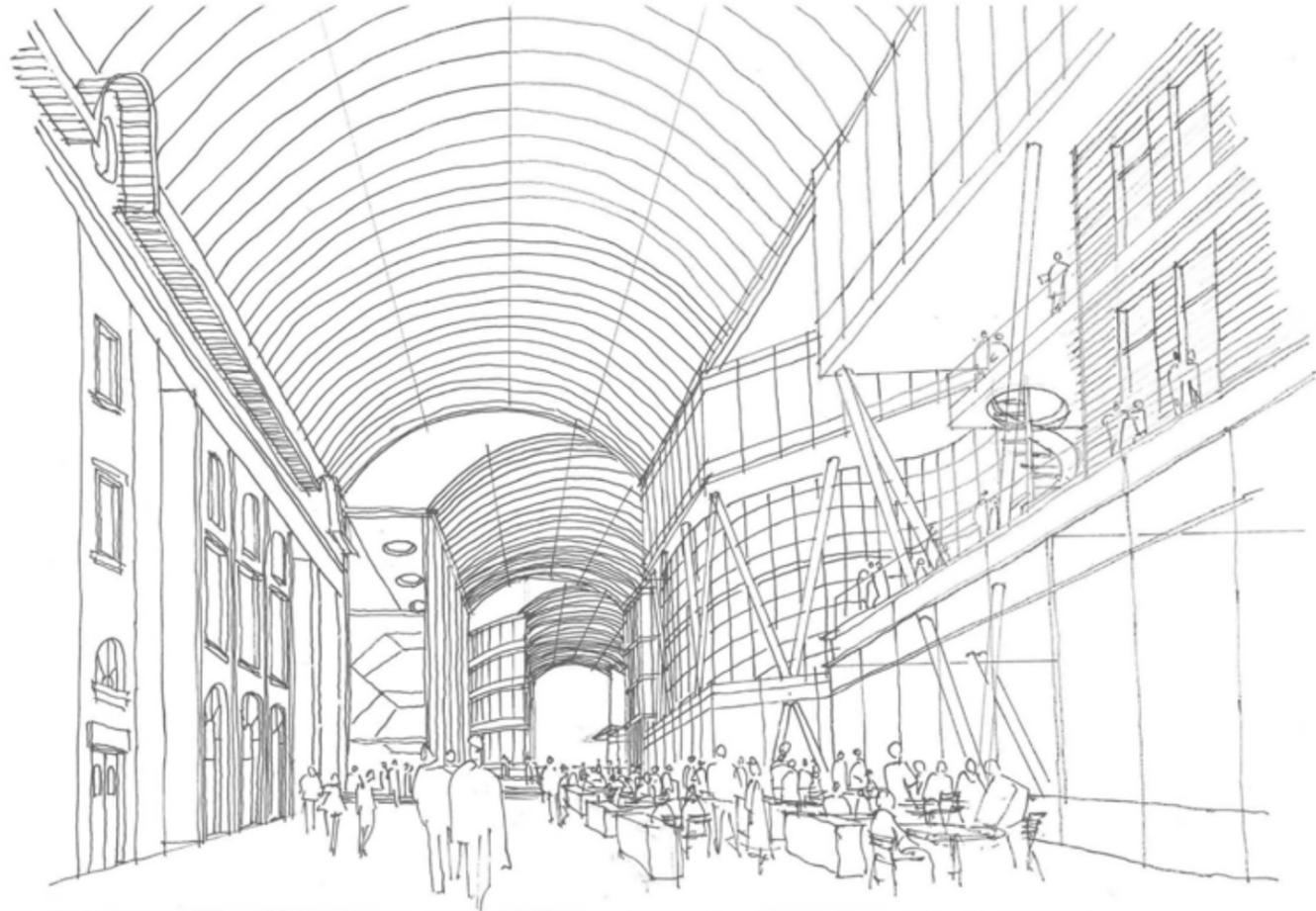
Executive Leadership Team

Co-Chairs

Thomas A. Gougeon
Marilee Utter

Members

Christine Alducin
Diane Barrett
Gil Boggs
Councilman Albus Brooks
Brad Buchanan
Greg Carpenter
Chris Crosby
Tami Door
John Ekeberg
Brent Fedrizzi
Jack Finlaw
Tony Garcia
Cy Harvey
Rehan Hasan
Margaret Hunt
Jerry Kern
Mike Kornelsen
Cathey McClain Finlon
David Moke
Elizabeth Orr
Tina Poe-Obermeier
Isaac Points
Kent Rice
Richard Scharf
Tim Schultz
Gary Steuer
Rick Tallman
Elaine Torres
Tina Walls



CONCEPT SKETCH PERSPECTIVE, A RENEWED GALLERIA.

BIG IDEAS

Cultivate Community & Art



INDOOR/OUTDOOR PARK PAVILION



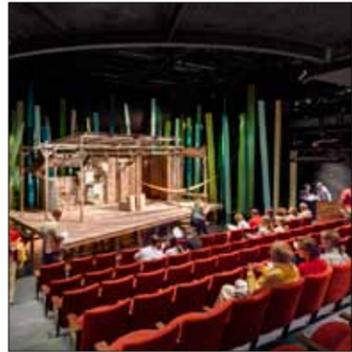
DESTINATION PARK



1,200+ SEAT MUSIC HALL



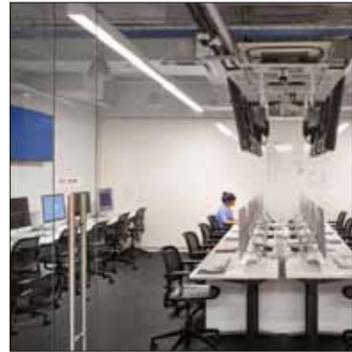
REHEARSAL CENTER



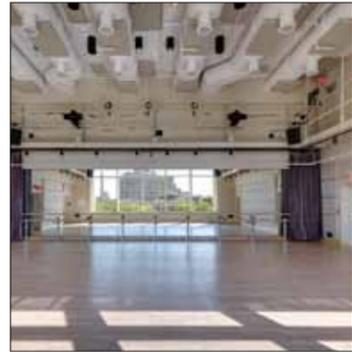
100-SEAT EXPERIMENTAL THEATER



500-SEAT FLEXIBLE THEATER



DIGITAL MEDIA LABS



INCUBATOR/STUDIO

Program & Activation

The Arts Complex should come to life in many different ways and times of day to create a vibrant and hyper-active hub for downtown Denver. That begins with supporting the core programs of resident organizations and extends to attracting and supporting a range of new programmers and programming, both indoors and outdoors. Programmatic goals include featuring education and outreach programs of resident organizations, offering free and low-cost experiences to attract the entire community, and strengthening a unified brand for the Arts Complex.

Diversity & Outreach

Millennials, students and minority communities were asked to provide ideas and feedback to increase diversity, inclusion and access at the Arts Complex. The common theme for these groups is to make DPAC more relevant by featuring programs

targeted to diverse audiences, creating a welcoming, friendly onsite experience, and offering a range of programs at different price points. Connecting to these future audiences must be a priority to be inclusive of all the diversity in Denver.

The Next Stage will be Next Generation Arts

The facilities highlighted above will provide:

1. Flexibility that ensures the full value of resources are realized.
2. Funding initiates sharing and enhances community spirit.
3. Being in and of the city connecting the arts to everyday life.

The specific character of the Arts Complex will come from its emphasis upon use by the largest possible cross-section of the community, amateur and professional alike, and not upon the fuse by a favored few. The true innovation of the Music Hall will similarly lie in the fact that it is being built to encourage the citizens of Denver to share in the making of music. Such an idea is quite different from using the hall as a device for furthering the remote presentations of a musical aristocracy.

HUGH HARDY, FAIA, FOUNDING PARTNER OF H3 AND ITS PREDECESSOR, HARDY HOLZMAN PFEIFFER ASSOCIATES. 1972.

Arts and Amenities

THEATER PARK PAVILION

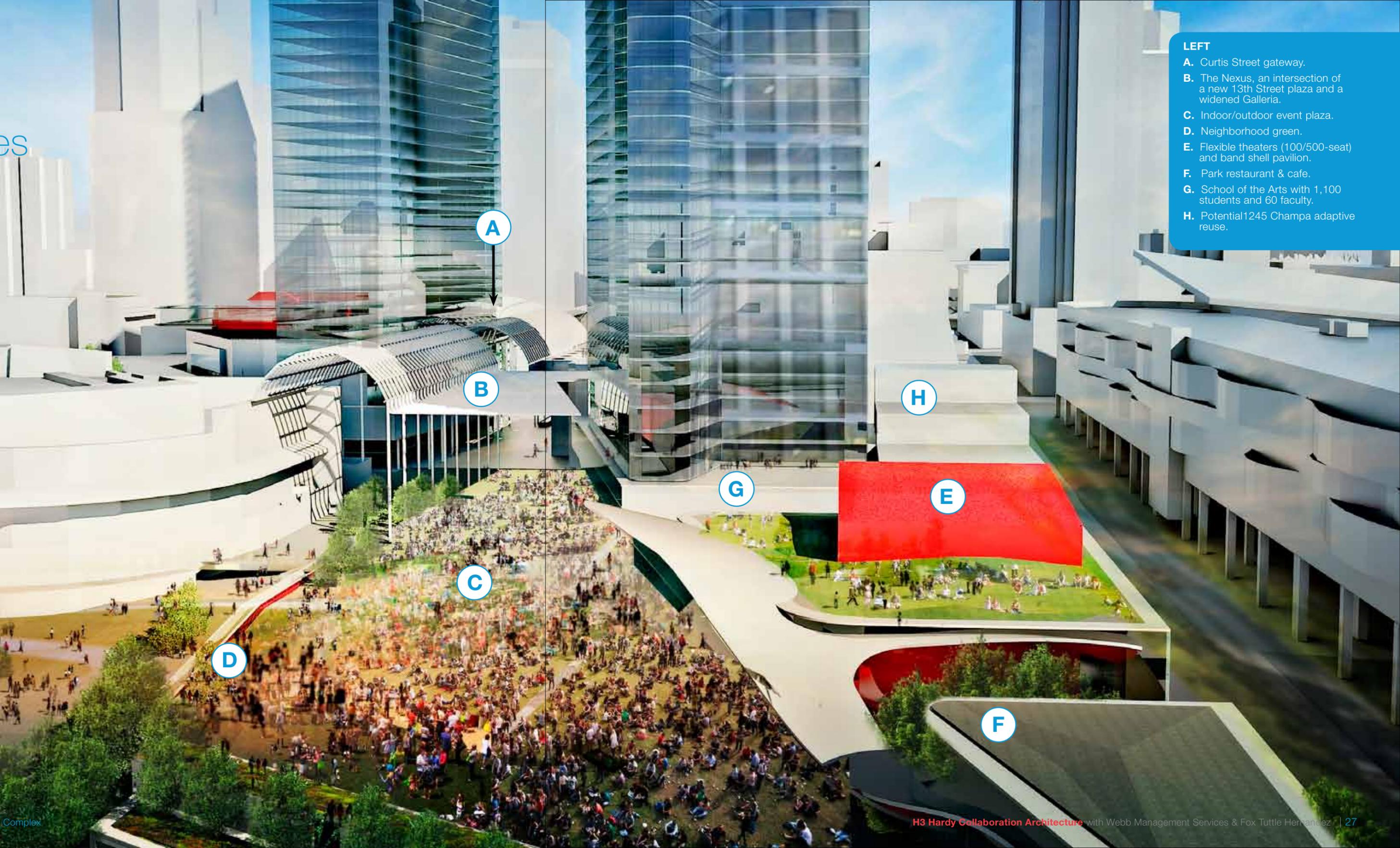
One of the key issues identified for DPAC was its lack of smaller, intimate spaces that were affordable and accommodating to community and emerging arts groups. The Theater Park Pavilion intends to remedy this deficiency by establishing two new performance spaces, a 500 seat Flexible Theater and a 100 seat Experimental Theater. The Flexible Theater will be a flat floor, multiuse space at the same level as the adjacent Park and Galleria, with technical support to allow for multiple stage configurations and presentations.

NEW MUSIC HALL AND REHEARSAL CENTER

The largest new component of the Arts Complex is a new 1,200+ seat music hall with excellent acoustics and functionality, supporting the Symphony and also a diverse range of other musical groups and forms. This hall replaces Boettcher Concert Hall, offering a better and more intimate experience, appropriate in size and form for traditional and contemporary groups.

SCHOOL OF THE ARTS

Replacing Boettcher Concert Hall with a mixed-use commercial development with an education anchor that will provide much needed and mission-oriented daytime activity at DPAC. The site labeled 'G' (right) abuts the southern edge of the Nexus (B) and is planned to contain a new home for a School for the Arts with up to 1,100 students and faculty.



- LEFT**
- A. Curtis Street gateway.
- B. The Nexus, an intersection of a new 13th Street plaza and a widened Galleria.
- C. Indoor/outdoor event plaza.
- D. Neighborhood green.
- E. Flexible theaters (100/500-seat) and band shell pavilion.
- F. Park restaurant & cafe.
- G. School of the Arts with 1,100 students and 60 faculty.
- H. Potential 1245 Champa adaptive reuse.

DIGITAL MEDIA WORKSHOP/STUDIOS & ARTS INCUBATOR SPACE

The addition of studios, labs, and flexible spaces for artists and arts organizations will facilitate growth for the emerging arts and enhance delivery and development of programming. Digital media facilities will provide hands-on classroom experience for students and enable streaming of artistic content furthering the reach of the Arts Complex to near and faraway places.

PARKING & TRANSPORTATION

- Improve parking experience
 - Remove the existing, aging parking facility
 - Disperse parking across the 12-acre site to improve ingress and egress
 - Rebuild 2,100 to 2,800 parking spaces at DPAC, including moving some parking under the elevated Art Park
 - Share 1,000 spaces with the Colorado Convention Center
- Meet new guests multimodal needs including improvements to RTD Light Rail Station at 14th and Stout and Bike House in Art Park
- Improve services and onsite amenities such as valet, parking app and wayfinding/signage

RIGHT, THE NEXUS LOCATED AT THE MIDPOINT OF THE ARTS COMPLEX CONNECTING THE NEW 13TH STREET PLAZA. THE NEXUS IS CONCEIVED AS A CENTRALLY LOCATED ARRAY OF COMPLEMENTARY RETAIL USES OPENING ONTO AN EXPANDED GALLERIA.



The 'Wedge'

Urban Design

THE WEDGE

The first priority for the next version of DPAC is to change from a set of formal arts facilities within a defined boundary to more of a district. Complete placemaking requires a dynamic "street to seat" journey. The fundamental design vision of The Wedge is to pull more open space and light into the Arts Complex, creating a home for current arts organizations and emerging disciplines and community organizations with up to 375,000 SF of new cultural uses.

14TH STREET ANCHOR

The corner is as central a place for urban life as the public square. Arapahoe and 14th Streets will become a celebrated intersection and anchor for DPAC's next 30 years. It is planned to be the Arts Complex's "100 percent corner" with multi-street exposure showcasing a new music hall and rehearsal center above a marketplace and retail space that enhances the arts experience and is designed for today's consumers.

CURTIS STREET GATEWAY

Gateways are symbolic of welcoming a throng of people. As such, the Galleria at 14th and Curtis Streets is to be remade from an opening to a place of arrival for all. This sentiment supports the Vision and Objectives set forth in The Next Stage and is in keeping with the original intent of DPAC's original vision 40 years ago.



Art Park

DESTINATION PARK

Southwest of the Arts Complex, a new destination urban space will be created on the land occupied by Sculpture Park. Renamed Art Park, this open space will be expanded to 3.5 acres and will be intricately programmed to provide a variety of experiences throughout. With the addition of 1-acre of new open space, DPAC will become one of Downtown's largest parks. Designed as a complement to the Complex's indoor venues, Art Park will extend the character of live performance and active use to the outdoors.

NEIGHBORHOOD PARK

The northern half of the park rises in a gentle slope up from Speer Boulevard, creating a handicapped accessible path up to the existing Galleria. Neighborhood oriented activities line the path, with possibilities including a children's play area, swings, a climbing structure, and a dog run. On axis with the Galleria, Jonathan Borofsky's sculpture "The Dancers" will be relocated to provide a vertical focal point for the park's urban design. Anchoring the lower end, the Bike House will be a locus of activity at the corner of Speer and Arapahoe Streets. Accommodating bike storage, repair, and rentals, the Bike House connects the Arts Complex with the adjacent streets and the Auraria Campus beyond. A proposed connection from the Bike House under the eastern lanes of Speer Blvd would directly link Art Park with the recreational trails and bike paths along Cherry Creek.

RIGHT: BRYANT PARK, 9.5-ACRE NEIGHBORHOOD PARK WITH A CENTRAL 1.5 ACRE LAWN. SHOWN WITH PERFORMANCE STAGE / MOVIE SCREEN.

PERFORMANCE PARK

The southern half of the park will be located above the new parking facility with 900-1,100 spaces, directly connecting to the raised level of the Galleria. This portion of the park is structured as a broad multi-use lawn. Capable of handling large crowds as well as family picnics, the lawn provides a welcome respite in the middle of Downtown's built context. Forming the lawn's southern edge, the Theater Pavilion's canopy doubles as an outdoor bandshell, with lighting and sound positions oriented towards the lawn. Southwest of the Theater Pavilion is the Park Pavilion, which will house restrooms, park maintenance and an outdoor café fronting the park. The Park Pavilion connects to an elevated bridge over Champa Street that leads to Lobby D of the Colorado Convention Center. This continuous promenade will join the public spaces of the Convention Center with Art Park and the Performing Arts Complex, ensuring access to all these public facilities in an exceptionally memorable way.

The Next Stage Art Park responds to recommendations of The Outdoor Downtown Plan including a proposals for transformative projects, including a major arts and cultural park. One of the recommendations in **The Outdoor Downtown Plan** is to "redefine and redesign Sculpture Park as an iconic arts and cultural park."



Art Park will be a new "front yard" for Denver's Arts Complex and a downtown destination.

BENEFITS FOR CITIES DERIVED FROM INVESTING IN PARK DEVELOPMENT:

1. Reduction in air pollution, water pollution and flooding
2. Direct use by local residents, who are able to participate in no-cost or low-cost in activities
3. Improved health for the local populace
4. Increased tourism
5. Increased property values, in turn bringing higher property taxes
6. Elevated office rents in adjacent properties.

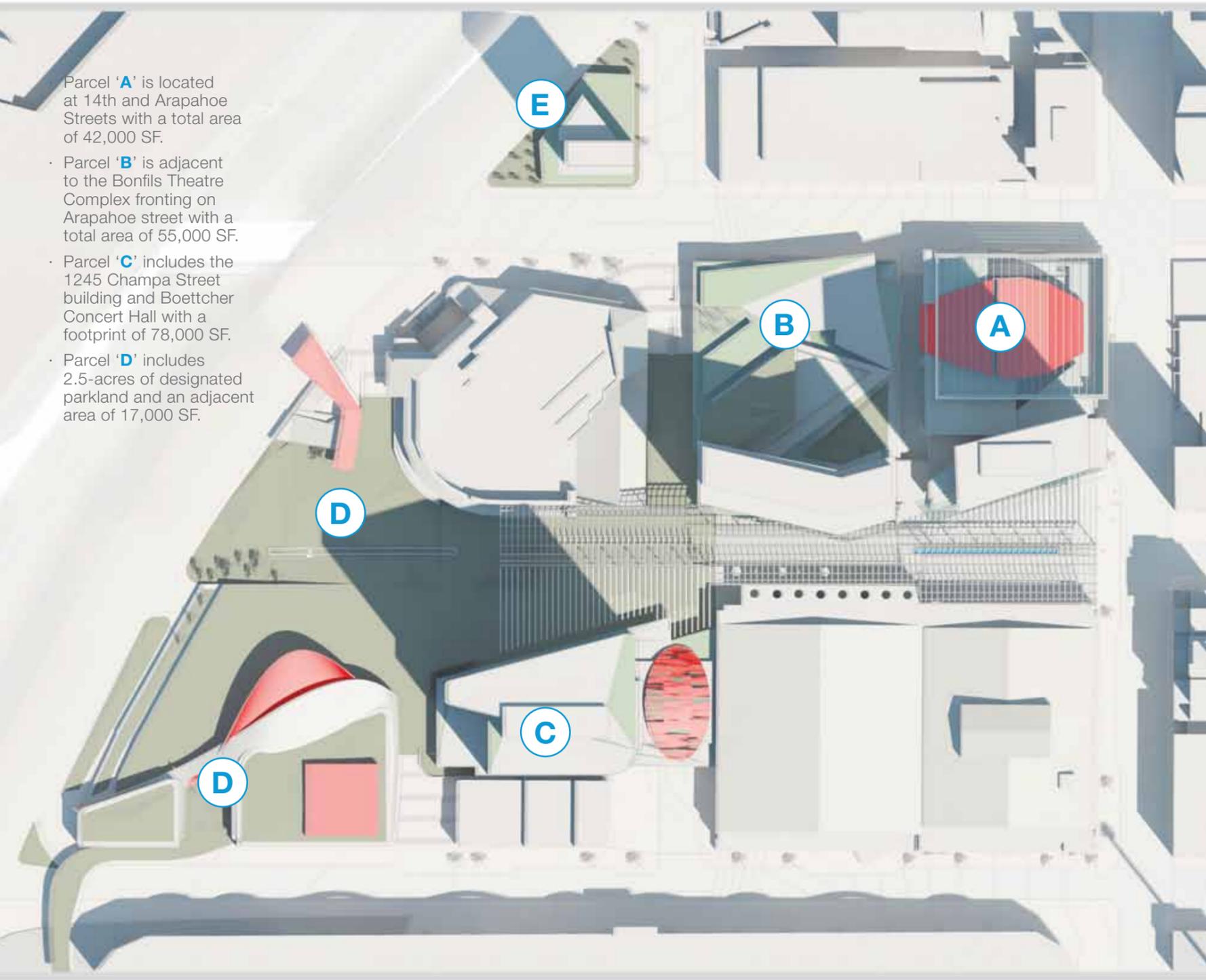
PETER HARNIK, DIRECTOR OF THE SAN FRANCISCO-BASED TRUST FOR PUBLIC LAND

Parcel 'A' is located at 14th and Arapahoe Streets with a total area of 42,000 SF.

Parcel 'B' is adjacent to the Bonfils Theatre Complex fronting on Arapahoe street with a total area of 55,000 SF.

Parcel 'C' includes the 1245 Champa Street building and Boettcher Concert Hall with a footprint of 78,000 SF.

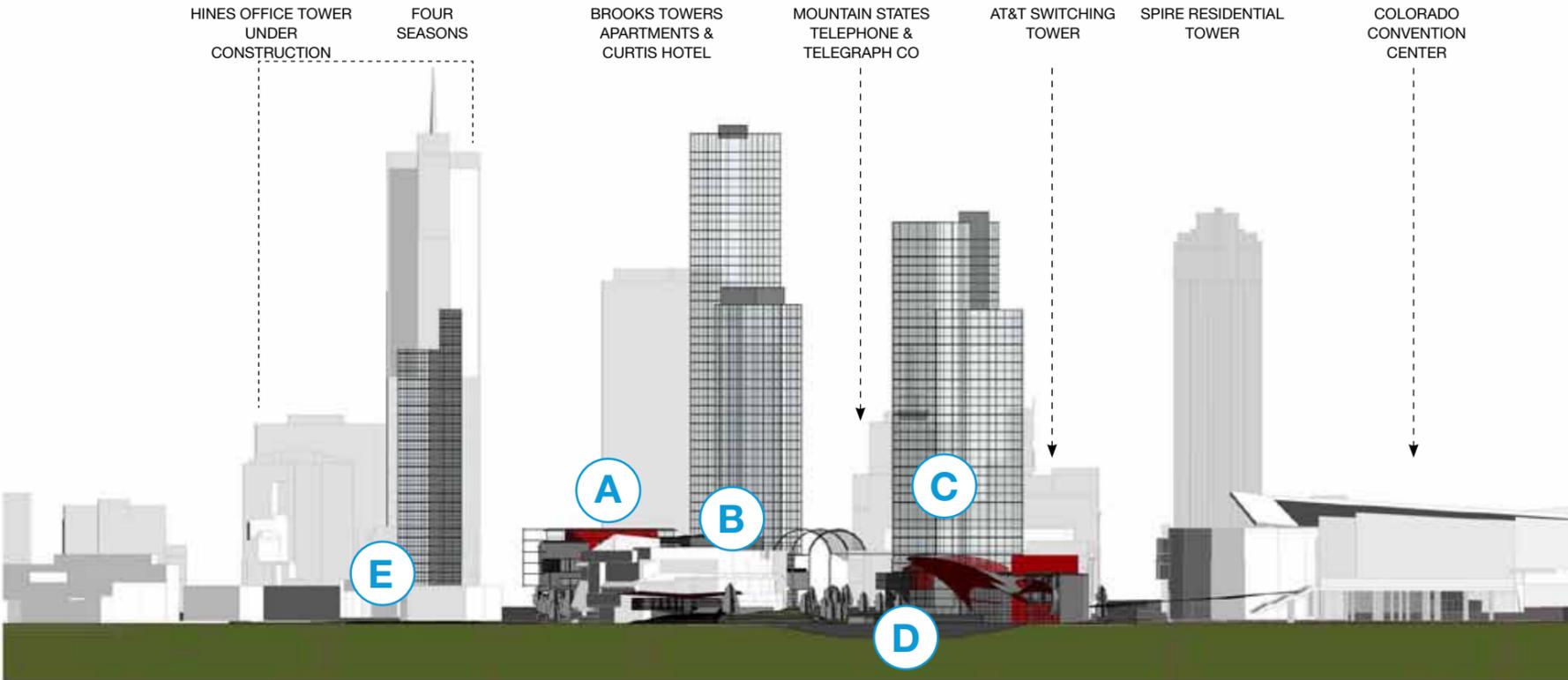
Parcel 'D' includes 2.5-acres of designated parkland and an adjacent area of 17,000 SF.



Development Opportunities

- 3 opportunity sites totaling 175,000 square feet
- 350,000+ square feet of new arts facilities
- 900,000+ square feet of existing arts facilities
- 2 million+ square feet of commercial development
- 50,000+ square feet of retail and food
- 2,100 to 2,800 parking spaces
- 1,700 additional parking spaces available within a 5-minute walk
- 1-acre of additional open space

- A.** Mixed-use Development Opportunity Tower anchored with **Music Hall** and **Rehearsal Center**
- B.** Mixed-use Development Opportunity Tower anchored with **Incubator/Studios, Digital Media Center, & Music Workshop**
- C.** Mixed-use Development Opportunity Tower anchored with **School of the Arts**
- D.** **Art Park** and Theater Park Pavilions
- E.** **Denver Center for the Performing Arts** owned - opportunity site. *(not part of The Next Stage)*



ABOVE: CONCEPTUAL SECTION/ELEVATION TAKEN FROM SPEER BOULEVARD FACING DOWNTOWN

13TH STREET PLAZA AND THE BLENDER BLOCK (SHOWN RIGHT)

An improved 13th Street corridor will directly connect Larimer Square and the Auraria academic and event “greens” terminating in a plaza between the Bonfils Theatre Complex and Parcel ‘B’. A mix of performing and visual arts with spaces for making and doing will extend the Arts Complex’s reach to new audiences. A footprint for commercial overbuild (tower) has been planned for that can accommodate residential, hotel, or moderately size commercial floor plates.

THE NEXUS

The intersection of the “wedge” openings in the complex along the Curtis Street axis forms a nexus of activity. Located at the midpoint of the Arts Complex, the Nexus connects to the 13th Street Plaza and is conceived as a centrally located array of complimentary retail uses opening onto an expanded Galleria. Outdoor space is intended to include an intimate courtyard for screening digital media, a bosque of trees, and a video wall facing Art Park.

CONNECTIVITY

Planning for a pedestrian bridge from Lobby ‘D’ of the expanded Colorado Convention Center and a potential new physical connection to the Auraria Campus will place Art Park at a critical crossroads.

A direct link below Speer Boulevard from the Cherry Creek recreational corridor via Art Park to the 16th Street Mall will offer a Downtown portal for an expanding bicycle and pedestrian network.

BELOW, ARTS INCUBATOR ON THE BLENDER BLOCK.

MULTI-LEVEL SHARED SPACES FOR ARTISTS AND CREATIVE WORKERS, WITH STUDIO, REHEARSAL, RECORDING, INFORMAL DISPLAY/PERFORMANCE, AND ADMINISTRATIVE FACILITIES.

- A. Music Hall and Rehearsal Center
- B. Incubator/Studios/ and Music Workshop
- C. 13th Street Plaza and Access to Galleria
- D. Bonfils Theatre Complex





BELOW
UPPPER TIER ART PARK IS DESIGNED FOR EVENTS WITH A 500-SEAT FLEXIBLE THEATER OPENING TO A BAND SHELL AND 100-SEAT EXPERIMENTAL THEATER ON A ROOFTOP TERRACE.

LOWER ART PARK CASCADES FROM THE GALLERIA LEVEL TO SPEER BOULEVARD FORMING A NEIGHBORHOOD GREEN WITH AMENITIES FOR EVERYDAY USE.

ART PARK | Cherry Creek Recreation Corridor

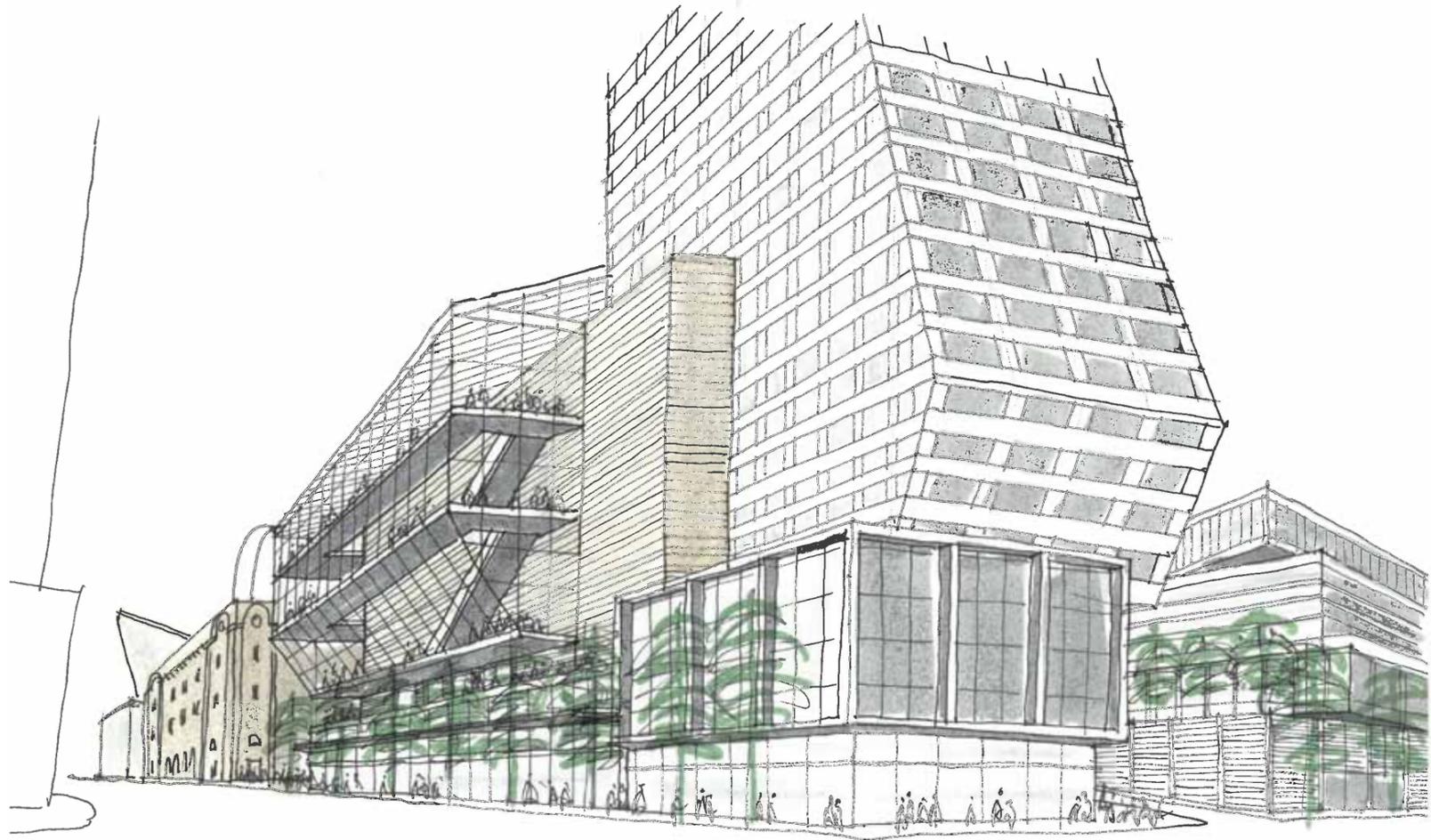


Music Hall | 14th Street Anchor

BLEND CULTURE, COMMERCE, AND RECREATION INTO A DESTINATION THAT IS UNIQUELY DENVER.

Curtis Street Gateway





CONCEPT SKETCH PERSPECTIVE, CORNER OF 14TH AND ARAPAHOE STREETS WITH A MIXED-USE DEVELOPMENT ANCHORED WITH A NEW MUSIC HALL. BEHIND, A NEW FACILITY FOR AN ARTS INCUBATOR/STUDIOS.

THEATRE DISTRICT NEIGHBORHOOD

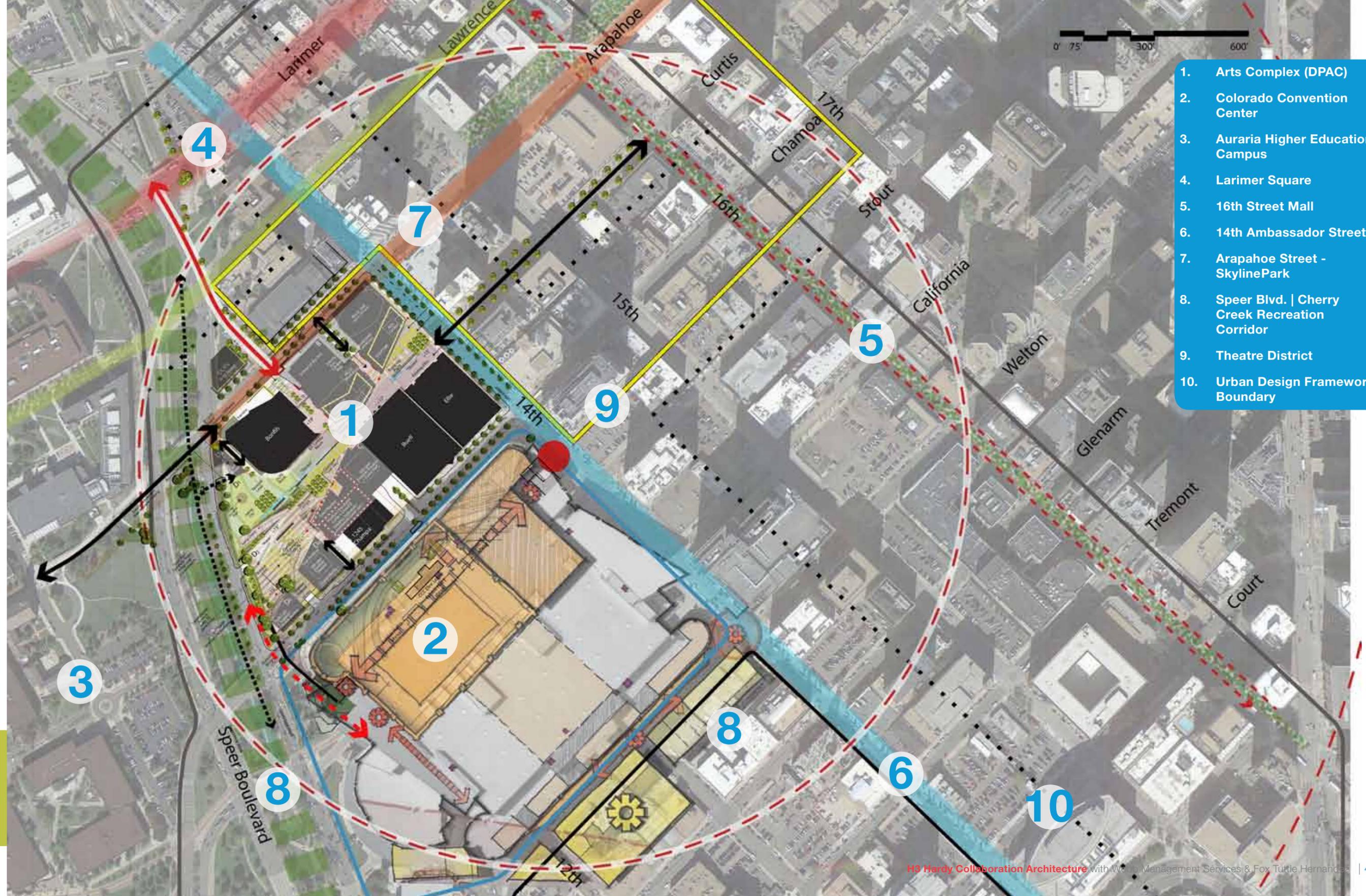
Theatre District Neighborhood

The Next Stage Vision Plan builds on objectives identified in the Urban Design Framework Plan (UDFP). Coordination between the respective planning efforts for the Colorado Convention Center (CCC) and Arts Complex has led to thinking about the Theatre District becoming a growing neighborhood powered by the arts. The Arts Complex Vision Plan addresses many key issues outlined in the UDFP including:

- Parking supply and management;
- Signage and wayfinding;
- Pedestrian connectivity across Champa Street;
- Improvement and/or creation of one or more large outdoor event spaces;
- Programmatic and physical connections to Cherry Creek, Auraria Campus and Union Station;
- District identity, branding and marketing.

The CCC and DPAC can better engage and activate each other, while serving as catalysts for development of the surrounding area. By harnessing nearby commercial, civic, and institutional assets the UDFP's objective to, **"Grow and sustain an unforgettable visitor experience brimming with cultural and educational enrichment opportunities"** will be realized.

The concept of creating a new neighborhood aligns with recommendations in **The Outdoor Downtown Plan** and its five vision elements: Social, Recreational, Cultural, Connected, and Sustainable.



1. Arts Complex (DPAC)
2. Colorado Convention Center
3. Auraria Higher Education Campus
4. Larimer Square
5. 16th Street Mall
6. 14th Ambassador Street
7. Arapahoe Street - SkylinePark
8. Speer Blvd. | Cherry Creek Recreation Corridor
9. Theatre District
10. Urban Design Framework Boundary

Brand and Identity

Inviting Message for All

During the next phase of project development an overarching “DPAC” or “Arts Complex” brand should be created. Design guidelines and the architecture itself can use branding methods as a strategic tool for reinventing the Arts Complex. Expression of a new identity should be shaped through a synergistic mash-up of arts, culture, commerce, and recreation. Future messaging should articulate the Arts Complex as an innovative mixed-use development that complements resident organizations’ activities, while driving productive, inclusive, and sustainable economic growth.

End Confusion

Denver residents often have trouble distinguishing between the DPAC and “DCPA” (Denver Center for the Performing Arts) brands. The DCPA is a valued partner and resident company that operates the Helen Bonfils Complex and utilizes other DPAC facilities for nationally touring Broadway productions. A new digital signature can better integrate DPAC, the Colorado Convention Center, and the entire Theatre District using shared technology infrastructure that spotlights the neighborhood’s offerings.



ARTS



CULTURE



COMMERCE



RECREATION

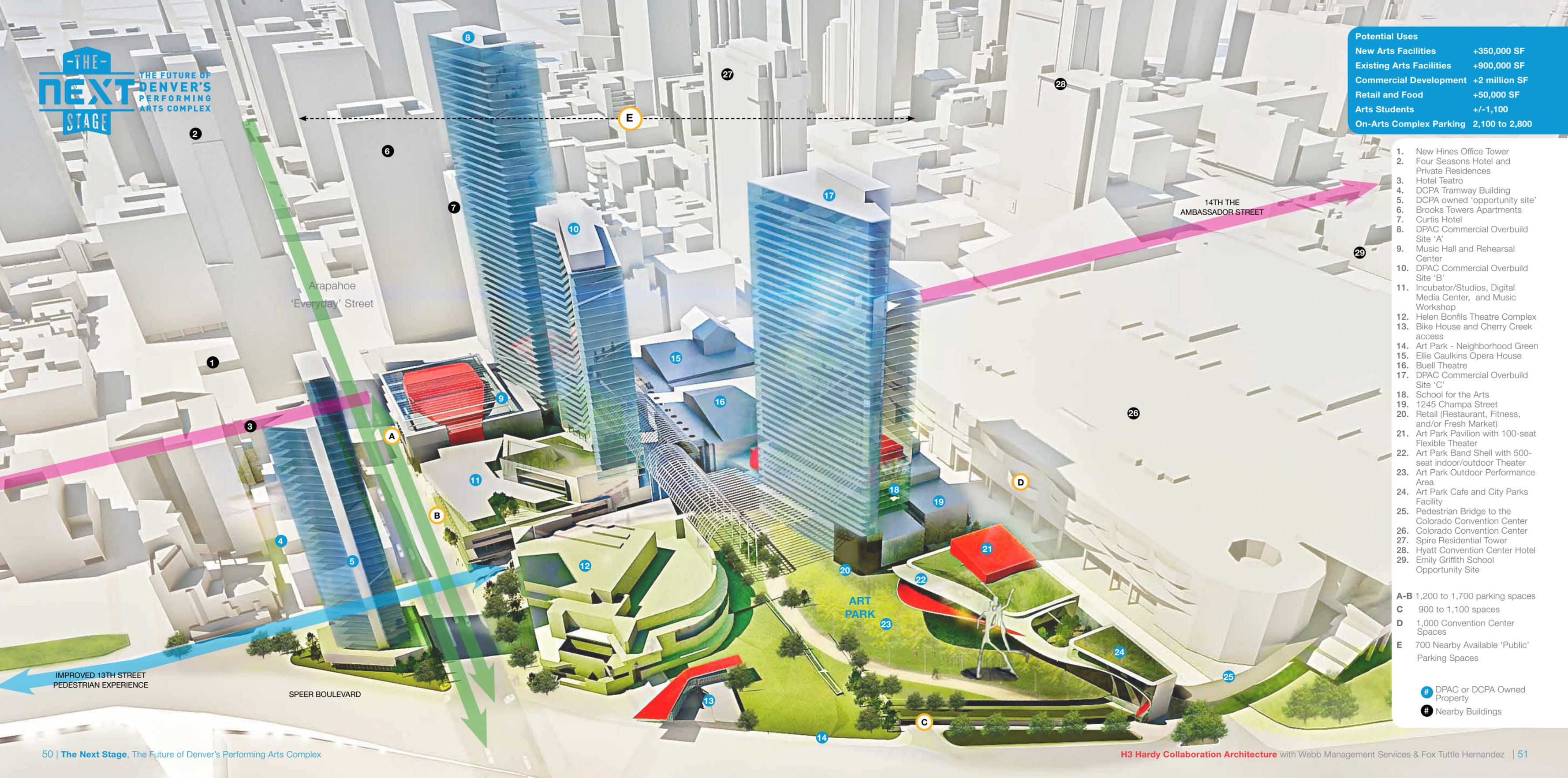
BELOW:
THE DEMOLISHED PARKING GARAGE ON ARAPAHOE
STREET ILLUSTRATED WITH TWO MIXED-USE COMMERCIAL
ARTS-ANCHORED DEVELOPMENTS.

LEFT: A NEW MUSIC HALL WITH REHEARSAL CENTER.

RIGHT: INCUBATOR/STUDIOS, DIGITAL MEDIA CETER, AND
MUSIC WORKSHOP.



Potential Uses	
New Arts Facilities	+350,000 SF
Existing Arts Facilities	+900,000 SF
Commercial Development	+2 million SF
Retail and Food	+50,000 SF
Arts Students	+/- 1,100
On-Arts Complex Parking	2,100 to 2,800



1. New Hines Office Tower
2. Four Seasons Hotel and Private Residences
3. Hotel Teatro
4. DCPA Tramway Building
5. DCPA owned 'opportunity site'
6. Brooks Towers Apartments
7. Curtis Hotel
8. DPAC Commercial Overbuild Site 'A'
9. Music Hall and Rehearsal Center
10. DPAC Commercial Overbuild Site 'B'
11. Incubator/Studios, Digital Media Center, and Music Workshop
12. Helen Bonfils Theatre Complex
13. Bike House and Cherry Creek access
14. Art Park - Neighborhood Green
15. Ellie Caulkins Opera House
16. Buell Theatre
17. DPAC Commercial Overbuild Site 'C'
18. School for the Arts
19. 1245 Champa Street
20. Retail (Restaurant, Fitness, and/or Fresh Market)
21. Art Park Pavilion with 100-seat Flexible Theater
22. Art Park Band Shell with 500-seat indoor/outdoor Theater
23. Art Park Outdoor Performance Area
24. Art Park Cafe and City Parks Facility
25. Pedestrian Bridge to the Colorado Convention Center
26. Colorado Convention Center
27. Spire Residential Tower
28. Hyatt Convention Center Hotel
29. Emily Griffith School Opportunity Site

- A-B 1,200 to 1,700 parking spaces
- C 900 to 1,100 spaces
- D 1,000 Convention Center Spaces
- E 700 Nearby Available 'Public' Parking Spaces

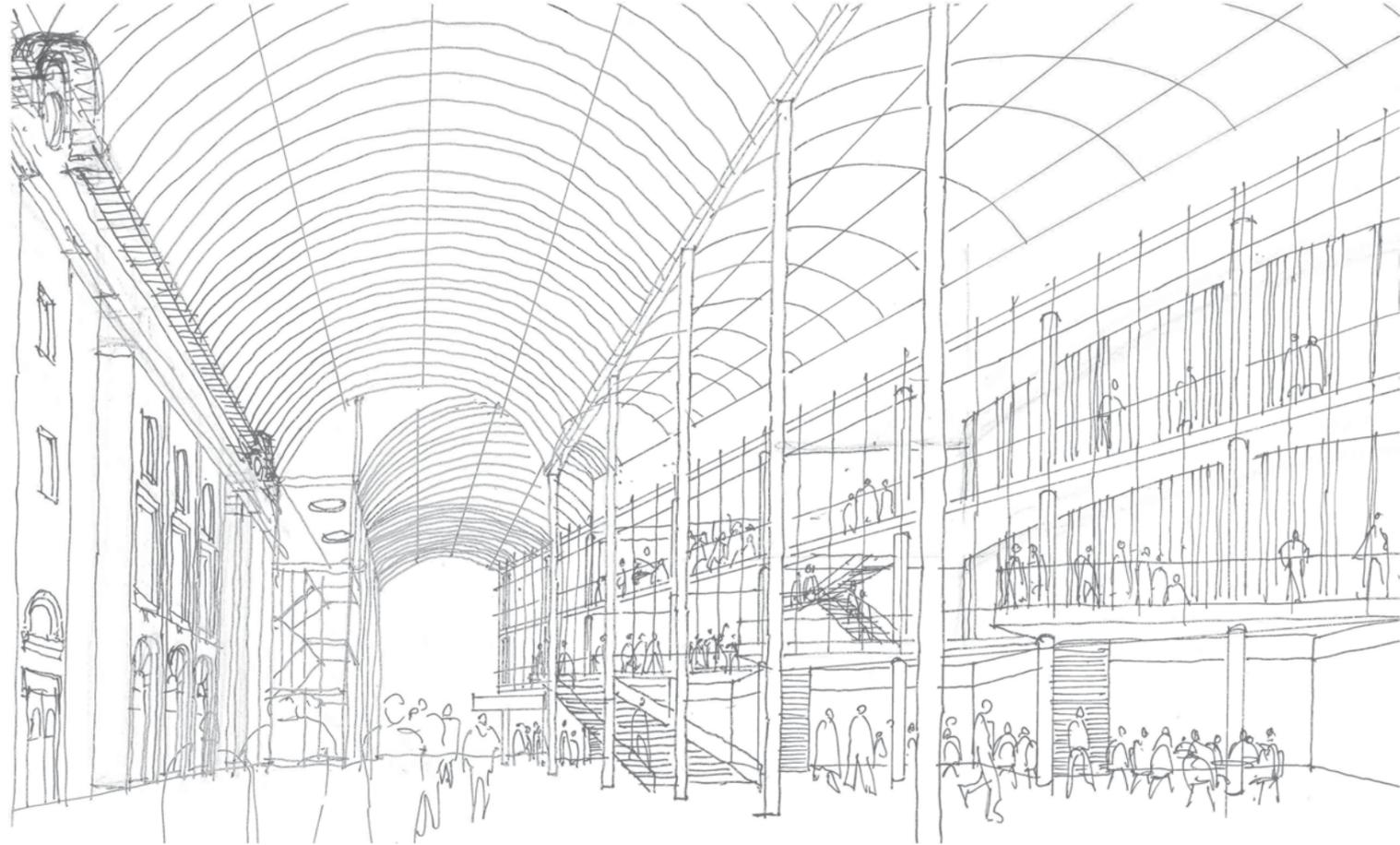
- # DPAC or DCPA Owned Property
- # Nearby Buildings

IMPROVED 13TH STREET PEDESTRIAN EXPERIENCE

SPEER BOULEVARD

ART PARK

14TH THE AMBASSADOR STREET



CONCEPT SKETCH RENDERING, EXPANDED GALLERIA ACTIVATED WITH NEW USES. THE ELLIE CAULKINS OPERA HOUSE ILLUSTRATED LEFT.

ADVANCING THE VISION

Advancing the Vision

Leverage City Assets

Ultimately, leveraging city assets – including land value – will provide the greatest opportunity for transforming DPAC as a neighborhood anchor for arts and culture. Increasing land value and partnering with Denver’s private sector is pivotal to providing necessary resources to improve existing patron experience paving the way for new audiences. Public investment is needed for a 10-year phased development, with \$17 million currently available for direct investment by Denver Arts & Venues.

Placemaking and the addition of key infrastructure will drive demand for City-owned land and generate greater returns on public investment. Elevating Sculpture Park is a critical first-step to unleashing DPAC’s development potential. New below-park parking will enable phased demolition of the parking garage at 14th and Arapahoe Streets making way for site preparation in development of a vertical mixed-use commercial arts project. Phasing of development will enable the uninterrupted resident organizations’ performance schedules.

Attract Financial Investment

The process has revealed that revitalizing DPAC can address changes in cultural consumption while having a significant broader impact. The Vision Plan is intended to bring people together and contribute shared resources. Commercial uses not only support the economics but achieve additional goals of daytime activity, create “built-in” customers for new businesses, offer more 24/7 activity, better utilize

prime downtown land to create a new neighborhood, sustain important city assets and grow DPAC as an important economic engine for downtown.

Governance & Operations

Significant redevelopment is needed to accomplish The Next Stage’s ambitious goals. Public-private partnerships and DPAC’s enhanced operational mission will inform the appropriate governance and operating structure moving forward. Early stage programming and activation will need to occur now to re-brand DPAC and build anticipation for what is to come.

Art Park

Following the approval of the final plan document, a site plan will be developed that incorporates many of the proposed recommendations in The Outdoor Downtown Plan. The Plan’s five vision elements listed below bolster The Next Stage’s long-term vision that should be addressed in a future design phases.

- Social Recommendations
- Recreational Recommendations
- Connected Recommendations
- Cultural Recommendations
- Sustainable Recommendations

Next Steps for The Next Stage

The targeted goal of the 2016 Next Steps for the Next Stage is to issue a public-private partnership (P3) request for proposals (RFP) for a first-phase mixed-use commercial development during the first or second quarter of 2017. In preparation for issuance

it is anticipated the City will form a Funding and Governance committee to direct work in four parallel areas:

- Site Leverage: Includes phasing scenarios, institutional partners, entitlements and continued market feasibility study with valuations.
- Public Finance: Understand public capacity, finance options (GO bonds – park, parking district), and use of A&V onsite revenue.
- Partnership and Sponsorship: Activate the Denver Civic Arts Foundation, explore partnerships, philanthropy and sponsorship opportunities in concert with a capital campaign and naming rights.
- Governance and Policy: Articulate facility and land use priorities, required sequencing of public infrastructure projects, and future operational arrangements.

This is a unique opportunity to strengthen the City’s reputation as the creative capital of the Rocky Mountain West.

Partnerships will elevate the project’s stature and share resources.

Engagement with community organizations will cultivate social capital and attachment to place.

Activity of students, artists, and innovators will change perception.

BELOW, A SCHOOL OF THE ARTS FACING AN EXPANDED GALLERIA AT THE BASE OF A MIXED-USE COMMERCIAL DEVELOPMENT. THE TOWER’S BASE INCLUDES RETAIL, A ‘FRESH’ FOOD MARKET, AND FITNESS FACILITY.



In Summary

The Next Stage Vision Plan maps a course for the Arts Complex to serve as more relevant platform for cultural activity and an evolving Downtown lifestyle. The Vision Plan is the best way to support the continuation of traditional arts activities, while welcoming new audiences and ensuring long term sustainability. Significant physical and programmatic changes are required to integrate DPAC into its neighborhood fabric. Connecting the reinvigorated 12-acre site as a hub for creativity will catalyze the area into a diverse neighborhood **powered by the arts**. New facilities to accommodate emerging disciplines and growing community organizations will foster a greater sense of openness and expand the patron base. Leveraging underperforming assets such as the parking garage, Sculpture Park, and Boettcher Concert Hall offers an opportunity to broaden the appeal of the Arts Complex, while providing space for new educational, recreational, and commercial uses. **The addition of new cultural facilities, a destination park, complementary retail, active programming and mixed-use towers will enliven, diversify and sustain the Denver Performing Arts Complex for decades to come.**

Additional funding will be required for:

- Infrastructure needed to support new uses.
- Placemaking necessary to catalyze development.
- Transportation and physical improvements to broaden access and facilitate funding.



PARKS AND EVENT PLAZAS,
DENVER UNION STATION



MULTI-MODAL TRANSPORTATION,
DENVER RTD LIGHT RAIL STATION AT THE
COLORADO CONVENTION CENTER



PARKING,
MIXED-USE PARKING GARAGE - LODO

Executive Leadership Team

Co-Chairs

Thomas A. Gougeon

Marilee Utter

Members

Christine Alducin

Diane Barrett

Gil Boggs

Albus Brooks

Brad Buchanan

Greg Carpenter

Chris Crosby

Tami Door

John Ekeberg

Brent Fedrizzi

Jack Finlaw

Tony Garcia

Cy Harvey

Rehan Hasan

Margaret Hunt

Jerry Kern

Mike Kornelsen

Cathey McClain Finlon

David Moke

Elizabeth Orr

Tina Poe-Obermeier

Isaac Points

Kent Rice

Richard Scharf

Tim Schultz

Gary Steuer

Rick Tallman

Elaine Torres

Tina Walls



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