



masterplan



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Executive Summary:

The Colorado Convention Center (CCC) has long been a staple of Denver's urban fabric. Since its inception in 1969, periods of growth necessitated two successive expansions. **Now, as Denver experiences another period of rapid growth, the Convention Center must also evolve to meet a growing competitive national market.** Demographic changes, technological advances and the recent economic recession have all impacted the convention industry requiring the expansion process to be carefully analyzed across multiple fields. Major trends are becoming increasingly apparent, focusing on the center's surroundings, the user's experience and the overall flexibility of the space. In response to both these growing trends and numerous preceding plans and studies, the need for the 2016 Colorado Convention Center Master Plan was quite clear.

The Strategic Advisory Group's 2014 feasibility study confirmed the need to grow and outlined improvements for the next 10 to 20 years. In addition to providing additional flexible multi-use space, it was deemed critical that the center upgrade the technological elements

across the entire facility. Furthermore, establishing an appropriate hotel package / development was equally essential for competitive positioning, and due to the need for on-site meeting space and a notable increase in the average convention room-night percentage. The feasibility study also reiterated the importance of experience, especially when crafting an identity for the center as an integral part of the downtown fabric. Following this study, the Urban Design Framework delineated **the need to: enhance** the arrival and departure; **foster** reasons to stay and play; **expose** and **celebrate** programs and uses; **strengthen** and **create** physical and function connections; **diversify** and **maximize** the mix of uses and potential visitors; and **build** on and leverage economic development opportunities. These elements, paired with findings from other related studies and the concurrent Denver Performing Arts Complex Vision Plan, established a framework with which the expansion and enhancement of the Convention Center could be explored.

A four-step process was adopted in order to adequately illustrate the asset valuation and contextual analysis, the stakeholder interviews and Steering Committee meetings, the conceptual design phase and the final recommendations. This process began by

establishing a series of goals that would ultimately craft the conversation and shape the design by acting as a series of checks and balances. The goals focused on enhancing the existing **functions and operations**, providing better **connectivity and accessibility**, improving positioning among **marketing and competition**, encouraging **catalytic development** and recommending adequate **implementation and phasing** strategies. Ultimately, these goals outlined the critical elements that would determine the success of this project by providing for the future expansion, lodging, technology and the identity of the Convention Center itself.

The process embarked upon a series of analytical exercises that informed the concept development and guided the project team toward a final recommendation. Robust stakeholder engagement process was undertaken as well, informing various elements throughout. Through stakeholder engagement, the project team performed: a detailed analysis of the various transportation elements; a hotel market study supported by financial projections; and a 'highest and best use' analysis in order to evaluate the practicality of the various development opportunities. After the thorough analysis and concept development, the final

recommendations were resolved. Initially organized in a series of successive tiers, it was ultimately decided that the recommendations should be directly tied to areas of emphasis in and around the CCC. These areas set out to:

- Showcase Denver and the Rocky Mountains
- Celebrate the Arrival Experience
- Create a “Side” Door to Activate and Support Redevelopment of the Silver Triangle
- Engage the Denver Performing Arts Complex (DPAC)
- Enhance the Facility with Maximum Flexibility

The improvements recommended for the design of the CCC interior and exterior spaces, including a rooftop expansion, offer unparalleled opportunities to celebrate the best of Denver and the State’s abundant attractions and amenities. By embracing the renewed interest in Denver’s unique character and local flavor, enhancements to existing spaces that provide access to new rooftop amenities including **a flexible multi-use space, an outdoor terrace with breathtaking views, and points of vertical conveyance to existing lobbies within the facility.** The recommended range of a minimum base size of 70,000

square feet and an ideal size of 80,000 square feet for this rooftop expansion was ultimately determined through a competitor’s set analysis, financial feasibility and the ability to expand into the pre-function space through the use of operable walls. The existing lobbies that are directly connected to the future expanded rooftop will also require notable aesthetic and functional improvements.

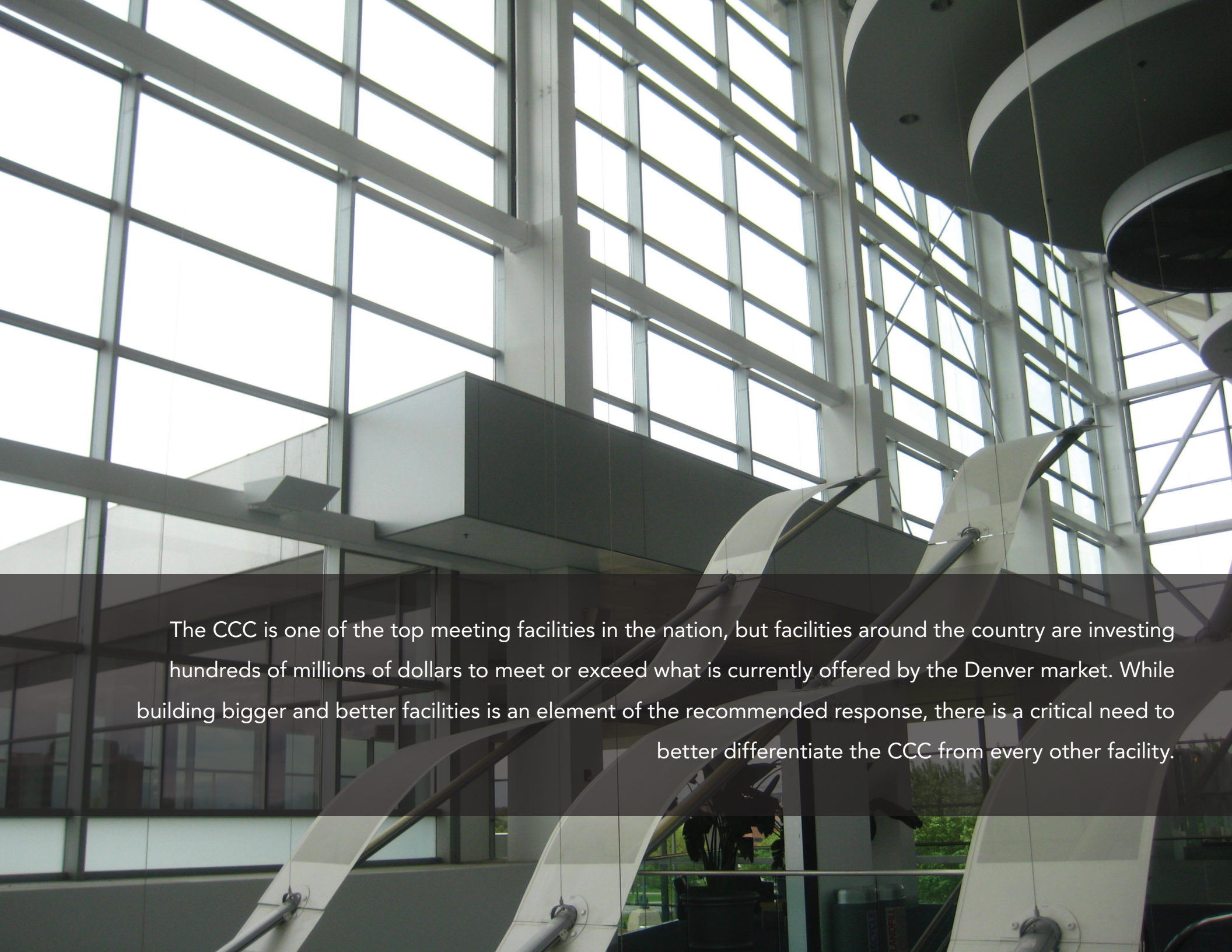
The arrival experience is the first and lasting impression for a world-class facility and is one of the most important aspects for the CCC expansion. To truly celebrate the arrival and enhance the experience for visitors and residents alike, this Master Plan recommends **addressing the 14th Street edge** in order to build upon recent improvements and **better interact with and activate the new streetscape improvements.** Additionally, **a better gateway experience** is essential for the increasing number of residents and visitors accessing the CCC and surrounding district by transit. **Short and long-term improvements are recommended for the RTD Station at 14th Street and Stout Street.**

Engaging the surrounding context continues to be vital. **A true side door to the CCC** will build upon the opportunity to approach Welton Street in a coordinated manner, incorporating

multiple properties and adding stakeholders to **support redevelopment of the Silver Triangle**, while improving the functions and operations of the facility. Presently, there’s a missed opportunity in **attracting CCC attendees to travel beyond 14th Street.** Better connections to DPAC and Sculpture Park are essential. The relationship between the Colorado Convention Center and the Denver Performing Arts Complex illustrates a crucial intersection in the evolution of the district. The efforts of the CCC-DPAC Urban Design Framework and **both CCC Master Plan and DPAC Vision Plan emphasized better integration of the two facilities.** This increased connection would provide an improved experience for patrons of both the CCC and DPAC.

Lastly, baseline improvements will need to be completed in order to successfully contend with current and future competition. These facility-wide enhancements will **provide an additional competitive advantage and maximize flexibility** moving forward. **Interior signage and wayfinding and technology enhancements are critical improvements** that will support the entire CCC. These strategies, approached in a cohesive manner, will provide a strong blueprint for the CCC to move forward into a bright future.



The image shows a large, modern building with a glass facade. In the foreground, there is a curved, white, sculptural structure that appears to be part of a staircase or a decorative element. The building has a grid-like pattern of windows and structural elements. The text is overlaid on a semi-transparent dark band across the middle of the image.

The CCC is one of the top meeting facilities in the nation, but facilities around the country are investing hundreds of millions of dollars to meet or exceed what is currently offered by the Denver market. While building bigger and better facilities is an element of the recommended response, there is a critical need to better differentiate the CCC from every other facility.

Chapter 1: Introduction

The Colorado Convention Center (CCC) has an annual economic impact that exceeds \$500 million, and is the primary portal for many peoples' first experiences in the City of Denver, the State of Colorado and the Rocky Mountain West. **The CCC is one of the top meeting facilities in the nation**, but facilities around the country are investing hundreds of millions of dollars to meet or exceed what is currently offered by the Denver market. While building bigger and better facilities is an element of the recommended response, there is **a critical need to better differentiate the CCC from every other facility that is either preparing to or completing upgrades**. A tremendous opportunity exists for the CCC to build upon its brand, celebrate its unique context, reposition itself in a growingly competitive marketplace, **redefine itself and the 21st century meeting and convention experience**, work with other area improvements to redefine downtown and set a bold new course for a bright and prosperous future.

In early 2015, the City and County of Denver under the leadership of Mayor Michael B. Hancock, in partnership with VISIT DENVER and SMG, initiated a process of developing **a master plan to guide expansion and improvement of the CCC**. The CCC is located

in the heart of Downtown Denver and is bounded by 14th Street, Speer Boulevard, Champa Street and Welton Street. The CCC site is largely built-out with the footprint of the existing facility leaving nearly no buildable area at ground level.

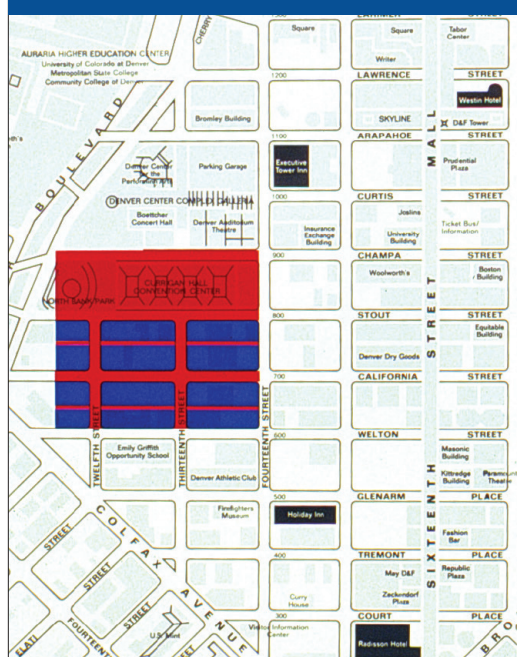
The intent of this Master Plan is to make recommendations regarding the future competitiveness of the CCC including improvements to **infrastructure and capital, technology, and transportation, with a particular focus on future expansion opportunities**.

This chapter provides an overview of the planning process, history and project background. Specifically, it includes:

- History of the Convention Center;
- History and Trends of Convention Centers Nationwide;
- Project Background;
- Planning Process; and
- Plan Background.



1970 Area Plan



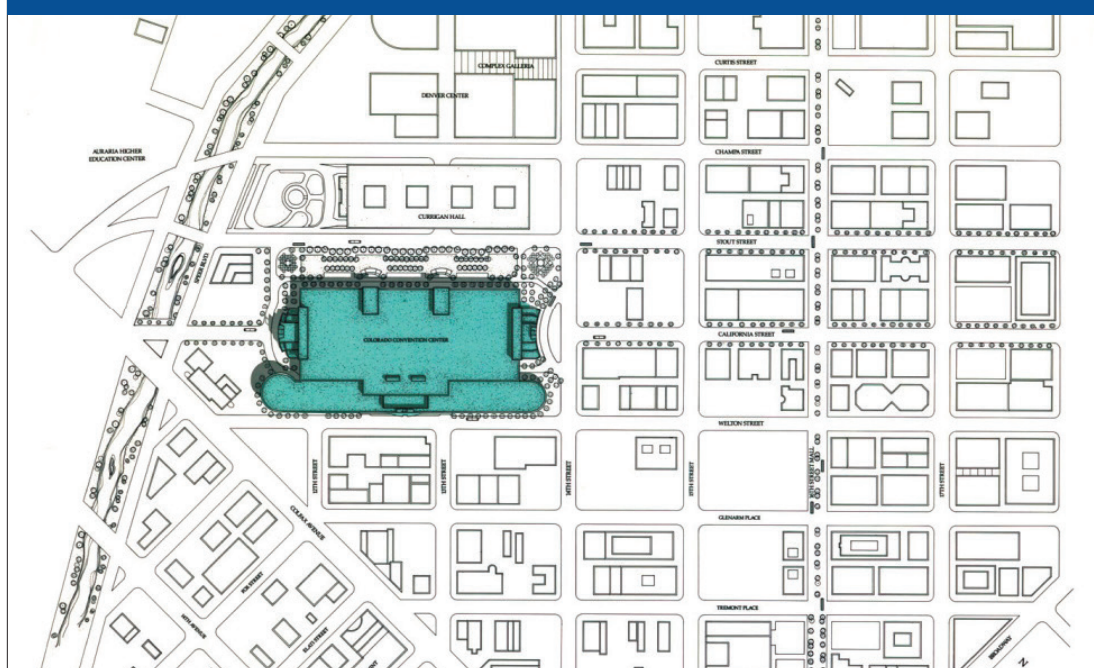
HISTORY OF THE CONVENTION CENTER

The CCC has a long and storied history that dates back nearly half of a century, with several major phases of planning, design and construction defining and shaping its path. These include:

Original Convention Facility

The original convention facility in Denver was constructed in 1969 as a column-free exhibit space named Currigan Exhibition Hall. It was bounded by Champa Street, Stout Street, 14th Street, and 12th Street.

1990 Context Plan



Expansion 1

Planning for the CCC began in the late 1980s. The City defined an area bounded by Speer Boulevard, 14th Street, Welton Street, and Stout Street to establish the CCC adjacent to Currigan Hall. The CCC opened in 1990 and was designed to accommodate an exhibition hall, five meeting rooms and a main ballroom, adding approximately 800,000 square feet of convention facilities. That same year, the City developed a Master Plan that called for doubling the size of CCC by expanding into the Currigan Hall site.

Expansion 2

In 2004, the 1990 Master Plan was implemented by removing Currigan Hall and expanding the CCC. The \$340 million expansion nearly doubled the size of the CCC to 584,000 square feet of exhibit space, 100,000 square feet of meeting rooms, and 85,000 square feet of ballroom space. The expansion also included the Wells Fargo Theatre, now renamed Bellco Theatre. During the 2004 expansion, the City incorporated the structural ability for the center to expand vertically over the expansion area.

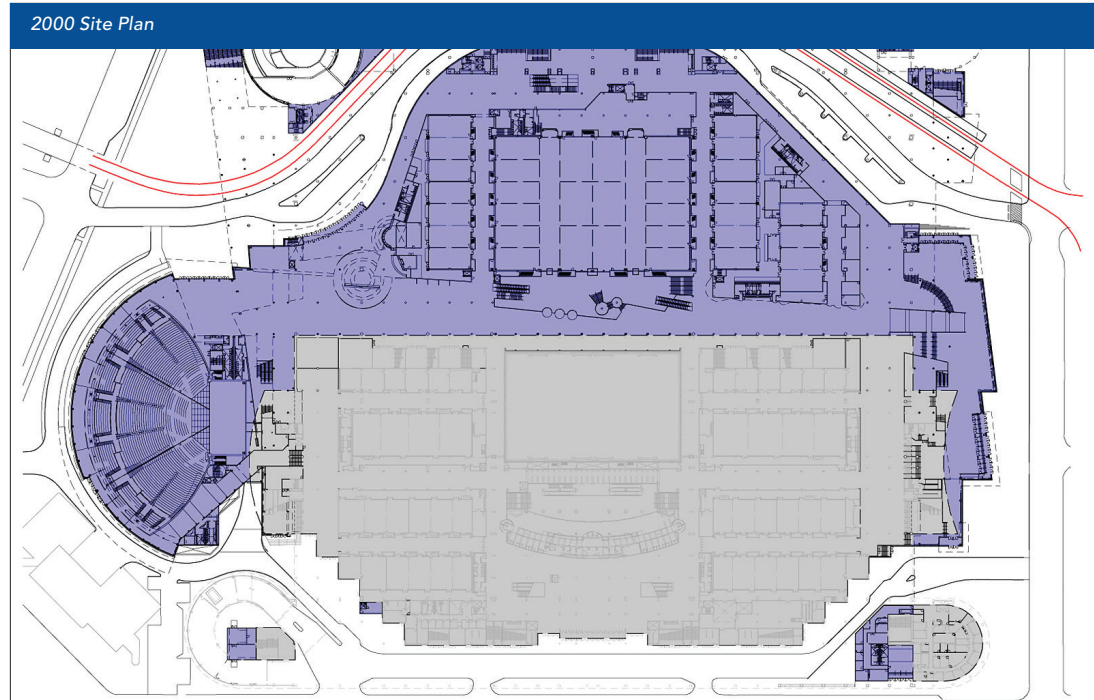
This was done to avoid the cost of purchasing new land and also take advantage of the views of the surrounding Rocky Mountains. The rooftop area available for vertical expansion is approximately 340,000 square feet.

Benefits to the Economy

The CCC is an important economic engine to Colorado and home to over 250 meetings and events annually.

The CCC is credited with generating more than \$500 million in annual economic impact and \$4.8 billion since the center was expanded in 2005. Downtown events generated a record 14 million hotel nights recorded in Denver in 2013 and \$4 billion in spending, supporting more than 51,000 jobs (VISIT DENVER, The Convention & Visitors Bureau, June 2015). This economic impact and increased visitation has made the CCC the catalyst for many of the improvements in Downtown Denver, which has more than 3,000 hotel rooms within a block of the center and more than 10,000 hotel rooms within walking distance.

A year-long study by the Strategic Advisory Group (SAG) with input from national meeting professionals, stakeholders and industry experts was completed in March 2014. According to the SAG Study, the CCC has one of the lowest operating deficits among other comparably-sized convention centers across the country. This demonstrates that the CCC has an efficient operating model that focuses on increasing the economic impact while



maintaining fiscal results. The SAG Study found that the CCC was still considered one of the top meeting facilities in the nation, but would benefit from a variety of improvements to stay competitive. The recommended improvements included adding new meeting and ballroom (flexible multi-use) space, additional business networking space and specialty space and improvements in technology throughout the center. The study estimated that these improvements could bring an additional \$50 million in direct economic impact annually.

It is important to note that the benefits of the CCC extend beyond economic gains, job creation and generating tax revenues. Examples of these benefits include stimulating long-term investments in the surrounding area, bringing cultural and educational exchange to Downtown Denver, activating the urban realm with opportunities for residents to participate by attending shows, concerts and private events, and showcasing community pride.



HISTORY AND TRENDS OF CONVENTION CENTERS NATIONWIDE

History of the Convention Industry and Facilities

The meetings and convention industry is highly competitive and is becoming more so due to many new dynamics and trends that are evolving with increasing speed. Demographic changes, technological advances and the recent economic recession have all impacted the convention industry. From the 1980s to late 2000s, travel and convention industries flourished. Stemming from this momentum, most major cities nationwide now have large convention centers and covet the economic impact large conventions and tradeshow deliver to the local economies, with relatively limited stress on the services local jurisdictions provide to their residents.

From 1985 to 2012, the supply of exhibit space averaged 3.7% annual growth annually. Over time, the demand for net-rentable square feet of convention center exhibit space has grown at an average rate of 2.4% annually over that same

time period. Concurrent trends indicate that the average size of events is shrinking; large events are subdividing into smaller events. For example, there are a small number of events that require 1 million net square feet or more of exhibit space, and these events have been decreasing over the past decade. Since 2008, these "mega" tradeshow have dropped from eight to five annually.

The convention industry is largely driven by the different economic sectors. The Center for Exhibition Industry Research (CEIR) reports out convention demand growth in terms of net square feet rented by sector. Between 2000 to 2012, the sectors that grew the most for convention industry included government, machinery and finished business outputs, and sporting goods, travel and amusement. CEIR projections through 2015 indicate growth of the next few years will be fueled by finance, legal and real estate; building, construction and home repair; transportation; communications and information technology; and consumer goods and retail (SAG Feasibility Report, 2014).

The convention industry has experienced tremendous growth in supply over the past two decades while demand has been tempered by two major recessions. Exhibit hall occupancies are lower nationwide as a result. Trends indicate that building more exhibit space is not necessarily the answer for every city to gain more business. The meetings industry is in a slow growth mode and competition is diluting opportunities to attract additional events. There has been pressure on facility rental rates, food and beverage pricing, local transportation subsidies, and even hotel pricing. Moving forward, the convention industry has to consider the changes in economy and technological trends as Baby Boomers leave the workforce and younger generations (including Millennials) begin to drive demand for meetings and conventions. Finally, trends in the convention industry indicate that destination appeal and hotel facilities are critical for drawing attendance.

21st Century Trends

The needs and desires of meeting planners and attendees are evolving all the time. While it is impossible to predict every new trend and state-of-the-art amenity, it is important to understand the larger trends in convention centers and meeting spaces. This will help position the CCC for success through the next expansion and subsequent improvements. According to the Professional Convention Management Association's *Convene* magazine—the leading meetings industry publication for educational content and professional development—the major trends in convention center design elevate the importance of and attention devoted to the user. The major trends identified in a *Convene* article from July 2015 are summarized below.

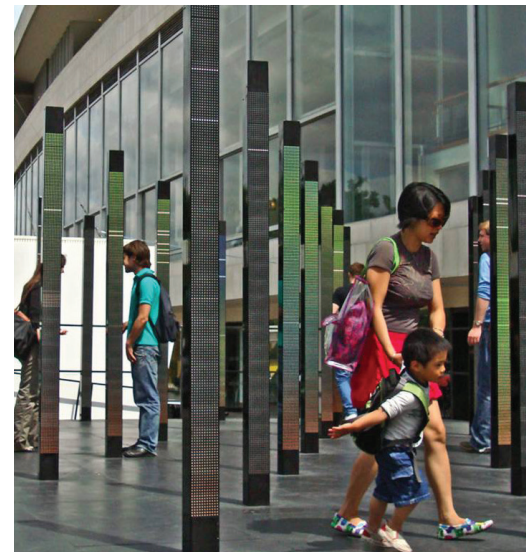
- **Centers Connected to Their Surroundings** – Conference organizers and, in turn, convention center operators,

have traditionally feared that a vibrant environment outside of a center might encourage meeting attendees to “leave the building.” This was viewed as threatening to attendance numbers and maintenance of a critical mass of attendees throughout an event. Today, the interest and attraction provided by the area surrounding a convention center are nearly as important to meeting planners as the center itself. An important consideration in deciding between venues is whether a convention center can offer an authentic experience of the city in which it resides.

- **Filling in the Gaps and Activating the Edges** – Another important trend includes ground floor activation and public space improvements adjacent to centers. Many convention centers were developed in areas of town that were previously industrial in nature, on the fringe of the urban core and/or in a relatively dilapidated state. Many cities are now creating urban infill projects

around centers to help activate the streets, improved overall aesthetics and provide destinations for residents and visitors alike. Examples range from individual infill projects to large scale mixed use redevelopment projects and to destination open spaces and plazas.

- **Architecture Follows Experience** – Convention center design is also prioritizing the human experience above architecture. Outdoor event space, balconies, views of the city, natural light and locally sourced materials are being used to convey the “authenticity” of a host city. Iconic architecture is still an element of convention center design, but it is following on the heels of more fine grained elements meant to provide the sense of place unique to a given city and/or region. Communicating the local identity is a trend growing in importance as more and more centers employ the approach. Thus, telling the story of the local culture through design and the including





elements that will draw local residents to or near centers are occurring more and more. A key consideration is that the design must suggest a motif rather than hit visitors over the head with it.

- Informal Meeting and Networking Space** – According to most center operators, people are spending less and less time in the formal sessions, and more and more time hanging out. Informal meetings and opportunities for networking are becoming an ever more important aspect of the convention experience. Comfortable and flexible furnishings in lobbies, hallways, and other public spaces provide attendees the opportunity to interact with one another rather than only presenters and exhibitors. Meeting planners and attendees are also seeking unique spaces that are “indigenous” to an area as an alternative to traditional meeting spaces. Flexible spaces are also essential as people and groups all function

differently. Staying relevant and fostering an authentic exchange of ideas is supported by spaces that have the flexibility to change sizes, configurations and purposes easily.

- Redefining Connected** – Creating more space for informal networking is only a piece of the connectivity puzzle. Attendees are also relying on highly reliable and fast internet and technology to support connections to their outside lives. Convention and meeting attendees require opportunities to stay connected to friends, family and the office. Convention centers are expected to provide the technology and the spaces for video conversations.
- Attendee Well-being** – A final trend in convention center design is creating opportunity for attendees to support and enhance their well-being. Aspects of wellness in design include providing

natural light, comfortable places to sit, access to fresh air, exercise, green spaces, and healthy food. Institutional-feeling spaces are not sufficient any longer for a clientele that is seeking healthy, sustainable and—when possible—local options in their daily experience. That expectation has transcended to the convention and meeting spaces they visit as well.

PROJECT BACKGROUND

Downtown Denver, including the CCC and Denver Performing Arts Complex (DPAC), has been involved in a variety of planning efforts in the past. It is important to note that the CCC and DPAC master planning efforts were not completed in isolation and must be coordinated with past, current and upcoming planning efforts in the study area.

The IMAGINE 2020: Denver’s Cultural Plan, the Strategic Advisory Group (SAG) Feasibility Study for the Colorado Convention Center, the 2013 Denver Performing Arts Complex Master Vision Plan and the Colfax Bus Rapid Transit Study were all completed relatively recently. Other past, relevant planning efforts include plans such as the Downtown Streetscape Plan, the Denver Downtown Area Plan, the Auraria Campus Master Plan, the Civic Center Transit District Plan, the Denver Moves – Protected Bikeways Plan, the Central Rail Extension Study, and the 14th Street Great Street Initiative. Some concurrent and upcoming planning efforts that are relevant to this CCC master planning effort include the Speer Corridor Study, 2016 Denver

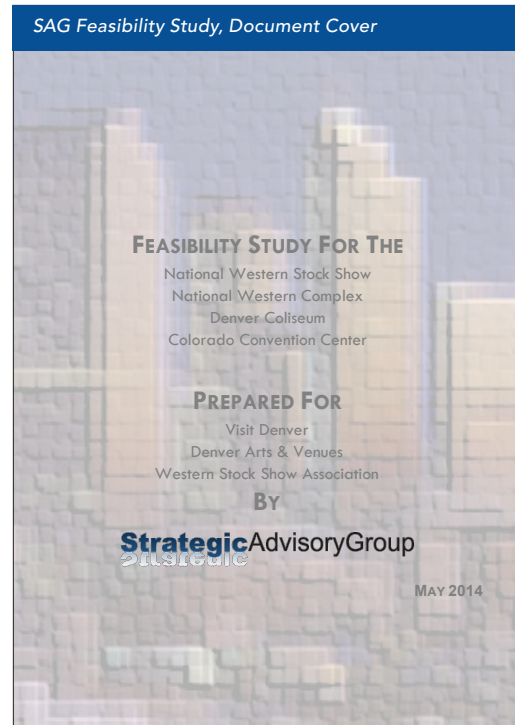
Performing Arts Complex Vision Plan, Blueprint Denver Update, 16th Street Mall Studies, Denver's Outdoor Downtown and Downtown Multimodal Access Plan 2.0.

Among the plans listed above, this section summarizes five primary planning documents that guide future improvements to the CCC. Coordination between the respective teams developing the CCC and DPAC Plans has been important, especially since the two plans individually and collectively address issues relating to parking supply, signage, wayfinding, district identity, branding, and improvements to pedestrian connectivity and large outdoor event spaces.

SAG Feasibility Study

The Strategic Advisory Group (SAG), a strategic consulting and financial advisory firm, prepared a market-based, venue feasibility study for the CCC in 2014, on behalf of the City of Denver's Arts & Venues, VISIT DENVER and the National Western Stock Show. The SAG Feasibility Report reviewed and compared the performance of the CCC with 15 other comparable and competitive destinations nationwide.

This included comparisons of several performance measures including leasable exhibit space, flexible multi-use space, divisibility of leasable space, downtown hotel infrastructure and nearby convention hotel infrastructure, total events and citywide activity level.



The CCC has been a strong performer among its competitors in terms of room night-driven conventions. In terms of total number of events among the benchmark destinations, Denver is second only to San Antonio. In terms of conventions and tradeshow, CCC ranked fourth overall. Denver hosted more room night-driven conventions and tradeshow than many larger destinations with larger convention facilities, including Chicago, Atlanta, San Francisco, Boston, and Houston.

The CCC ranked 11th out of 16 other benchmarked facilities in total leasable square feet of exhibit space.

Still, the CCC loses a portion of potential convention business to the facilities benchmarked. Several of the facilities offer substantially more exhibit space than the CCC, including Chicago, Orlando, Atlanta, New Orleans, and Houston. When excluding these facilities from the analysis and focusing on the "most comparable" facilities in terms of exhibit square feet offered, the CCC ranks fifth out of 10 facilities. The exhibit space at the CCC has the ability to be offered as one large contiguous hall or can be subdivided into a maximum of six separate halls.

According to the SAG Feasibility Report, more than 80% of the large event survey respondents stated they agree the exhibit space works well. More than 65% of the small event survey respondents indicated they agree the exhibit space works well.

An analysis of the CCC's exhibit hall utilization also indicates that there is no need to master plan additional exhibit space.

The study reported that customers expressed a high level of satisfaction with the overall meeting spaces and convention experience at the CCC. However, with the rapidly evolving, highly competitive convention industry, the SAG study recommends the following



modifications to maintain CCC's competitive position in the market of convention centers:

- **Flexible Multi-Use Space** – CCC should plan for the addition of a 35,000 to 50,000 square foot ballroom and 25,000 to 35,000 square feet of meeting space. As much of the new space as possible should be developed as “specialty space”, providing a unique experience that takes advantage of Denver's natural attributes, such as a view to the Rocky Mountains.
- **Meeting Experience** – Any proposed new facilities should consider the creation of unique meeting experiences and social networking opportunities.
- **Technology** – The CCC should create a plan and allocate the appropriate budget to be a class-leading facility from a technology perspective. The main areas of focus should include offering sufficient bandwidth to accommodate the needs of the attendees and exhibitors, providing the infrastructure to accommodate event online video streaming, and supporting leading edge crowd sourcing technology.
- **Hotel Package/Development** – The Denver hotel package is the single most important destination selection criteria once an event knows it can be accommodated in the Center. It was recommended that the city provide input and foster full-service hotel development as close to CCC as possible, which would help sell convention center space when the Hyatt (the designated Convention Center headquarters hotel) rooms are fully booked.

- **One Denver** – A “One-Denver” concept should be developed that will make it as easy to book in downtown as it will be to book at a suburban resort. This will entail creating a CCC and hotel package that can be sold and executed as one product to the meeting planner. This will enable downtown to effectively compete with the Gaylord Rockies project, as well as set Denver ahead of other competitive convention destinations.

The feasibility report found that with all these improvements, CCC is projected to generate an incremental impact of \$47.2 million in annual direct delegate spending.

The market trends in the convention industry suggest that new and improved convention space and nearby hotels will continue to

develop in the coming years. The report concluded by saying that the exact amount of reduced business activity was difficult to quantify. However, the importance of staying competitive could not be understated. As an example, a 10% loss of convention business in Denver would equate to more than \$40 million a year in lost revenue.

Urban Land Institute (ULI) Developer's Panel

In August 2014, Urban Land Institute (ULI) Colorado assembled a Developer's Panel, on behalf of Arts & Venues. The objective was to analyze the viability of creating a public-private partnership to support the redevelopment of the Boettcher Concert Hall in the Denver Performing Arts Complex.

The panel also considered redeveloping the 1245 Champa building (former police headquarters building) along with the concert hall. However, the 1245 Champa Building presents some complications which have to be considered. Initial discussions with Historic Denver indicate that there is high probability the 1245 building could qualify for historic asset designation.

The ULI panelists reached the following conclusion and provided some recommendations on the overall redevelopment proposal:

- The former police headquarters building, currently known by its address of 1245

Champa Street, should be considered along with the redevelopment of the Boettcher Concert Hall. Together, these two buildings comprised "the site" under consideration by the panel.

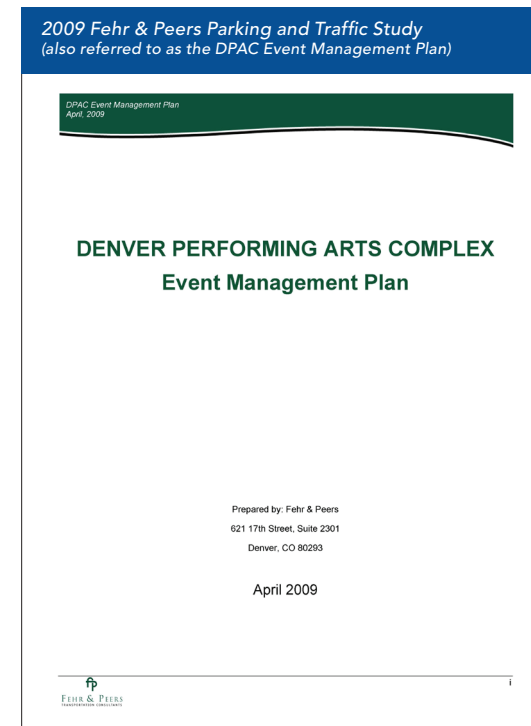
- The panel supported the idea of redeveloping the site into a mixed-use tower with a flexible outdoor performance venue that supports a vibrant cultural district. They also recommended an 800-room hotel development.
- The panelists believed that the redevelopment would also serve the CCC well and help activate the ground level of the site and Champa Street.

Relevant to the CCC master planning effort is the general consensus by the ULI panelists that the hotel redevelopment and the Convention Center expansion should be planned as a package. According to VISIT DENVER, the CCC's business increased 62% when the Hyatt Regency opened. Another close-proximity large, full-service hotel would allow VISIT DENVER to leverage the business more effectively. One convention hotel does not allow for loading in/loading out as there could be with a second hotel. The panel also indicated that while it is quite close, the downtown Sheraton is not perceived as "close enough" by meeting planners, and that the Sheraton focuses on its own convention business and does not fully partner with the CCC. Although the Arts Complex site is directly across Champa Street from the CCC,

conventioners would need to cross the light rail tracks at street level, or through the garage at the upper levels. The panel also noted that the western portion of the existing CCC building was constructed to support upward expansion.

2009 Fehr & Peers Parking and Traffic Study

The City and County of Denver initiated the parking and traffic study to enhance the patron experience at DPAC and the CCC. Recommendations hinged on the key finding

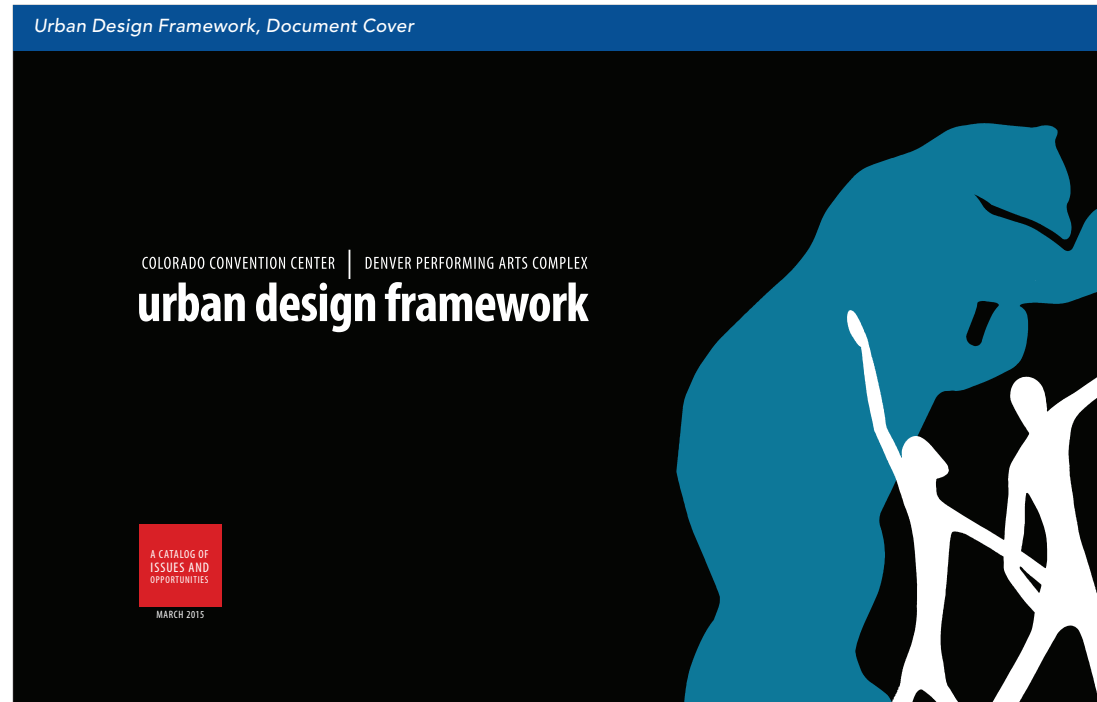




that “with the excess capacity contained in the structured parking in the surrounding area and the limited capacity of the streets and traffic signals to efficiently process more cars on to the DPAC campus, the expansion or addition of an additional parking garage is not recommended.”

The consultant team instead recommended enhancing programs, policies, operations and management of existing resources to increase parking efficiency and improve patron experience. Some of the key recommendations pertinent to the CCC master planning process include:

- **Infrastructure improvements** – Provide real time parking information at parking garage entrances and online. Install Variable Message Signs on Speer Boulevard with real time information on the garage capacity at the DPAC and CCC garages. Provide additional pedestrian wayfinding signage on 13th Street between Champa Street and Arapahoe Street. Re-integrate the bicycle connection from downtown to the Cherry Creek Bike Trail with sharrows.
- **Operations and Management improvements** – Streamline the management of CCC and DPAC garages by enhancing communication and even combining the management from three separate City Departments into a single entity. Develop a more detailed Overflow Plan in conjunction with Public Works and existing structured parking within a quarter mile for overflow parking.



- **New programs and policies** – Institute a Red Day Parking program where employees are mandated to utilize parking available at Auraria during periods of regularly high ticket sales to make room in the DPAC and CCC garages for customers. Encourage patrons to utilize Park-n-Ride locations and light rail to access the DPAC. Provide a high quality downtown parking map with DPAC tickets and on the DPAC and CCC websites. Provide one calendar on the website that shows all events in CCC along with timings of all performances at DPAC.

CCC – DPAC Urban Design Framework

The Colorado Convention Center and Denver Performing Arts Complex Urban Design Framework (UDF) looks at both the Complex and the Center together in the context of Downtown Denver — the larger neighborhood that they anchor. The UDF document was written to provide a strong foundation for the CCC and DPAC master planning efforts. It catalogs the issues and opportunities related to urban design, transportation and programming in and around both facilities.

Capital Improvement Plan, Document Cover

COLORADO CONVENTION CENTER CAPITAL IMPROVEMENT PLAN



The document thinks more broadly about how CCC - as a driver of economic, cultural and educational development - can help transform the Downtown context. The project team identified several parcels district-wide that are primed for infill, redevelopment and activation opportunities. The document also highlighted pedestrian connectivity issues and safety issues along with findings around programming such as strengthening the Theater District's identity and augmenting events and programming to attract a wider range of visitors.

A shared urban design vision and six goals emerged from the UDF planning and design process. The goals help in stepping back and thinking more broadly about how CCC and DPAC, as drivers of cultural, educational and economic development can engage and activate each other and also the surrounding Downtown Denver. The six goals that were identified to achieve the vision of "growing and sustaining an unforgettable visitor experience brimming with cultural and educational enrichment opportunities" are to:

- **Enhance arrival and departure; Foster reasons to stay and play** – This goal focuses on enhancing the arrival experience for all modes of travel and helping people "linger" in and around CCC and DPAC complex.
- **Expose and celebrate programs and uses** – This goal aims at extending the activities and programs from within the facilities onto the streets and outdoor spaces; thereby engaging with the surrounding context.
- **Strengthen and create physical and functional connections** – This goal focuses on creating and strengthening physical linkages (share spaces and on-street connections) between CCC and DPAC; thereby enhancing connectivity between the facilities and surrounding uses such as the Auraria Campus, Emily Griffith Opportunity School, the 16th Street Mall, hotels and other area restaurants.
- **Diversify and maximize mix of uses and potential visitors** – This goal urges the CCC and DPAC facilities to expand opportunities and draw diverse patrons; thereby activating the spaces around the clock and across seasons.
- **Build on and leverage economic development opportunities** – This goal aims to leverage CCC's position as a major economic engine for the City and region to showcase the Theater District and larger Downtown as a great place to live, work and play.

- **Integrate and respect Colorado’s natural environment** – This goal prioritizes context-sensitive, sustainable design and practices as cornerstones for CCC and DPAC’s development, programming, operations and maintenance.

Capital Improvement Plan

The Capital Improvement Plan (CIP), prepared in 2013, put a strong short-term capital plan in place for CCC and formulated a thorough long-term plan that focuses on improving the experience for clients and attendees. The CIP team reviewed all major building systems within CCC and found that the overall facility and fixed assets are in good to excellent condition. Over the long-term (30 years), the CIP team projected approximately \$65 million of capital expenditures will be needed to maintain the existing CCC facility in world-class condition. This figure was found to be on par with what other centers are budgeting for general renewal and replacement in the long run.

Denver Performing Arts Complex (DPAC) Master Plan

Concurrent with the development of the CCC Master Plan is the planning for DPAC. Both Plans originated on the heels of the Urban Design Framework. However, each project has a notably different schedule. While moving forward in the design and analysis process, it quickly became apparent that the differing project schedules between the CCC Master

Plan and DPAC Master Plan would eventually create consistency issues in both of their recommendations. As the DPAC master planning process was slated to conclude six months after the completion of that for the CCC, it was ultimately decided that the CCC Master Plan would meet its original schedule requirements. There would still be the opportunity to address any consistency conflicts upon the completion of the DPAC Master Plan as well, as their immediate adjacency and overall importance within the downtown fabric made their unified approach and recommendations very important. Two different consultant teams produced two separate project approaches due to scheduling constraints, expectations for stakeholder and community engagement and the unique demands of each project. The following approach was developed and executed for the CCC Master Plan.

PLANNING PROCESS

Step 1: Asset Assessment and Contextual Analysis Summary

Though labeled Step 1, the Asset Assessment and Contextual Analysis did not precede all subsequent steps. Stakeholder interviews and Steering Committee Meetings, as well as the Concept Development, informed the need for further assessment and analysis. The process, ultimately, was far more iterative and cyclical, where each section informed the other and vice versa. This start of the process was



foundational as it comprehensively assessed the existing conditions including: a full facilities inventory and assessment, space utilization analysis, capacity assessment, and parking inventory. The assessment, largely guided by the programmatic recommendations determined in the SAG Feasibility Study, helped to establish a hierarchy in addressing the needs for the expansion and enhancement of existing spaces. Conversely, the contextual analysis of both the adjacent vehicular infrastructure and potential redevelopment

sites led to further exploration in the activation of the context surrounding the CCC.

Step 2: Stakeholder Interviews and Steering Committee Meetings Summary

Upon the completion of an initial assessment and analysis of the project site and context, the consultant team actively engaged stakeholders across the community. The stakeholders ranged from adjacent property owners, local and regional developers, and city employees to conventioners, convention planners, technology providers and shuttle service providers. That engagement began at the start of this process and carried through nearly every phase. Each stakeholder either validated the process, or provided insight into an area of assessment or analysis that required further exploration. These interviews were balanced, in part, by the Steering Committee, whose insight further narrowed the focus on subsequent steps. Eventually, moving into the design process and concept development, targeted stakeholder interviews became part of an important series of checks and balances to help further refine the concepts.

Step 3: Concept Development Summary

The conceptual design phase, much like the previous two, occurred throughout the entire process. Each and every analytical finding, contextual assessment and piece of stakeholder's input undeniably influenced the evolution of the design. Given the scope of the

project, the scale of design and the influence of both the existing and potential adjacent uses, it was important to establish a method in which all of the elements could be analyzed thoroughly. In order to properly review designs, initial concepts were organized around the four bounding streets, Welton Street, 14th Street, Champa Street, and Speer Boulevard. Anchored by a potential redevelopment and/or expansion sites, supporting elements, such as lobby improvements, external connections, façade improvements and the like were not bound to a single concept. This detachment allowed for a fluid synthesis of the designs into the final recommendations of the CCC Master Plan.

Step 4: Recommendations Summary

The final recommendations marked the culmination of a highly iterative design process, an intensive approach to stakeholder engagement, and strategic research, assessment and analysis.

The master plan recommendations are organized by priority. Preference was given to recommendations that best align with and support the SAG Feasibility Study. The result is a preferred expansion size and location, as well as a set of Tier 1 enhancements also supported by the study. This first set of enhancements, deemed critical to the success of an expansion space, includes improvements to three existing lobby areas and key technology upgrades. Supplemental improvements, referred to

as Tier 2 and Tier 3 improvements, further contribute to creating a class-leading facility among the CCC's competitors. While these enhancements are not immediately necessary, or inherently critical to the success of the expansion space, they are certainly part of a larger, holistic picture that retains or increases the competitive edge of the CCC for years to come. In fact, they will have greater impacts than the rooftop expansion in several important areas identified in the UDF and trending for centers overall. These include:

- Better integrate the CCC with the surrounding downtown context;
- Improve connectivity to DPAC and other adjacent and nearby destinations;
- Enhance the arrival and departure experience for CCC users;
- Further catalyze downtown development and activation; and
- Improve the overall pedestrian experience and urban design.



PLAN ORGANIZATION

This report is the result of the planning and design process outlined above. Efforts have been taken to balance the desire for a concise narrative and the need to document the planning process and rationale for key decisions, recommendations and prioritization. The remaining sections of the CCC Master Plan are organized as follows.

- Chapter 2: Vision, Goals and Critical Elements** – The next chapter summarizes the vision and goals that guided the development of alternatives and final recommendations of the Master Plan. Chapter 2 also provides a high level summary of the major programmatic elements that helped drive the alternatives development.
- Chapter 3: Analysis and Alternatives** – An extensive planning and conceptual design process included the development, evaluation and refinement of several preliminary alternatives. A high level summary of the analysis and evaluation is provided in Chapter 2. A more detailed
- overview of the analysis and rationale for the final recommendations is included in the Appendices.
- Chapter 4: Plan Recommendations** – This chapter outlines the final recommendations for moving forward, given the contextual analysis, stakeholder input, and Steering Committee guidance, as well as the consultant team expertise and professional insights. These recommendations, in addition to viable alternative solutions, are described in Chapter 4.
- Chapter 5: Implementation Strategy** – The final Chapter of the Master Plan provides an overview of plan priorities, suggested phasing, cost estimation and funding strategy.
- Appendices** – Supporting documentation, for both the initial design concepts and the consultant team analysis, concludes the document.







Chapter 2: Vision, Goals and Critical Elements

The Colorado Convention Center (CCC) has a **tremendous impact on the economic vitality, identity and overall positioning of Denver, Colorado and the larger region**. Whether attendees are visiting from somewhere in the Denver area, across the United States or outside the country, the CCC is their portal to – and often their first impression of – the City and greater region. At the same time, the number of new and improved convention center complexes nationally is consistently increasing, and **the conference market continues to grow increasingly sophisticated and more global in its reach** with every passing year. The competitive landscape is changing with the addition of large-scale hotel developments with meeting and exhibition space that can accommodate many groups historically reliant on facilities like the CCC. Cities competing for the same or similar business as Denver’s facilities are investing in additional space of all types, better technology, more amenities for attendees and the general public, iconic architecture, community spaces, and host of other features. Indeed, **the future and growth of the CCC and greater Downtown Denver depend upon evolving to meet the changing times and shifting competitive environment**.

This chapter articulates a vision, goals and objectives for the CCC, as well as elements that are critical to the long-term success of the facility. Specifically, it includes:

- Vision for the Colorado Convention Center and its Environs;
- Goals and Objectives; and
- Critical Elements.

VISION FOR THE COLORADO CONVENTION CENTER AND ITS ENVIRONS

The following statement highlights the vision for the facility to meet the demands of the 21st century.

GOALS AND OBJECTIVES

A series of goals helped to refine both contextual analysis and conceptual development in order to efficiently guide discussion, evaluation and the overarching planning and design process. The overarching goals establish a framework with which to approach the design. These high-level project goals address five target areas: 1) Function and Operations, 2) Connectivity and Accessibility, 3) Marketing and Competition, 4) Catalytic Development, and 5) Implementation and Phasing.

In order to support overarching project goals, a series of supplemental objectives also guided the design process. These objectives

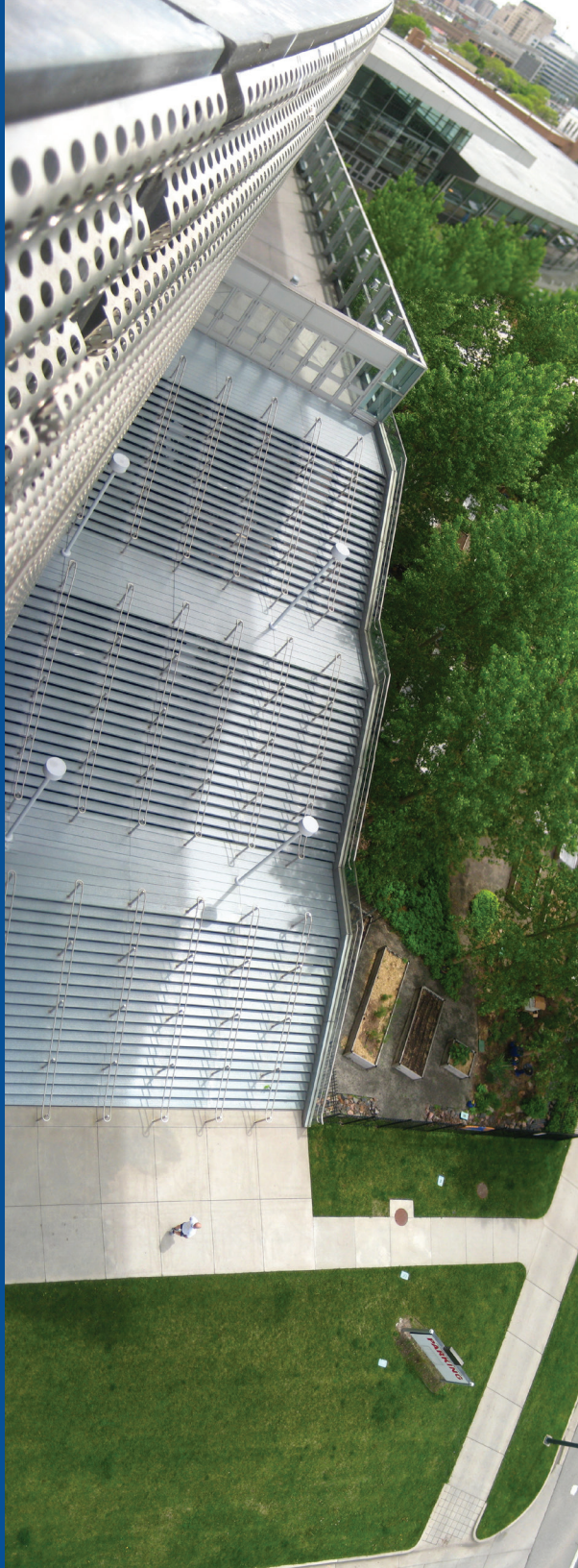
were used to: provide a roadmap for future development; test and build upon conclusions and recommendations of previous plans and studies; address physical needs; and integrate non-convention programming with activities and amenities that draw neighborhood traffic.

GOAL 1: Functions and Operations

Maintain and enhance the CCC facility by improving existing spaces and creating new class-leading space that is well integrated into the function and operation of the Center.

Objectives:

- Based upon the recommendations of the SAG Feasibility Study, expand the existing Center with approximately 60,000 to 85,000 square feet of combined meeting and event space.
- Maximize flexibility of new and improved spaces by avoiding the temptation of creating single purpose spaces. Instead, provide multi-use flex spaces, moveable furnishings and vending infrastructure, and highly configurable layouts.
- Ensure that new and improved spaces for events and meetings have adequate ancillary space to support pre-function needs, cooking, preparation and staging functions, storage and comfortable circulation.
- Create a large outdoor event space with views of Downtown Denver and the Front Range. Ensure that the outdoor event space is designed in a manner that it may be connected to the Denver Performing Arts



Complex and can host a variety of event types. It should be an attractive and inviting space when not programmed as well.

- Update B Lobby to better integrate the space aesthetically and functionally into the rest of the CCC.
- Better activate C and D Exhibit Halls through the associated lobby spaces.

GOAL 2: Connectivity and Accessibility

Provide a safe, enjoyable and memorable entry and exit experience for the Center and all of its internal and external spaces.

Objectives:

- Better connect the CCC to the Denver Performing Arts Complex through physical linkages, technology and programming opportunities. Accommodate future physical connections along the 13th Street alignment and across Champa Street near Speer Boulevard.
- Create a better entry for the Bellco Theatre. Improved entry should address the existing Bellco Theatre, exterior entrances from Stout Street, internal circulation between the parking garage and the existing Theatre lobby, as well as opportunities for new entries and support spaces.
- Provide safer crossing of 14th Street, particularly at the main CCC pedestrian crossing at California Street.
- Improve parking garage access through improved signage and wayfinding. Consider

further integrating parking management of the CCC with Denver Performing Arts Complex.

- Maintain fire egress for existing CCC spaces and ensure that new expansion space provides acceptable fire egress for maximum occupancy loads.
- Provide a stronger connection to Speer Boulevard and the mountain side of the CCC. Connections may be physical and/or visual in nature but should support the objective stated above related to activating C and D Exhibit Halls and lobbies.

GOAL 3: Marketing and Competition

Improve the Center's competitive positioning, provide class-leading spaces and technologies, and create one-of-a-kind experiences that attendees are unable to get elsewhere.

Objectives:

- Create additional views of downtown, the Front Range and Denver skyline to better connect attendees with the local and regional surroundings.
- Improve the mountain side of Center to better utilize existing space, support informal networking and integrate a variety of Colorado identity elements.
- Enhance technological offerings related to wireless connectivity and audio-visual capabilities to position the Center as best in class.



- Create more flexible and informal meeting and work spaces to support trends among convention and meeting attendees and the growing demand for networking space.

GOAL 4: Catalytic Development

Ensure that investments in the Center support the integration with, investment in, and activation of the areas surrounding the CCC.

Objectives:

- Encourage development and adaptive reuse along 14th Street to support the street's evolution as an active and inviting destination for visitors and local residents alike. Ensure that the Center's edge along 14th Street remains current and relevant.
- Better connect to and contribute to the activation of Welton Street. Design improvements to better connect to future development and redevelopment along Welton Street and the areas to the east and south of the Center.

- Support public-private partnership opportunities adjacent to the Center and especially on the Denver Performing Arts Complex campus.

GOAL 5: Implementation and Phasing

Fund and phase recommended improvements in a strategic manner to ensure short-term and long-term benefits to the Center.

Objectives:

- Prioritize rooftop expansion, outdoor meeting space, and upgrades of existing spaces that support the new rooftop spaces. Ensure that the improvements position the Center for a competitive advantage for years to come and consider similar improvements being made by competitors.
- Accommodate physical connections to Sculpture Park, the Galleria and Denver Performing Arts Complex. The details and design of the of connections will not be known until the subsequent design phases for both sites.

- Accommodate an improved entry from Welton Street when the street is improved and investment occurs along that edge of the Center. Ensure that near term improvements to the interior of the Center support longer term integration with an enhanced Welton Street entrance.
- Provide additional expansion ability for a subsequent phase of Convention Center development.

CRITICAL ELEMENTS

Early in the planning and design process, stakeholders agreed on a set of elements that were critical to the success of the master planning effort and subsequent implementation process. These elements were largely identified by the SAG Feasibility Study, and are supported by national trends and recent conversations with local stakeholders and meeting planners from around the country. The critical elements addressed through the CCC Master Plan effort include:

- **Future Expansion** – The flexible multi-use space expansion recommendations developed in the SAG Feasibility Study call for 60,000 to 85,000 square feet of additional flexible space. At the master plan level it was crucial to evaluate the key structural capacities provided in the 2004 addition in anticipation of vertical expansion to identify specific expansion possibilities. Critical to the functionality of the Center, the planning process identified how new flexible multi-use, gathering, and potential specialty space can be incorporated into both the service and catering infrastructure of the facility, and the transportation and wayfinding logic. The alternatives and preferred development scenario are grounded in physical reality by incorporating considerations related to meeting space functionality and service requirements, catering operation dynamics, bus and vehicle lane clearances and access logistics, and parking requirements.
- **Lodging¹** – The SAG Feasibility Study recommended the development of a full-service hotel with between 700 and 1,100 rooms immediately adjacent to the Center. The Feasibility Study suggested that this hypothetical facility could offer substantial room blocks used by typical convention business. With a broad range of hotel offerings already planned and under construction within close proximity of the CCC, consideration of existing and future lodging locations was important to ensuring that a more complete user experience is achieved with the implementation of the CCC Master Plan. The CCC Master Plan evaluated potential hotel locations as a primary influence in the overall planning exercise and recommends viable locations for future development. Market conditions, planning, urban design and architecture informed the hotel site location evaluation. More importantly, the evaluation of potential future hotel sites informed recommendations for CCC expansion and improvement with regards to facility edge conditions, orientation and multi-modal connectivity.
- **Technology** – The planning process helped to further articulate improvements in the existing Center technology that are necessary to support the ever increasing use of digital and wireless technologies in our communities and among meeting attendees. Technology improvements will accommodate wireless access for a high-volume of users throughout the entire facility.
- **Colorado Identity** – One of the most exciting aspects of the Master Plan process was addressing ways to make the Convention Center more “Colorado.” Establishing a stronger “Colorado Identity” will create a unique brand and experience. Potential interventions include maximizing views of the mountains, utilizing Colorado materials in updates and new construction, programming Colorado/Denver retail and food & beverage kiosks, building an indoor and/or outdoor climbing wall facility, adding a mountain bike skills course, promoting guide services and excursions, and theming various rooms, corridors and wings with Denver neighborhoods, Colorado communities and/or mountain peaks. The CCC is one of the best marketing tools for Denver and the great state of Colorado. By creating an environment that reflects the history and culture of our community, the active and outdoor lifestyle, and the unique flavor of Denver’s evolving population, the CCC can contribute even more so to economic and community development.

¹ The Denver Convention Center Hotel Economic Development Agreement dated June 1, 2003 and a subsequent Amended and Restated Indenture of Trust dated April 1, 2006 include provisions regarding the existing convention center headquarters hotel. As long as any Series 2003A bonds or Series 2006 Bonds are outstanding, the City or the Denver Convention Center Hotel Authority or any other person under control of the City or the Authority may not acquire or commence the development of a Restricted Hotel located or to be developed within the Restricted Area. A Restricted Hotel is defined as any hotel or motel facility which is operated as a full service hotel and (a) has more than 300 guest rooms or (b) has more than 30 square feet per guest room of meeting space within or immediately adjacent to such facility. The Restricted Area is generally bound by I-25, 24th Street, Pennsylvania Street and 8th Avenue.





When considering the CCC expansion, it is important to analyze the existing operations, the environment around the CCC, as well as a set of competitive facilities to understand how they are performing and what their expansion plans are.

Chapter 3: Analysis and Evaluation

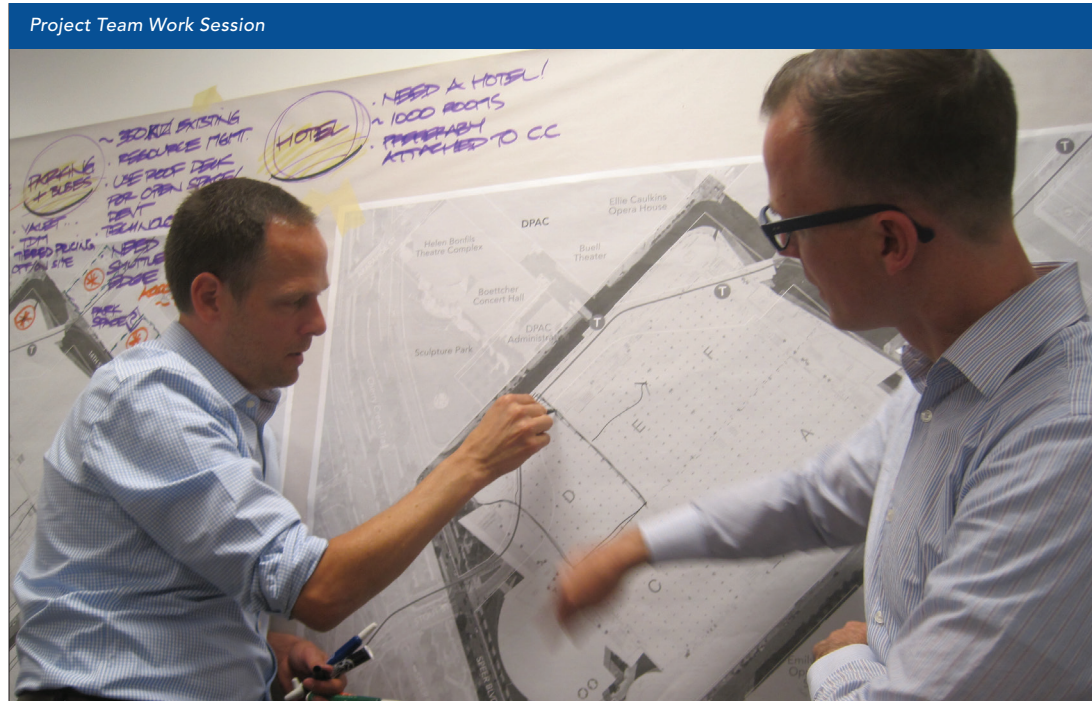
Given its role in the local and regional economy, changes to the Colorado Convention Center (CCC) have the **potential to significantly augment the existing benefits** it provides to the community. With that said, the costs associated with improvements and additions to the facility demand **robust technical evaluation of potential alternative recommendations**.

This chapter provides an overview of the analysis and evaluation that was undertaken in developing the recommendations in subsequent chapters. More detailed summaries of the analysis are included in the appendices to this plan report. Specifically, the sections in this chapter include:

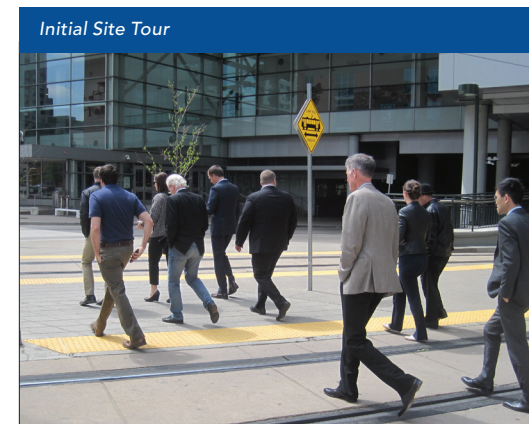
- Stakeholder Engagement;
- Summary of Baseline Analysis; and
- Concept Development and Refinement.

STAKEHOLDER ENGAGEMENT

Stakeholder engagement was integrated throughout the process, rather than confined to one phase of the planning effort. While the initial planning effort required significant stakeholder input, it is clear that continuous stakeholder outreach and engagement will be critical throughout more detailed design and



implementation. To accomplish stakeholder buy-in, the engagement approach built in multiple avenues, technology tools, and participation methods for stakeholders to have meaningful input in the process in ways that they feel most comfortable. These methods were combined with expanded engagement of key stakeholders to address queries that arose throughout the concept development process. These stakeholders included City and County of Denver staff, VISIT DENVER staff and board members, SMG, Centerplate, the



Customer Advisory Board Meeting



convention center Consumer Advisory Board, and a large variety of property and business owners. It was through these meetings, and constant guidance from vested members within the Steering Committee, that the recommendations took form.

SUMMARY OF BASELINE ANALYSIS

The intent of this chapter is to summarize the analysis and evaluation that resulted in the final recommendations. The analysis and design development process is documented more

extensively at the close of this document. The following summarizes the overall approach and general findings for each aspect of the analysis and concept development. This includes: a qualitative and quantitative analysis of the convention center expansion space and its competitive position within the national field; an insight into the parking and vehicular infrastructure both within and around the Colorado Convention Center (CCC); a market study and financial projections for a potential hotel site; a market conditions summary and

general analysis for the highest and best use of adjacent sites; a stakeholder input summary and both concept development and concept refinement summaries.

Convention Center Expansion

When considering the CCC expansion, it is important to analyze the existing operations, the environment around the CCC, as well as a set of competitive facilities to understand how they are performing and what their expansion plans are. The market for attracting convention and trade show events is becoming increasingly competitive and venues are continually expanding and improving to keep current users and ultimately grow market share. It is essential to review not only the markets that the CCC competes with presently, but what other facilities the Center will compete with upon the completion of this current phase of improvement and expansion. For the current and future set of competitors, the consultant team analyzed past and proposed expansions, operating revenues and expenses, improvements to the area around the convention center and user reception of the improved product. In tandem with the competitive analysis, a qualitative analysis was performed in order to best understand the potential cost and benefits in either increasing or decreasing the size of the rentable expansion space in different expansion scenarios. This element was a key driver in finalizing the Master Plan recommendations.

Transportation

The following provides a summary of the transportation analysis conducted in the specific areas of CCC parking supply and demand, as well as opportunities for continued and additional shared parking.

CCC Parking Overview

The CCC has a robust parking supply that accommodates visitors, staff, deliveries, shuttles, and bicycles. The existing parking supply has a variety of rates and regulations that allow for the successful operation of the facility. The primary parking facility for the CCC is a 1,000 space parking garage that is located on the northwest side of the facility. This is augmented by free staff parking on the east side of the building under the Lobby B arrival area. In addition, there are 15 loading docks on the east and west side of the building for large and mid-sized trucks. Short-term on-street parking can be found on the three sides of the building for \$1.00 per hour. There are an additional 1,700 parking spaces in DPAC garage, which is connected by a sky bridge on the west side of the building. This robust and dynamic parking supply provides approximately 2,900 public parking spaces within a three minute walk of the entrances of the CCC. The appendix of this document includes a summary of the following information:

- Overview of the existing parking demand at CCC



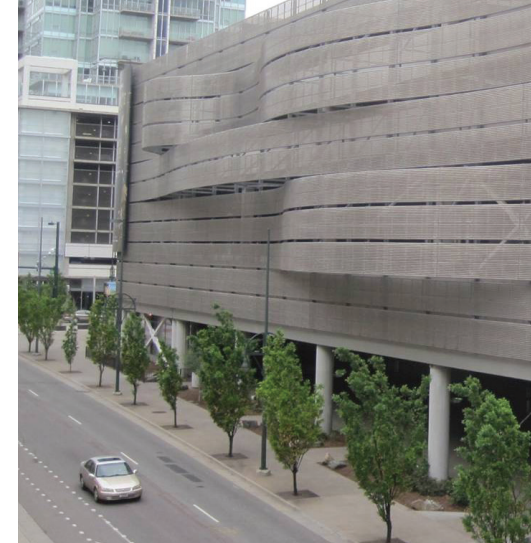
- Summary of shuttle operations and general feedback from providers
- Peer parking rate data from other convention centers
- Technical analysis of traffic volumes of Welton Street
- Key considerations for the CCC Master Plan

The following summarizes the information in the appendix. It includes strategic actions for the next year and beyond.

CCC Parking Demand

The CCC is host to various local, national, and international conferences and events that have a wide range of parking demands. Analysis found in the appendix provides details on those events and the specific parking demands. This analysis shows the following:

- Parking demand is the greatest for events that bring visitors from the Denver Metro area. This includes events such as the Denver Auto Show, High School Volleyball



Tournaments, and the Denver Home and Garden Show. These events comprise less than 10% of the events that occur at CCC and have parking demands that utilize 100% of the available parking for a few hours. It is critical to note that after a two to three hour peak period the parking demands retreat to approximately 80% utilized. It should also be noted that trade shows such as those listed above may move to the National Western Center when a new event hall is constructed in that location.

- National conferences and events do not have major parking demands that fill the CCC parking garage. Most conference participants typically do not arrive with an automobile that needs to be parked at the CCC parking garage during their conference. There is some demand for parking local guests attending these conferences, but that demand appears to occupy far less than 50% of the CCC parking garage during such events. As a result, commuter passes are sold to downtown employees to provide a revenue source during off peak times.

- CCC staff parking is fully utilized on most weekdays and weekends. This parking is provided to employees as an incentive for employment and is managed with annual parking sticker program. There are approximately 45 employee parking spaces in the informal areas near Door B that meet the CCC staff parking demand.
- Based on this information there are approximately 15 days a year that the CCC parking garage is at full demand (over 85% for more than two hours) based on the events and programs that occur at CCC. There are additional times when the CCC parking garage meets peak demand (over 85% for more than two hours). However, those peak parking needs are based on events that occur at other venues around downtown (i.e. DPAC, 9News Parade of Lights, New Year's Eve Fireworks, etc.).

Shared Parking Collaboration

The CCC and DPAC parking garages should be thought of as one shared parking resource that provides economic benefit to CCC, DPAC, Downtown Denver, and the larger region. The

short walking distances between both garages, access from adjoining streets, and physical connection via the streets and skyway provides a critical opportunity to meet the future demands envisioned for CCC and DPAC.

The management, operations, and fiscal responsibility for both parking garages are independently managed. The City and County of Denver manages the DPAC parking garage and the CCC parking garage is managed by SMG (the CCC operator). A collaborative effort for the two facilities is currently exploring new signage, coordinated management, and other collaborative parking management strategies during peak periods. This is a critical first step. Additional actions outlined below were outlined during this planning process and should continue for the next year:

- Wayfinding, interactive signage, and advanced signage on Speer Boulevard are critical to efficiently using both parking supplies to benefit CCC and DPAC. A shared investment in new parking technologies should address both facilities. This includes

short-term improvements that are funded by the City of Denver Parking Operations Team and proceeds from potential bond funding for improvements for the CCC garage.

- Improvements to 14th Street, Champa, and a strong connection to DPAC are critical to shared parking success of both parking facilities. Creating a more interesting and attractive pedestrian environment between both parking facilities will minimize the perception that the facilities are independent.
- A working group will include parking operators for both facilities. This group will review the results of the on-going shared parking management strategies, discuss the shared parking options identified in the DPAC Master Plan, and collaborate on shared parking investments from possible bond proceeds.

Hotel Market Study and Financial Projections

The analytical process produced a hotel market study and financial projections for a potential full-service hotel to be built in the vicinity of the CCC facility in Denver, Colorado. The following steps were conducted as part of an analysis and to better understand financial projections. First, the consultant team toured the potential sites in May 2015 to study the appropriateness of the sites for hotel use, and analyze the surrounding market. This was followed by both a review of general market information and by an evaluation of

the impending hotel supply pipeline, office market data, and especially demand from utilizers of the Colorado Convention Center. Next, a competitive positioning analysis was performed where existing hotels that served the market were inventoried and toured to define competitive market for the Proposed Hotel.

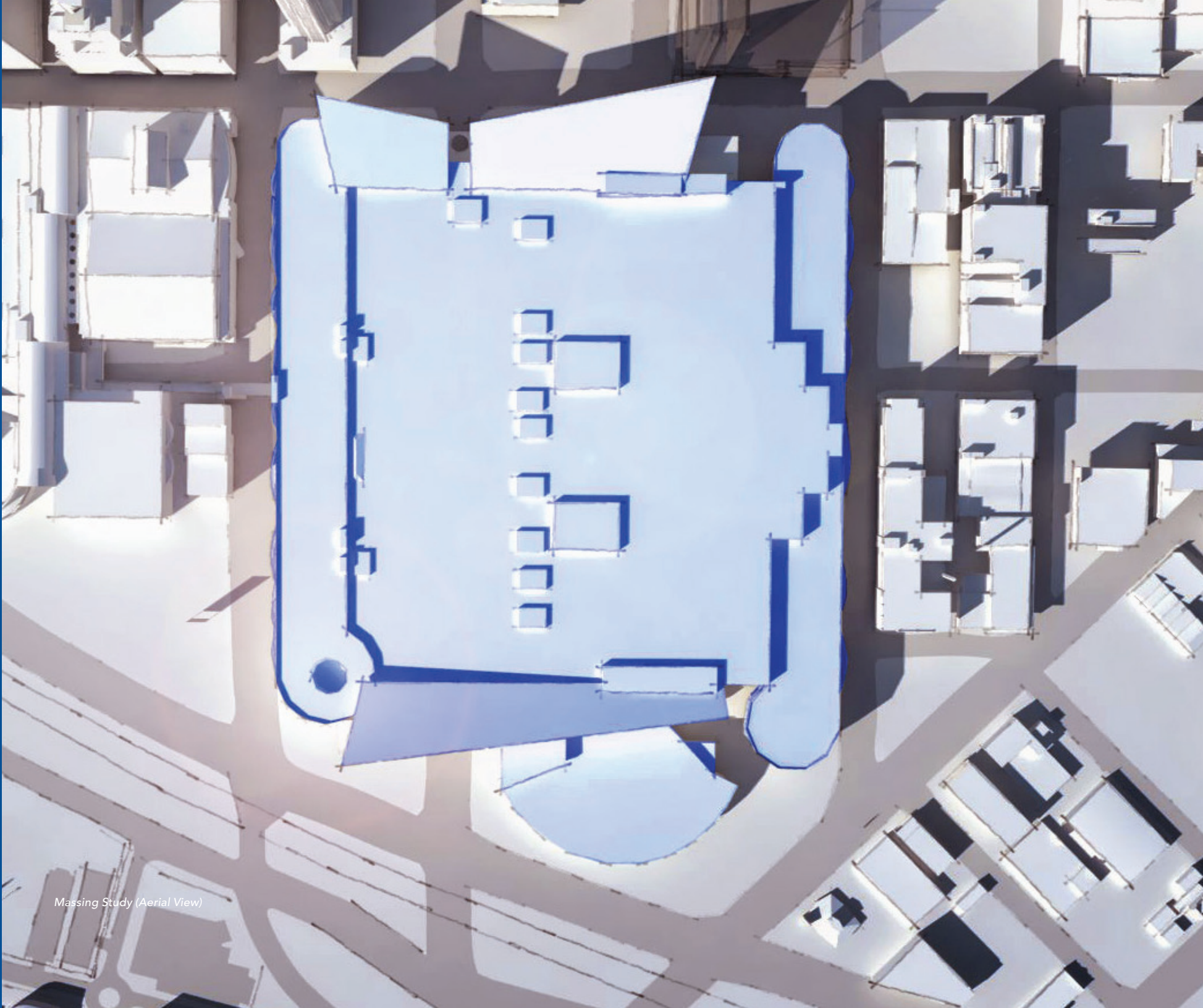
Based upon this study and analysis, recommendations were made regarding sizing, positioning and programming for the proposed hotel. Then, pro-forma financial projections were made based on data synthesized from Smith Travel Research, a third-party hotel data provider. From this information, the consultant team established comparable market trends in terms of hotel performance and forecasted future occupancy and average daily rates for a potential new hotel. The team furthermore benchmarked expense ratios for comparable hotels and thereby developed pro-forma operating projections. Lastly, the forecast income and actual performance were compared to the estimated cost of development.

Highest and Best Use Analysis

Denver is investing significant resources into enhancing its infrastructure, including the continued development of commuter and light rail, as well as investments in the National Western Stock Show and River North area. Newly renovated Union Station, located in LoDo, has become a central hub for companies

and employees. Starting in 2016 it will service stops on more than 70 miles of commuter and light rail to provide incentives to attract new companies to the market.

Additionally, Colorado is offering incentives for corporate relocations and expansion, touting tax credits as one way in which corporate occupiers can benefit. As the economy and market continue to expand and improve, Denver prospects continue to increase. Within this market condition, it became apparent through detailed analysis that retail and/or hospitality are the most viable uses in conjunction with or immediately adjacent to the CCC.



Massing Study (Aerial View)

CONCEPT DEVELOPMENT AND REFINEMENT

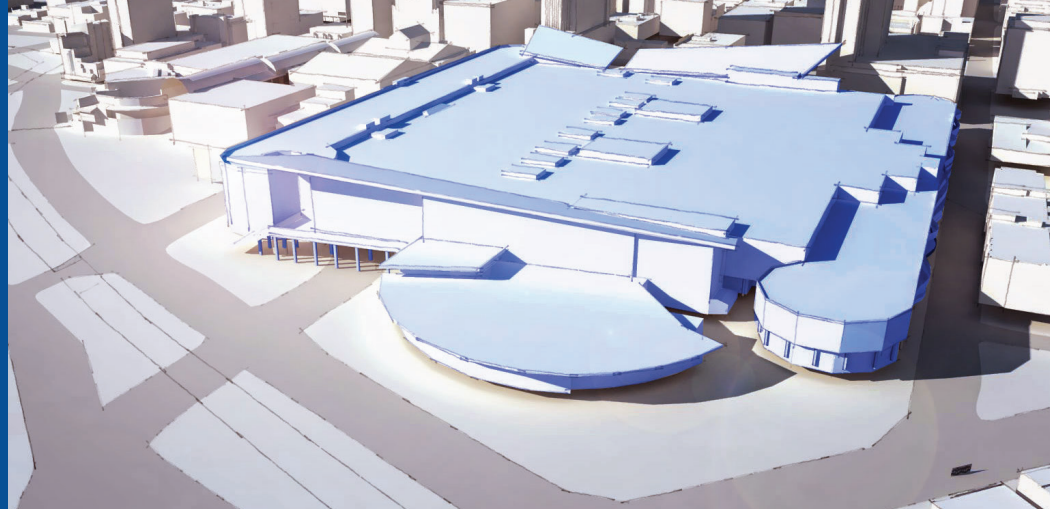
Preliminary Concept Alternatives

The desired growth in CCC's facilities and amenities can be accommodated in wide range of ways and forms. The project team used its deep understanding of large assembly facilities, urban design, architecture, transportation, economics, sustainability and infrastructure to develop a set of four creative and innovative development options for the CCC expansion. Using the four alternatives, the project team and Steering Committee explored different development priorities and evaluated the various trade-offs against the goals and objectives identified in previous studies and current analyses.

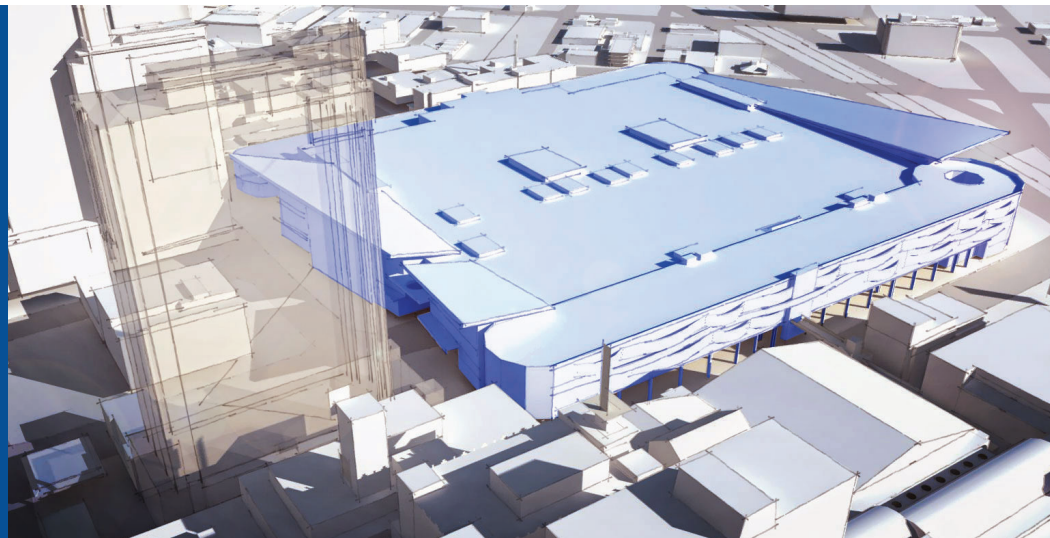
Refined Concept Alternatives

Concept refinement occurred over the entire design process. The initial design alternatives were synthesized into a single, comprehensive concept that addressed not only the CCC expansion, but the necessary improvements to existing lobby and meeting spaces, as well as recommendations to enhance the Center's interface with its adjacent context as well. This comprehensive Master Plan, then in turn, produced a series of design alternatives, or "change-outs" where certain elements could be incorporated or not depending on their viability in relation to other program elements. Slowly, over time, the same framework which produced the initial concepts, helped to narrow the focus to produce a final recommendation or final set of options as the case may be.

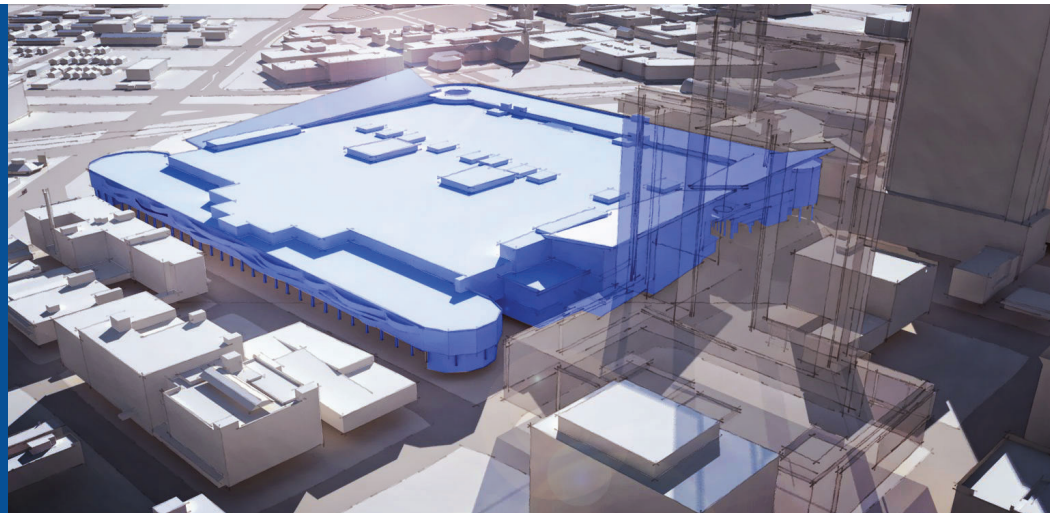
Massing Study (facing North)



Massing Study (facing South)



Massing Study (facing West)







The CCC operates within an extremely competitive market and must continue to evolve as new technologies and trends emerge.

Chapter 4: Plan Recommendations

The recommendations of the Colorado Convention Center (CCC) Master Plan are intended to position the City of Denver and its downtown for continued success over the next several decades. While alternative solutions were explored to achieve the vision and goals for the CCC, the most desirable scenario was used to develop the final recommendations and maintain synergy to the recommendations presented. The final recommendations are based on the competitive landscape, the input gathered, and the professional experience applied. Conceptually, this design is comprised of a number of notable elements, including expansion space, existing facilities enhancements, edge treatments, and the potential redevelopment sites for complementary uses. The improvements resulting from this plan do not indicate an ultimate build out and should not preclude potential strategic development and enhancements in the future. The CCC operates within an extremely competitive market and must continue to evolve as new technologies and trends emerge.

The Master Plan new investments and renovations outlined in this chapter are intended to maximize flexibility and the ability for the center to evolve and respond over time. Flexibility within a cohesive facility and district is integral to the overall Master Plan and the design intent. For example, the expansion space was best located atop the roof. Given this placement, access to the expansion space from the existing lobbies and the creation of a more flexible and seamless environment became a driving element in the enhancement of existing facilities. Furthermore, from a technological perspective, it was important to both address the existing facilities' deficiencies and to incorporate expansion space into the overall high-tech framework. Setting a higher operational standard for both the audio-visual components as well as Wi-Fi technology allows for the CCC to be better positioned among both current trends and future competition.

This chapter provides a summary of the major plan recommendations organized around several areas of emphasis. Specifically, it includes:

Showcase Denver and the Rockies

- Rooftop Expansion
- D Lobby Improvements (Upper and Lower)

- E Lobby Improvements
- Executive Level Meeting Space
- Decking Rooftop

Celebrate the Arrival Experience

- 14th Street Edge Improvements
- RTD Station Improvements

Create a "Side" Door to Activate and Support Redevelopment of Silver Triangle

- B Lobby Phase 1 Improvements
- Welton Street and B Lobby Phase 2 Improvements
- Bellco Lobby, Support Space and Upper Level Office Space
- Re-imagine Welton and 14th Street Corner

Engage the Denver Performing Arts Complex (DPAC)

- Elevated Connection to Sculpture Park
- Parking Strategies
- Exterior Signage and Wayfinding

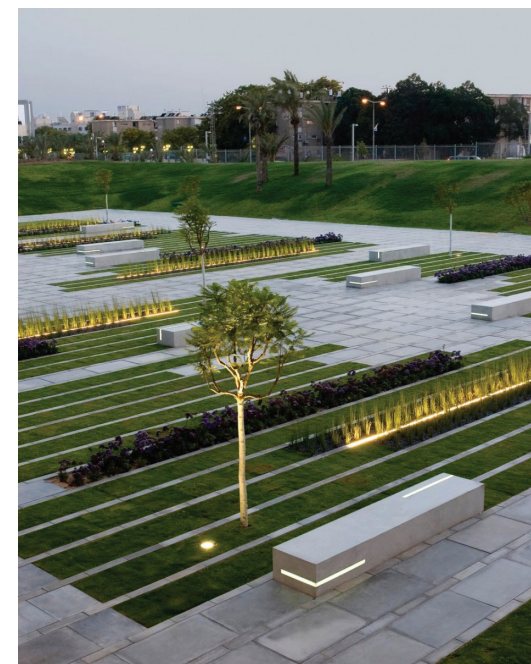
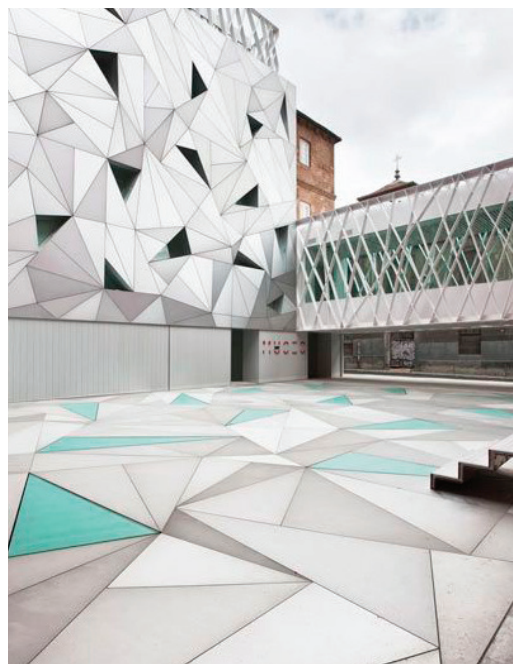
Enhance the Facility with Maximum Flexibility

- Interior Signage and Wayfinding
- Technology Enhancements
- Potential Hotel Sites and Implications



SHOWCASE DENVER AND THE ROCKIES

A major emphasis for the current Master Plan is to better promote and celebrate Denver and the Rockies in the design of interior and exterior spaces at and around the Colorado Convention Center. An expansion of the CCC that better integrates the best of what Denver and the region have to offer will reposition the facility among a growing list of competitors who are beginning to realize that meeting organizers and attendees have a renewed interest in unique character and local flavor. The following section highlights a major expansion of the CCC, as well as enhancements to existing spaces that provide access to new rooftop amenities. The improvements recommended here provide unparalleled opportunities to celebrate Denver and the State's abundant attractions and amenities.



ROOFTOP EXPANSION

One of the primary charges for this Master Plan, in addition to overall program enhancements, was to address the need for CCC expansion space. The rooftop expansion was identified as one of the highest priority recommendations of the Master Plan because of its ability to:

- Provide a large meeting and event space that exceeds the size of existing CCC facilities and provides a competitive advantage over other regional and national competitors;
- Activate underutilized portions of the existing facility, including the mountain side of the building (Exhibit Hall C, Exhibit Hall D and their associated lobbies);
- Provide enhancements that support formal and informal networking and meetings in common areas;
- Leverage relatively unobstructed views to the west from D Lobby spaces and the rooftop of the CCC;
- Provide a programmable outdoor space with one-of-a-kind views that can serve as a standalone event space or be coupled with other existing or new CCC facilities; and
- Accommodate multiple meeting and event configurations and combinations utilizing flexible design and connectivity between existing CCC spaces and expansion space.

From an architectural perspective, the design is conceptually sound and well-vetted, having considered the circulatory patterns, potential spatial layouts, support-space adjacencies and points of access. Architectural enhancements and detailing will materialize through further design development and construction documentation.

The expansion area is comprised of a flexible multi-use space with a minimum base size of 70,000 square feet with the goal to provide an 80,000 square feet space, able to accommodate large events (typically accommodated by ballrooms), smaller meetings, and a variety of gatherings and events. Ancillary support space wraps around three of the edges, maximizing the points of entry for food service. A large glass enclosed pre-function space has been located on the western edge of the flex space. Either through visual or physical permeability, users of the flex spaces will have breathtaking views of the Colorado's Front Range to the west.

Summary of Rooftop Expansion Program

| Rooftop Expansion Programmatic Spaces | Square Footages |
|---------------------------------------|---------------------------|
| Gross Square Feet (GSF) | 178, 000 - 200,000 GSF |
| Flexible Multi-Use Space | 70,000 - 80,000 SF |
| Pre-function Space | 60,000 - 65,000 SF |
| Kitchen Space | 8,000 - 10,000 SF |
| Back of House | 40,000 - 45,000 SF |
| Outdoor Terrace/Event Space | 45,000 - 50,000 SF |

In support of the flexible multi-use space and its pre-function space, an outdoor terrace will run along the Champa Street edge of the building, terminating above the western corner of the existing helix vehicular ramp. This terrace will provide covering for an additional 300 parking spaces below from the existing relatively underutilized rooftop parking level. The multi-use flexible meeting space's associated pre-function space and rooftop terrace will give users direct access to Colorado's beautiful weather and views of the mountains. Furthermore, it will increase the potential capacity of the rentable interior space. This exterior space, populated with a variety of hardscape platforms, grass-lawn inserts, and pockets of vegetation, will create a rentable space that can work in tandem with the rooftop's interior meeting space/s or be rented as a standalone event space. The conceptual design of the outdoor terrace space also includes an inherent level of flexibility to



allow for programmed and unprogrammed use of the space. This should include features such as benches, lighting, utilities and anchors for outdoor booths and staging and shading.

The size of the rooftop expansion, housing both the multi-use flex space and its support area, was a topic of discussion throughout the life of the CCC Master Plan. While a range 70,000 to 80,000 square foot of flex space is being recommended, a number of strategies were devised that would increase the effective size of the meeting space and maximize the utilization of the rooftop. Of those strategies, it was determined that the operability of the northwest facing perimeter walls was worth considering. The ability to open the wall between the multi-use flex space and the pre-function space would ultimately increase the potential rented space between eleven and

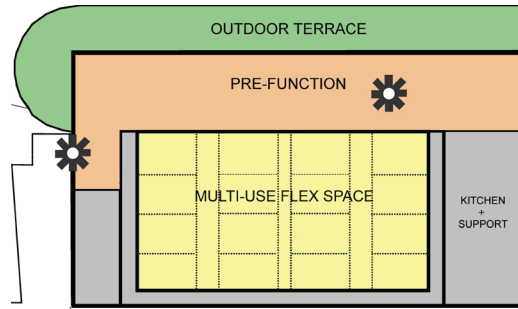
twelve percent. This feature would allow the CCC to attract conventions of a wider range in sizes. The operability of the outer-most wall would give conventioners access to one of Colorado's greatest assets – unimpeded visual access to the Rockies and exposure to general pleasant weather. Key elements of the rooftop expansion's operable wall include(s):

- A operable wall separating the proposed multi-use flex space and the proposed pre-function space that, if open, expands the interior flex space by up to 40,000 square feet and minimizes the pre-function space on that floor. The additional flex space will be able to receive partition walls as well.
- A operable wall, designed to either float or pivot, that can be designed to create a contiguous gathering space between the combined pre-function space and outdoor terrace.

Features and Benefits of Rooftop Expansion:

- New multi-use flexible meeting space with multiple possible configurations (size and proportions).
- Large glass-enclosed pre-function space.
- Operable walls on pre-function space with the ability to expand multi-use flexible meeting space and connect to the rooftop terrace.
- Outdoor rooftop terrace.
- Views of mountains from meeting space, pre-function space and outdoor terrace.
- Covering for an additional 300 parking spaces (space exist today, but are uncovered).
- Reserves space for future rooftop expansion.

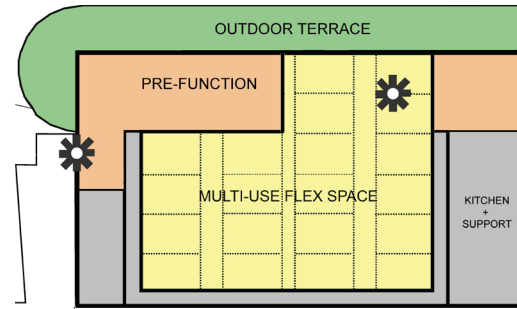
Rooftop Expansion Diagram depicting standard use of the Multi-Use Flex Space



The location of the expansion space, oriented along the Champa Street edge of the existing rooftop, was influenced by a number of factors. First, the location was influenced by the design of the previous phase of expansion. The newest portion of the Convention Center had been structured to support the load of additional development in future phases. Still, additional structural enhancements and decking are required for development, but the process is far less cost prohibitive than it could have been had this need not been anticipated. Should finances allow for it, the decking would extend to the northern part of the rooftop in order to prepare for future development. Given the construction impacts, including this additional decking now is most efficient from an operational standpoint, but is not essential in this phase of development.

The second influence was an ideal 120-degree viewshed of the Rocky Mountains. Throughout the process both stakeholders and consultants explained that this viewshed is a major

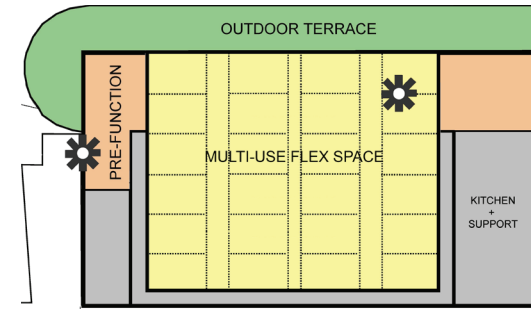
Rooftop Expansion Diagram depicting partially expanded use of the Multi-Use Flex Space



distinguishing factor for the CCC amongst its competitors. By maintaining viewing opportunities, users will have stunning views of one of Colorado's greatest natural assets.

Vertical conveyances have been planned to connect the new multi-use flex space to the existing upper D Lobby and E lobby spaces. These vertical conveyances include six new escalators, a new passenger elevator rated at 3,500 pounds, two new service elevators rated at 5,000 pounds, and two freight elevators rated at 20,000 pounds. The Master Plan conceptual design also accommodates a future connection between the CCC rooftop expansion space and the Denver Performing Arts Complex Galleria along the 13th Street alignment. Finally, air walls in the new expansion space provide the ability to reconfigure the multi-use flex space into as many as 16 different meeting rooms with internal circulation between the pre-function space and individual meeting rooms.

Rooftop Expansion Diagram depicting fully expanded use of the Multi-Use Flex Space



The location of existing and potential vertical transportation was a primary contributing factor in the location of the expansion. Major connection points from D Lobby, as well as E Lobby allowed for relatively efficient access to the rooftop expansion. However, these points of vertical conveyance, while functionally appropriate, will require additional design considerations in order to seamlessly connect the existing facility with the rooftop expansion space.





Existing Conditions











Existing Conditions



Rooftop Access and an Enhanced Experience

As noted above, the rooftop expansion includes new elevator and escalator access to the new meeting and support spaces, but there is still a need to address existing facilities. Existing facilities enhancements should focus on several existing lobby spaces as these lobbies will act as entries and gateways to the rooftop expansion space, providing enhancements such as improved wayfinding elements, model materials, profound visual termini, and new points of vertical conveyance are essential.





Existing Conditions



D Lobby

Given the hierarchy of importance of each lobby enhancement, considerations were given to the effectiveness of each space as a connection element within both the current navigation of the existing CCC, as well as the potential circulation patterns in the expansion. Ultimately, it was determined that both upper and lower D Lobby areas provide the best potential point of connection with the rooftop expansion space, given its terminal location along the major circulatory spine of the existing CCC. The existing great visual access the lobby has between its upper and lower levels, creates an opportunity to include elements that celebrate Colorado's identity, as indicated by prior studies. Key elements of D Lobby improvements include:

- 30,000 SF interior renovation of lower D lobby
- 16,000 SF interior renovation of upper D lobby
- 8,000 SF renovated outdoor space (at top of exit stairs)
- \$500,000 FFE
- Networking space
- Additional escalator/stairs visible from main concourse
- New connection from parking garage
- Updating existing exhibitions along main corridor
- Should consider inclusion of climbing feature and living wall





Existing Conditions



E Lobby

The following two lobbies share nearly equal importance in their potential benefit to the growth and success of the CCC. They are also required to support concurrent events, as well as ingress and egress demands. The lobby for Exhibit Hall E, located on the northwestern edge of the existing facility, is currently underutilized and fragmented from the overall flow of circulation within the CCC. That being said, it still retains direct access to both the main lobby off of 14th street, and to D Lobby. In addition to proper wayfinding and minor atmosphere enhancements along the connecting corridors to the aforementioned lobbies, E lobby itself retains a relatively small footprint allowing for investment here to yield

a notably greater return. This vertical point of access will deliver users to the northern most point of the proposed expansion, offering a processional approach to and exit from both the outdoor terrace and the flexible multi-use space. Key elements of E Lobby improvements include:

- 8,000 SF interior renovation of lower E lobby; and
- Aesthetic improvements to potentially include:
 - Art;
 - Video wall technology;
 - Improved lighting; and
 - Signage and wayfinding.



Executive Level High-Tech Meeting Space

A high-tech meeting space is meant to both address a current deficit within the facility and provide a competitive advantage for the Colorado Convention Center. Incorporation of the high-tech product(s) within the facility can take many forms. It would be effective if placed adjacent to an upgraded lobby, such as B, or even more so, if it was incorporated within the rooftop expansion where it would truly create an executive experience, focusing on the Rocky Mountain views. Additionally, incorporation in the rooftop expansion could allow for unique branding and marketing opportunities.

- 8,000 square foot high-tech meeting space with executive level finishes

- Note: This could include renovation of existing meetings space or inclusion of rooftop boardroom above Phase 3 expansion support space

Rooftop Decking of Future Expansion Space

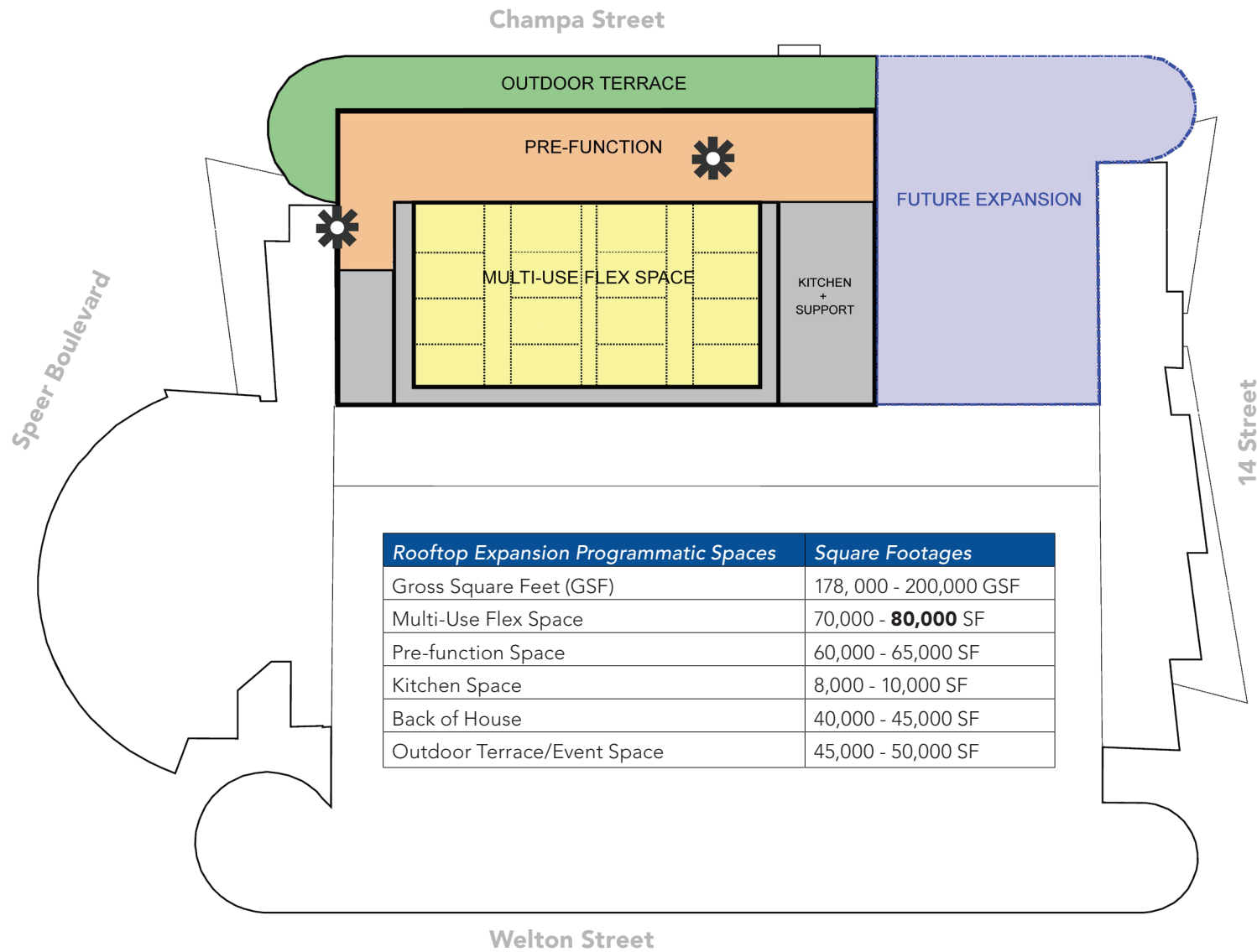
Decking the remainder of the western edge of the roof should ideally occur when the expansion is being constructed in order to take advantage of the concurrent rooftop construction and minimize the impacts to operations in future phases. This, too, would be in-line with the original the design of the previous phase of expansion by providing structural reinforcement for future phases of development. It could also allow for an additional connection from the 14th Street



lobby to the rooftop expansion, pending the inclusion of new vertical conveyance and rooftop enclosure. However, given the expected cost of approximately \$37 million pending the final size, the additional decking can occur in the future as it provides no immediate benefit to this phase of expansion other than construction and operations efficiencies.

- Approximately 110,000 square feet pending the ultimate size of the expansion space
- Could provide a connection from the rooftop expansion to front lobby of CCC along 14th Street

Rooftop Expansion Plan Site Diagram (for Layout Purposes Only)







CELEBRATE THE ARRIVAL EXPERIENCE

While recent improvements to 14th Street have greatly improved the main entry of the CCC, the Master Plan has identified additional means of celebrating the arrival experience for visitors and residents alike. The recommendations in this section address the 14th Street edge of the CCC and how it can better interact with and activate the new streetscape improvements. A second point of emphasis is creating a better gateway experience for the increasing number of residents and visitors accessing the CCC and surrounding district by transit. Short and long-term improvements are recommended for the RTD Station at 14th Street and Stout Street.

14th Street Edge Improvements

It's largely agreed that 14th Street and the Colorado Convention Center's adjacent lobby will remain the facility's front door, given its access to the Ambassador Street (the name given to 14th Street after recent streetscape, signage and art enhancements) and its established use. In order to keep pace with the improvements being suggested elsewhere, and to address some prior missed opportunities, there are a number of strategies that could be implemented. Plaza improvements would help to create a public space that would balance the scale of the current lobby and would increase its overall use if programmed correctly. Furthermore, relative inactivity of the building edge could be addressed with two approaches: 1) by opening the façade with

Existing Conditions



operable doors in the curtain wall to further blur the line between exterior and interior space and 2) by engaging technology and implementing a video wall system that could perhaps highlight an already notable feature, the Blue Bear.

- 5,000 SF Plaza Improvements
- Video display windows in front of the Blue Bear
- Large-scale operable doors in the curtain wall

14th Street Conditions

While the recommendations above along with the recent Ambassador Street improvements to 14th Street will significantly reframe the edge of the CCC, activating both sides of 14th Street is critically important. Existing development responded to an edge condition defined by parking lots, parking garages and the light rail

Champa Bridge / 13 Street Improvements Programming Report Document Cover



line. The result was a 14th Street corridor that was largely inactive by design.

The Ambassador Street improvements and more recent improvements to the ground floors of existing buildings have begun to swing the pendulum in a positive direction. With that said, there are several inactive edges

and surface parking lots that hamstring the potential of what this signature corridor can become. Updates to existing buildings should continue to engage and activate the adjacent sidewalk with a combination of well-designed entries, transparency, building articulation and outdoor programming in the pedestrian realm. Developing surface parking lots at the intersections of 14th Street with California and

Stout with active ground floor uses and design will help to further transform the corridor.

Champa Bridge / 13th Street Improvements Programming Report

As the arrival experience extends to all sides of the convention center, it was equally important to acknowledge changes that are already underway that would impact these efforts. In December of 2013, professional technical services firm, AECOM completed the aforementioned report analyzing improvement options for the Champa Bridge and 13th Street. With the Regional Transportation District's Theatre District / Convention Center Station providing a key entry point for both downtown and the convention center, the adjacent Champa Street edge was equally important to address. The executive summary of that programming report states that, "The primary design components include:

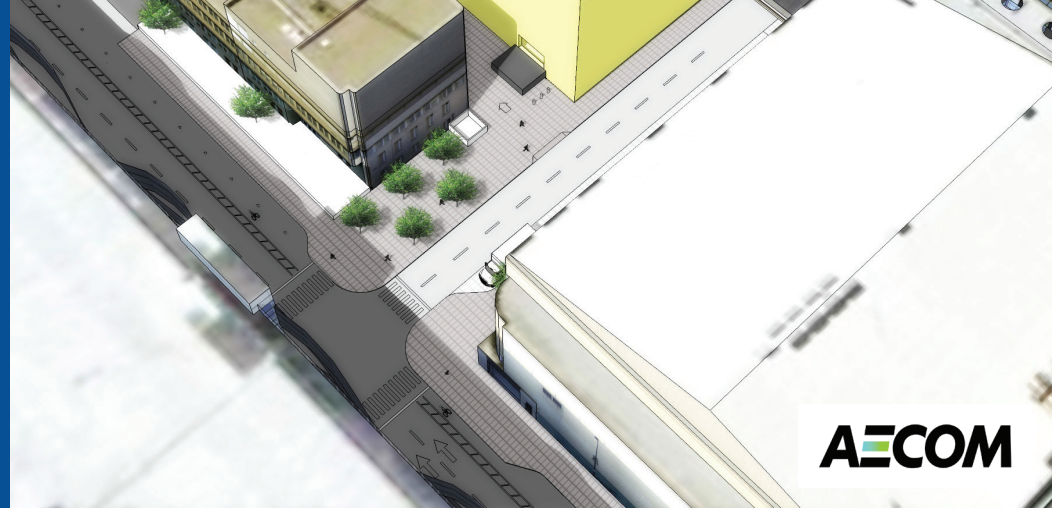
- Removal of the existing pedestrian bridge and walkway, with installation of plaza space, sidewalks and associated amenities at street level
- Pedestrian safety, mobility (ADA) and signage improvements
- Removal of the center turn lane along 13th Street, with the reclamation of leftover space for wider sidewalks
- Conversion of vehicular travel from two-way to one-way to maximize efficiency of ingress and egress into existing parking structures

and minimize pedestrian conflict points at intersections

- Improved efficiency of loading/unloading operations along 13th Street
- An assessment of existing utility locations with recommendations for relocation or upgrade
- Aesthetic improvements to shield existing dumpsters and provide a well-lit entryway to the Arts Complex facility from underneath the Galleria structure."

These elements, paired with RTD Station enhancement, will help to create a seamless pedestrian experience between DPAC and CCC, establishing a new, and celebrated arrival experience.

13th and Champa Street Rendering



13th Street Rendering



Rendering of Galleria Space





Existing Conditions

RTD Station Enhancements

The Regional Transportation District's Theatre District / Convention Center Station, is perhaps one of the greatest underutilized amenities adjacent to the Colorado Convention Center. Its location on the edge of the downtown fabric often makes it the first exposure that users have to Downtown Denver. Unfortunately, its current configuration and lack of placemaking elements do not capture the grandeur that such an entry experience could and should provide.

Currently, there are a number of site constraints that will need to be addressed with the design proposed. The intersection of 13th and Champa is a critical crossing point for pedestrian traffic; however, it is presently vehicle-oriented and there is a notable grade change that separates internal and external pedestrian traffic. In addition, a safety barrier

(fence) has been erected that disconnects shuttle drop-off services, the light rail station, and existing retail.

Given the location of the egress stairs exiting from the Convention Center, an unnecessarily large amount of space is left unused for the majority of the year, with the exception of temporary queuing at a certain events. Additionally, the fixed location of the ticketing station disrupts the continuity of the space. Lastly, the planting scheme adjacent to 14th Street, in addition to scale and location, visually screens retail opportunities and further disconnects the station from the downtown fabric. It is likely that the first phase of the design will address some of these issues, while a complete build-out will address all of them.

These issues and constraints produce an obvious conflict with the desired lines of travel

and potential areas to gather. In observation of the existing conditions and with consideration of the proposed design for both the CCC Plan as well as the DPAC Vision Plan, there is a noted desire to:

- Access Sculpture Park along the primary, through-site desired path of travel;
- Enter a 13th Street Pedestrian Street;
- Connect to the RTD ticketing area from the shuttle drop-off area and Convention Center entrance;
- Connect to the CCC from the Light Rail Station and Pedestrian Breezeway;
- Maintain pedestrian traffic ways to the downtown fabric;
- Connect through site via the pedestrian breezeway; and
- Connect through the site from the light rail station through the site.



Upon implementation of the design recommendations for the two aforementioned master plans, it is expected that there will be an increased desire by users to gather in the following locations:

- A departure node from the CCC, as an important pause in movement before crossing to the DPAC
- The area around or adjacent to RTD ticketing;
- The existing drop-off area from the CCC, once programmed accordingly; and
- The area in front of the retail, assuming the planting is reconfigured.

In response to both the opportunities and constraints, a short-term and long-term strategy was produced. In order to effectively employ the long-term design concept, it was

important for the short-term solutions to not preclude or impede future strategies. These design strategies aimed to: establish a multi-modal transportation hub; celebrate the arrival sequence into Downtown Denver; create a safe and continuous pedestrian experience; and delineate notable thresholds and gathering spaces. Key elements of short-term RTD Station improvements include(s):

- An expanded sidewalk and vegetation buffer;
- In-ground lighting/paving features along primary axis;
- Alternate tree species to denote points of pedestrian entry;
- Seating opportunities;
- Modular interim long-term bicycle parking facilities;
- Unimpeded RTD service access; and

- A pedestrian breezeway sculpture that mimics a tree alley.

Key elements of long-term RTD Station improvements include(s):

- A raised pedestrian crossing;
- The two-way traffic conversion of Champa Street;
- The conversion of Stout Street to a curbsless, pedestrian street with a consistent drop-off lane;
- An outward shift of the egress stairs to the building perimeter;
- Permanent and integrated long-term bicycle parking facilities;
- Expanded in-ground lighting/paving features along primary axis;
- Additional seating opportunities; and
- A relocated RTD ticket station.



CREATE A “SIDE” DOOR TO ACTIVATE AND SUPPORT REDEVELOPMENT OF SILVER TRIANGLE

Engagement of meeting planners throughout the planning process elevated the importance of addressing issues related to the manner in which the CCC interfaces with its remaining edge context other than 14th Street. The majority of input suggested that there is a missed opportunity in attracting CCC attendees to travel beyond 14th Street. Better connections to DPAC and Sculpture Park will be addressed in the next section. This section focuses on rethinking and revitalizing the Welton Street edge of the Convention Center. There is a tremendous opportunity to improve CCC functions and operations by creating a better secondary entrance to the facility. There is an even greater opportunity to approach Welton Street in a coordinated manner, incorporating multiple properties and adding stakeholders to support redevelopment of the Silver Triangle. Realizing these opportunities will add an entirely new dimension to the CCC context.

B Lobby Phase 1 Improvements

B Lobby is located on the opposite side of the building from E Lobby off of a covered access lane and employee parking located along Welton Street. This lobby has perhaps the greatest potential to positively influence the CCC in future phases of development, and therefore, it is essential to plan this space

Existing Conditions



accordingly. Adequate design considerations and investment here will not only address the lobby's current underutilization, but will allow for proposed external growth pending adjacent redevelopment. The major benefit for the CCC is the ability to have separate entrances for two or more larger events and an entrance that better connects to redevelopment along Welton Street and the Silver Triangle. There may also be an opportunity to wrap the Welton Street edge of the CCC with retail spaces while retaining necessary egress.

For all of the lobby space enhancements, the focus must be placed on wayfinding, networking spaces technological

improvements, and portable food service accommodations. . Ultimately, it is the combination of these lobby enhancements that will contribute to the success of the rooftop expansion, the existing CCC and the future activation of areas adjacent to the CCC. Key elements of B Lobby Phase 1 improvements include:

- Approximately 60,000 SF of renovated space;
- \$300,000 FFE (portable food carts and networking furnishings); and
- Connection to existing lower level ballroom pre-function space.



Future Pedestrian Bridge Alternative



Existing Conditions



B Lobby Phase 2 Enhancements

The second phase of the B Lobby enhancements is perhaps the most critical to the Colorado Convention Center in engaging its adjacent context in a manner consistent with the Urban Design Framework's charge to strengthen external connections. This phase of development would extend and enclose B Lobby within a portion of the existing vehicular drop-off and parking lane, parallel to Welton Street. The enclosed extension would push into the current public realm pending the realignment and improvement of Welton Street. This gesture would ultimately establish a second front door, increasing the viability of

hospitality related development along Welton Street, allowing for separate, concurrent events at the CCC and spurring additional growth and development opportunities into the Silver Triangle beyond.

- 20,000 SF new lobby extension to Welton Street with appropriate amount of FFE;
- Connects existing interior area with exterior extension with lobby;
- Includes new vertical conveyance, enclosure and Welton connection; and
- Allow for separate, concurrent events at the CCC



Bellco Theatre Lobby, Support Space and Upper Level Office Space

Improvements to the Bellco Theatre are dependent upon numerous factors. First and foremost, it requires the relocation of the current Fire Station located at Speer and Colfax. Though interest in this move has been expressed from various parties, its timing will play a major role in implementation of this design recommendation. Access to Bellco Theatre is currently served off of the back-side of lower D lobby. While there is technically a space devoted to Bellco Theatre's lobby functions, it currently feels disconnected with the Theatre itself. Relocating this function to the Fire Station site reveals an opportunity to create a grand entry that is supported by major street frontage and vehicular drop-off access, and adequate pre-function and food service space. Furthermore, moving the lobby functions may allow for the relocation of SMG's current administrative offices, opening up the ground floor of 14th Street and Welton Street for a publically-oriented function such as retail

or commerce. As this corner is a visual marker for the Colorado Convention Center, engaging locals and conventioners as soon as possible is imperative. Key elements include:

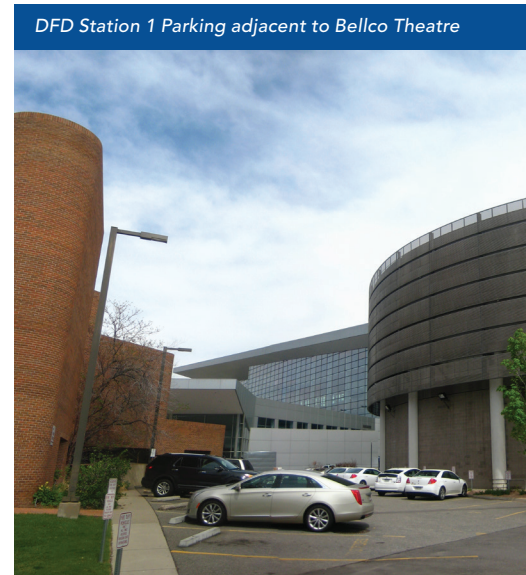
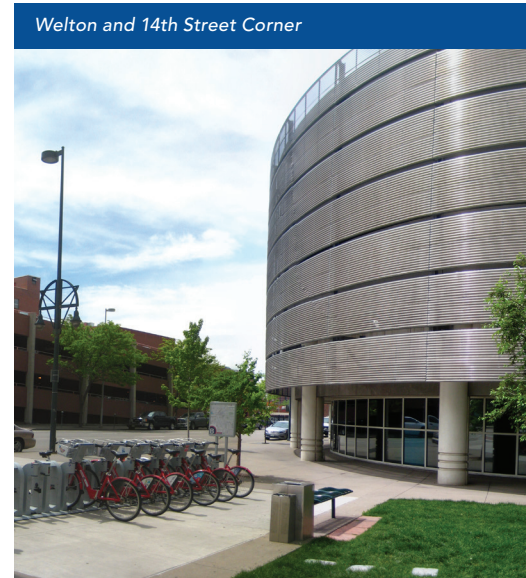
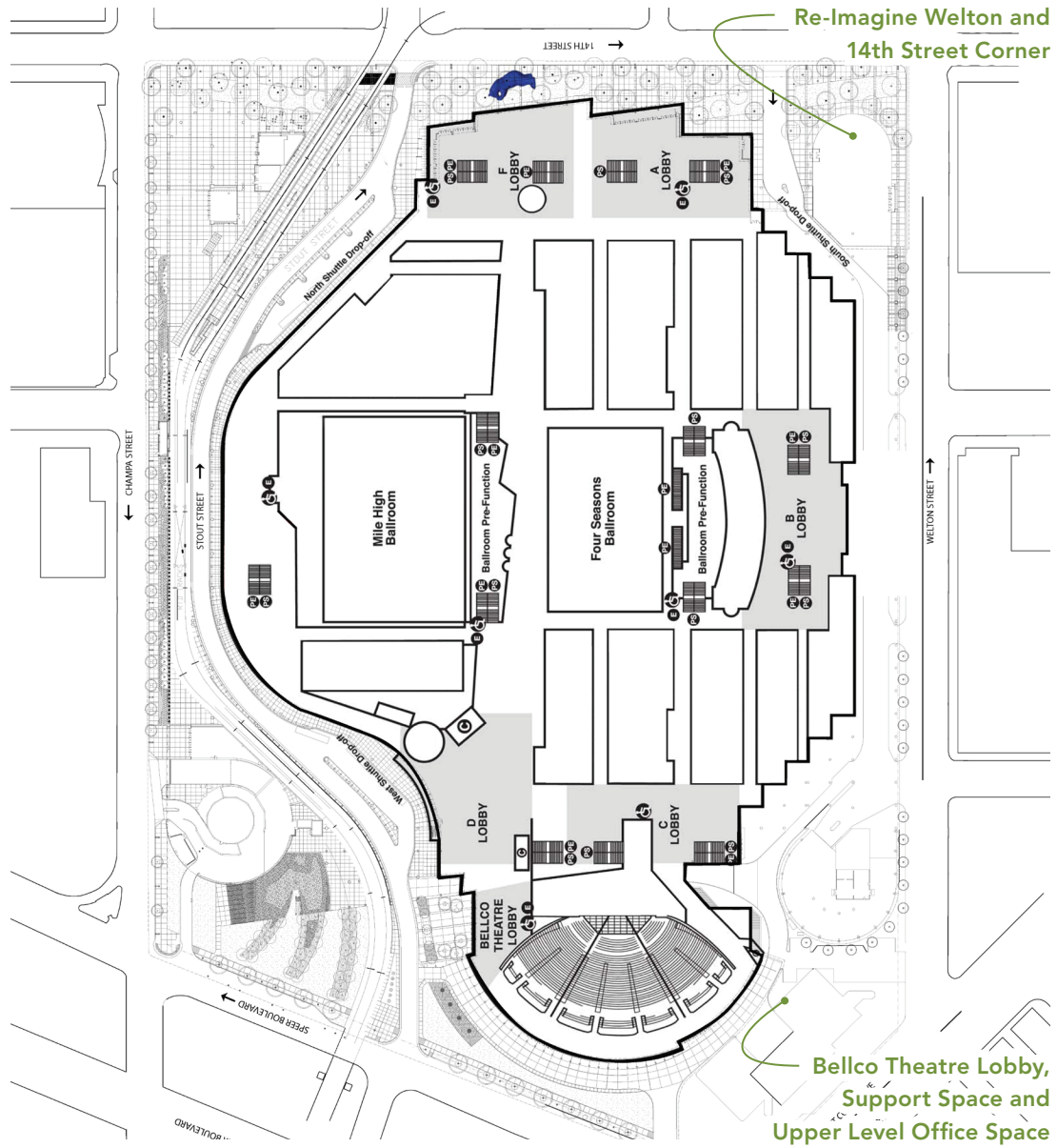
- 20,000 SF New Lobby Space for the Bellco Theatre (on Fire Station Site); includes food service requirements; and
- Note: Consider adding administration offices above the new space to make existing SMG offices at 14th and Welton available for adaptive reuse and better ground floor activation of this important corner.

Re-Imagine Welton and 14th Street Corner

In addition to the numerous design strategies that are being employed throughout the Convention Center itself, there is the collective understanding that the surrounding context also needs to be engaged comprehensively. While edge strategies have been developed for Champa Street, 14th Street, and Welton Street, with adjacent improvements being proposed internally, the confluence of pedestrian activity, design potential and

visual prominence requires a strong focus be given the surrounding intersections as well. The potential redevelopment of the area adjacent to Bellco Theatre to the south offers a dynamic prospect for growth in the future at a prominent intersection. To the north, 14th and Welton provides an opportunity to produce a figurative welcome sign for the Colorado Convention Center, adjacent to both the existing downtown fabric as well as the Silver Triangle, on the cusp of redevelopment. Numerous placemaking and design strategies can produce a space that is inviting and engaging for all user-groups. Furthermore, activating the CCC's eastern corner and the adjacent intersection produces a critical mass that could encourage the opposing corners of the Denver Athletic Club's parking garage and the Hyatt Regency's 'back-of-house' to adapt as well. Key elements of the activated intersection at 14th and Welton include:

- Enhanced pedestrian crossing and intersection design elements, such as special paving, artistic murals and so forth;
- Pedestrian gathering spaces adjacent to new ground floor uses; and
- An adaptive re-use and/or redevelopment of the existing SMG offices to provide a use that's engaging for both conventioners as well as the general public.



ENGAGE THE DENVER PERFORMING ARTS COMPLEX

The prominence of both the Colorado Convention Center and the Denver Performing Arts Complex within the fabric of Downtown Denver and their relationship with one another illustrates a crucial intersection in the evolution of the district. The efforts of the CCC-DPAC Urban Design Framework and both CCC Master Plan and DPAC Vision Plan emphasized better integration of the two facilities. This section highlights several opportunities to provide an improved experience for those patrons of both CCC and DPAC moving forward. Opportunities for better integration increase as the recommendations in both plans are implemented. It should be noted that improvements to the RTD station summarized earlier help to better connect CCC and DPAC to each other and the surrounding district.

Coordinated Parking Strategies

Both the Colorado Convention Center and the Denver Performing Arts Complex are actively working towards shaping a vision that addresses both current and anticipated needs. Despite growing use of alternate modes of transportation, efficient parking remains an important need. Currently, the available spaces between the two facilities fail to meet peak parking demands. Through this process, a series of solutions has been presented that will effectively manage and address the parking need moving forward.

It was determined that the parking strategy should collectively work toward an improved arrival experience for all visitors. This improvement would be achieved by identifying strategies that prepare the Center and Complex for the future of transportation and management to meet the actual shared demand. A district-wide approach will need to be developed that utilizes the CCC and spaces recaptured through the expansion and incorporates DPAC and adjacent private parking opportunities. Key elements for the parking strategies include(s):

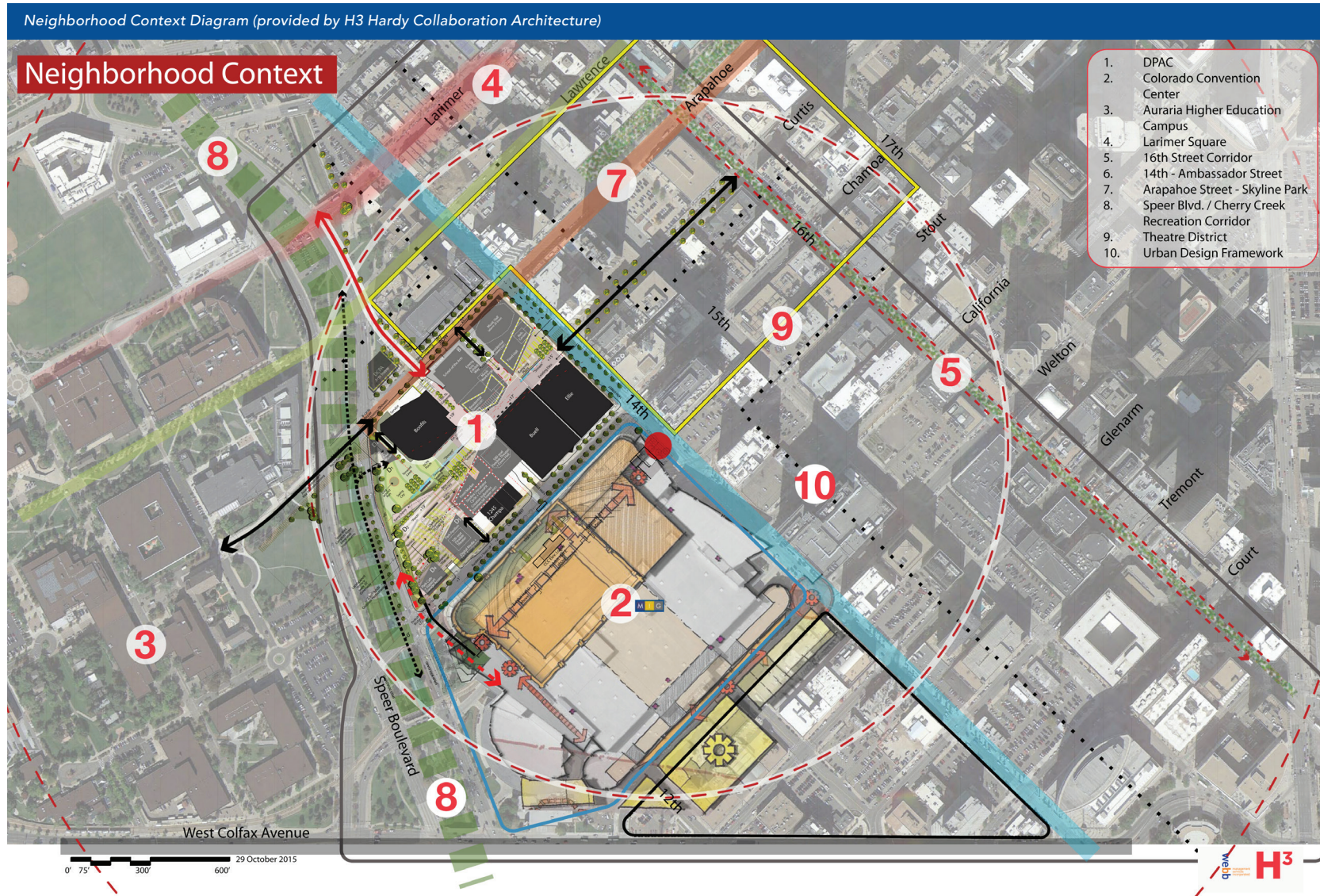
- Employing a district-wide strategy that increases the overall available count of parking spaces;
- Increasing mobility options for Center and Complex employees in order to reserve the maximum amount of spaces possible for guests;
- Acknowledging the need for and Increasing multi-modal access for both centers; and
- Adding to the available shared-parking count by building more spaces at the Denver Performing Arts Complex as it redevelops.

Exterior Signage and Wayfinding

Signage along the street fronts and attached to the CCC itself will serve multiple purposes. First, it will address the existing vehicular navigation issues that have arisen due to atypical points of access. Furthermore, with the addition of the rooftop expansion, it will be

important to rebrand, focusing on Colorado's identity that effectively markets new assets. These elements can take many shapes and sizes, though their needs exceed pure function. In embracing the technological improvements proposed elsewhere throughout the facility, signage and wayfinding can benefit from new technology. The program can be a means of creating memorable space, where design elements themselves become key wayfinding cues, in the forms of digital art and sculpture.

- Address the existing deficit for vehicular wayfinding to parking;
- Integrate variable, dynamic signage technology; and
- Create a new signage package that embraces the expansion and aids in the growth of the facility.







Existing Conditions



Elevated Connection to Sculpture Park

Connectivity between the two facilities was a key consideration in both Plans. Numerous design alternatives were explored throughout the respective processes and two proposals were ultimately selected in the final recommendations: an enhanced at-grade crossing for the intersection of 13th and Champa, and an elevated crossing, adjacent to Speer, connecting an elevated Sculpture Park at the Denver Performing Arts Complex to the Convention Center. This connection point would tie into an enhanced upper D Lobby at the Convention Center, providing access to the rooftop expansion as well as the

rest of the facility. This new arrival process at the Convention Center would be celebrated through a series of elevated terraces, and features indicative of Colorado's identity. Key elements of the elevated connection to sculpture park include(s):

- Elevated terraces connecting upper D Lobby to Speer Boulevard;
- Access points for both the parking structure as well as the rooftop expansion; and
- A material palette that denotes a transition in use and space.



ENHANCE THE FACILITY WITH MAXIMUM FLEXIBILITY

In order to successfully compete with current and future centers, enhancing various components of the CCC is essential. This section highlights enhancements intended for the entire facility that will provide additional competitive advantage and maximize flexibility moving forward. Interior signage and wayfinding and technology enhancements are critical improvements that will support the entire CCC.

Interior Signage and Wayfinding

The existing Colorado Convention Center suffers from a number of internal wayfinding issues. While organized about a major axis and corridor, the interconnectivity between the bays of meeting rooms and the various lobbies frequently produces confusion amongst conventioners. Furthermore, the lack of character within the corridors themselves produces a forgettable experience. Interior signage and wayfinding could create a dynamic

atmosphere that enhances the users overall experience at the Convention Center. Pairing technology with art will both create identity for character areas, and provide comprehensible and intuitive wayfinding solutions through the existing corridor network. In doing so, there is also the opportunity to feature areas of interest around the city as a means of capitalizing on the growing tourism interest in Denver at large.

Key elements focused on interior signage and wayfinding include:

- Video-glass technology highlighted area attractions and features;
- Enhanced interactive and all-inclusive digital wayfinding pylons; and
- Both digital and analog art to thematically create character areas as a means of intrinsic placemaking and wayfinding within the lobbies and corridors.

Technology Enhancements

The CCC's current and future competition and desired visitation from a variety of user groups require improvements to the overall technology platform. Increasing the efficacy and capacity of the wireless internet system is an element that has become more and more of a competitive factor over the last several years. Retrofitting existing space or providing new space that integrates current audio-visual trends and technology is equally important.

According to a study recently conducted by the Convention Center Consulting Group (CCCG) for SMG, the existing wireless network at the CCC does not meet minimum standards to provide basic Wi-Fi access throughout the Center. In addition, the existing system is not adequate to support Location Based Services (LBS). The Las Vegas Convention Center (LVCC) has recently set the bar when it comes to high density Wi-Fi provision. Independent reviews by CCCG and MIG, Inc. support a build-out for the CCC that is competitive with, but not identical to, the LVCC. A build-out with similar

specifications should be explored for common areas and meeting rooms. Installations in exhibit halls and the Bellco Theatre should be customized to those spaces given the unique demands for those spaces and both vendor and attendee preferences.

Additional technology improvement recommendations include:

- Hardware and infrastructure additions and upgrades to increase the exposure of the Colorado Convention Center to current and future events that have increasingly higher technology expectations;
- Network upgrades to enhance the visitor experience via existing and emerging technologies, including video streaming, Location-Based Services, push technology and geo-mapping capabilities;
- Increase network capability and capacity to allow seamless integration of emerging technologies that will keep the CCC at the forefront of innovation in the convention and meeting industry;
- Explore a logic-based system for future technology improvements to decrease reliance on a single manufacturer or provider; and
- Purchase or develop a mobile application to support both vendor and attendee experiences with interactive digital mapping and push marketing opportunities.

It is important to note that Wi-Fi provides another potential opportunity to better connect the CCC with DPAC and Hyatt Hotel. Denver Arts & Venues should explore the possibility of creating a single, seamless Wi-Fi experience extending from the CCC through the Arts Complex and perhaps encompassing Sculpture Park and some extent of 14th Street, especially if there is an improved plaza in front of the CCC as described below. The single Wi-Fi network will likely provide leverage when negotiating the cost of hardware and ongoing service and maintenance. Most importantly, a single network will help to stitch the various venues and public spaces together for all users of the district.

The new and renovated spaces at the CCC should include state-of-the-art audio visual technology. A recent study conducted by Image Audiovisuals, Inc. (IAV) for SMG suggested the design, engineering, installation, maintenance and operation of ceiling mounted high definition (HD) projectors, electric screens, digital video matrix switching, touch panel-based control and facility-wide control and monitoring technologies for all existing meeting rooms. It is recommended that the technology be integrated into the new expansion space and tested in existing meeting rooms. As was suggested by IAV, new signal transport and switching infrastructure should support 4K high definition content. Enhanced





audio-visual hardware should also support improved recording and streaming capabilities. Other considerations for enhanced audio-visual technology should include:

The entire system should be broadband-based with centralized control. Centralized control could come in a variety of configurations. IAV recommended the creation of six zones of control and signal management for the existing 63 meeting rooms. Control would be provided in each room with touch screen technology and in a centralized control room/s;

- Due to cost, uncertainty about user preferences, and evolving technology, it may be beneficial to phase in the audio-visual improvements. As such, meeting rooms that are utilized less frequently may be the best candidates for audio-visual upgrades as a means to differentiate and improve the attractiveness of the rooms from those with more desirable locations in the Center;
- Purchase the highest definition projection technology that is available at the time of installation. The 1080p HD projection

systems are currently class leading, but higher definition systems are being developed;

- Create a system that allows for flexibility and easy reconfiguration. While the built-in systems will likely include fixed screen and projection systems, mobile systems should still be utilized and easily connected to the overall control and signal management system. Mobile displays may include projection and screens, high definition monitors, or a combination of both; and
- Support high-quality live streaming and recording technology to further enhance the presenter and attendee experiences.

Cutting-edge audio-visual technology with centralized control may provide another opportunity for the CCC and Denver Performing Arts Complex to be better integrated. A shared system will be more cost effective and provide further opportunities for sharing resources and programming.

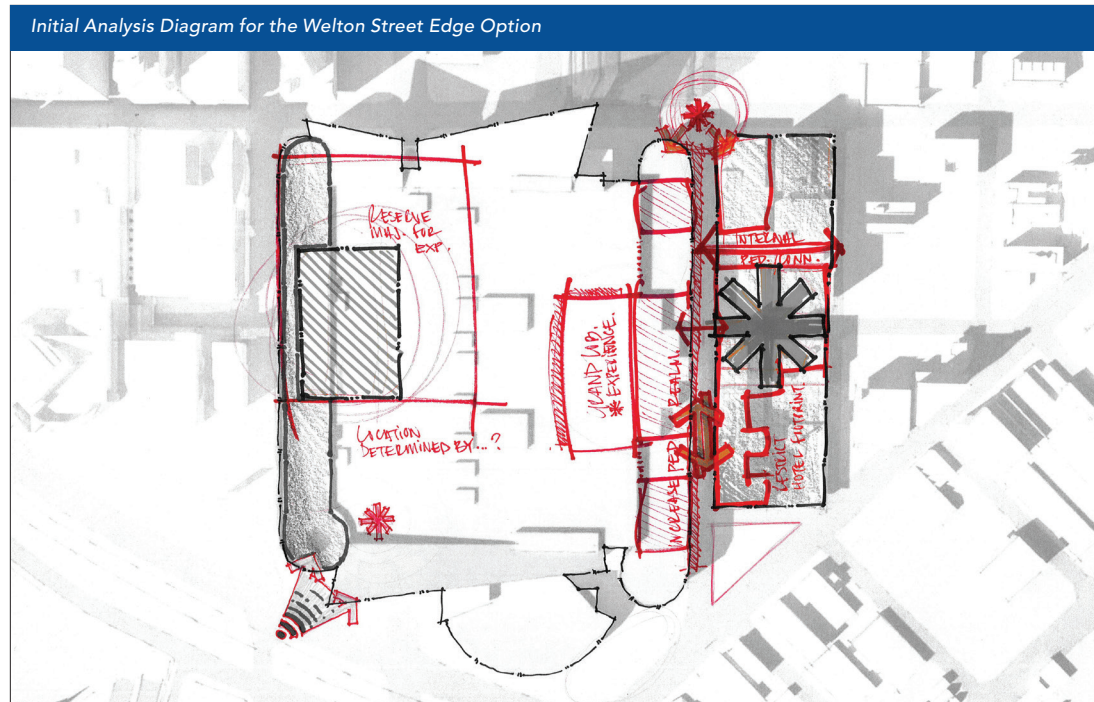
Technology improvements for the CCC should also include innovative charging technology for mobile devices. Wireless charging technology is evolving quickly and becoming more prevalent all the time. Within a few years, it is predicted that all new mobile devices will include wireless charging technology. As new space is developed, existing space is upgraded and new furnishings are purchased, opportunities to integrate wireless charging should be further evaluated for cost effectiveness and efficacy.

POTENTIAL HOTEL SITES AND IMPLICATIONS

This planning process explored potential redevelopment sites and programs for a new or improved full service hotel with meeting facilities and relative adjacency that would directly influence the design and marketability of the CCC.¹

Recommended Option – Welton Street Edge

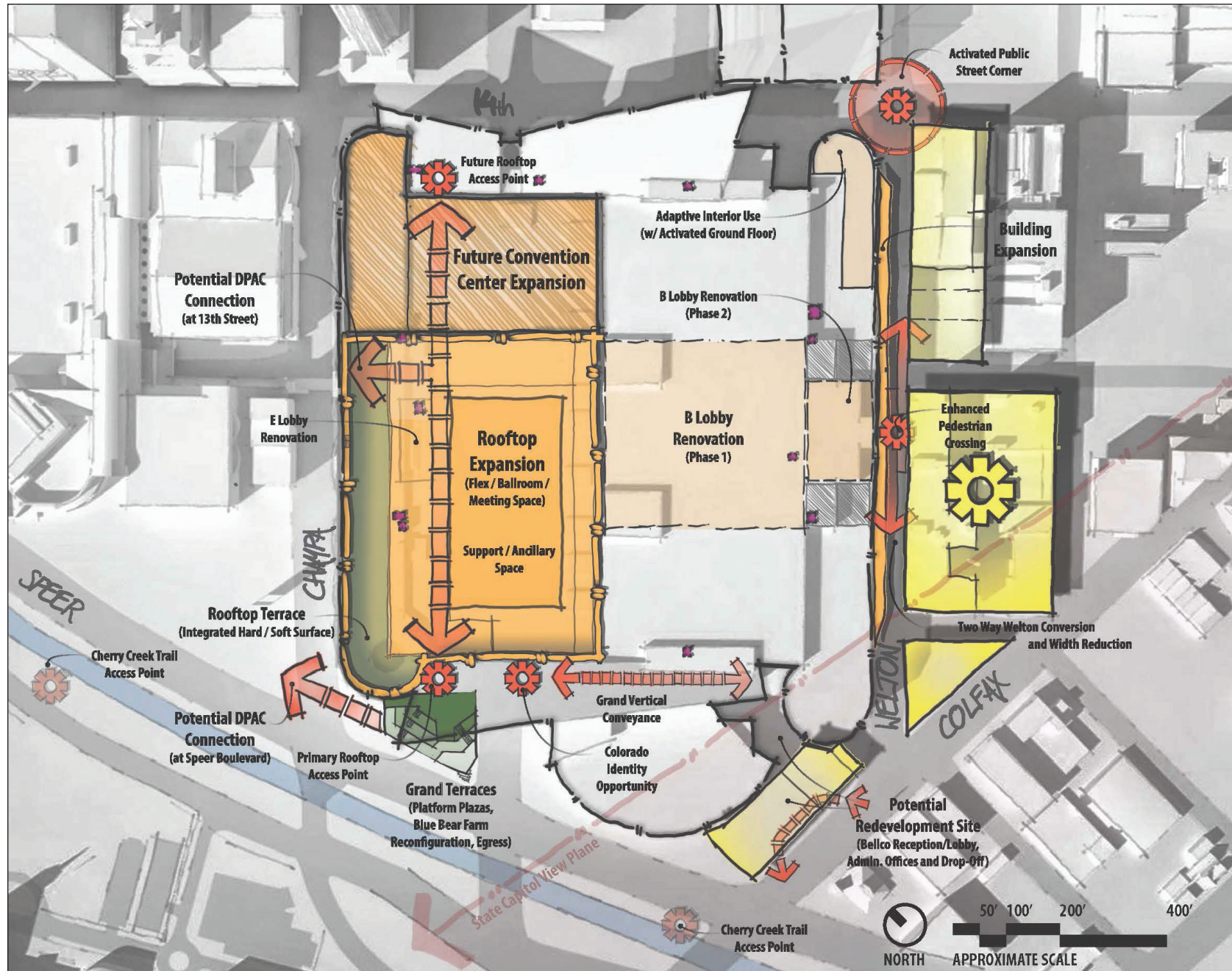
Ultimately, it was determined that most catalytic redevelopment opportunity focused in, on and around the Welton Street edge. Of these potential benefits, a site on Welton Street, whether it uses all or part of the existing Emily Griffith Opportunity School site, would be the only location that could energize and activate the area southeast of the CCC, known as the Silver Triangle. The site also provides the greatest opportunity to include complementary development (e.g. brewery, taproom, dining, shopping, public market, etc.) that will further engage the local community and contribute to the “Colorado feel.” Furthermore, the development opportunities along and near Welton Street are less constrained than other sites considered, providing for the largest contiguous floor plate and maximum amount of horizontal flexibility in the design process. These factors are advantageous with regards to the inclusion of meeting space and the ability



to integrate other ground floor uses to help activate the area. Additionally, only a small portion of the site falls under State Capitol view plane restrictions, therefore, overall height restrictions are considered to be minimal. The incorporation of at least a portion of the Emily Griffith Opportunity School’s existing physical structure may provide tax credits, should the building receive historic designation. If that were the case, the designation would likely

be restricted to the Welton Street façade and would allow for a maximum developable interior space. Lastly, current ownership by Denver Public Schools may facilitate incorporation of public amenities and an active ground floor. Future development and redevelopment along Welton Street across from the CCC may also include at least a portion of the Denver Athletic Club’s property.

¹ See discussion of existing hotel financing restrictions in Chapter 2, footnote 1



Pros:

- Energize and animate the Welton Street side of the CCC and the adjacent area (Silver Triangle District)
- Largest development footprint potential
- Minimal height restrictions imposed by neighboring view planes
- Historic designation could offer potential tax credits
- Owned by Denver Public Schools

Conversely, there are some reservations in selecting this site, though not so many as to rule out any possibility of development. In this scenario, the enhancements and upgrades suggested for B Lobby only address the *immediate* needs of the Convention Center. They neither address the greater need of connecting with adjacent development, nor do they preclude that future connection. However, establishing a strong physical link with a second phase of B Lobby improvements will be crucial to the continued success of the Center pending any adjacent development across Welton Street. Furthermore, for this connection to truly be viable, it would require a reconfiguration of Welton Street itself.

Currently, the Welton Street right-of-way devoted to moving vehicles is oversized and could accommodate up to three and half times the current traffic demands on the street. Converting the street to two way traffic, and reducing the number of travel lanes would achieve several objectives. A reduction in the roadway footprint would allow for partial

vacation of the right-of-way and an extension of the CCC building edge out beyond the existing second floor loading docks. This would be necessary to create an appropriately-scaled and aesthetically pleasing lobby entrance along Welton Street connecting to the existing B Lobby. A reconfiguration would also reduce the pedestrian crossing distance, creating a safer and more pleasing pedestrian environment overall. It may also be advantageous to explore a below ground or third level overhead pedestrian connection between a hotel and the CCC. While the at-grade crossing should be emphasized, an enclosed above or below grade connection would support the sharing of meeting space between the two facilities. Such a connection could also allow for future expansion of the Convention Center itself to be integrated in development across Welton Street.

Lastly, reuse of part or all of Emily Griffith Opportunity School's existing facade also results in additional costs. Of course, the potential tax credits identified above could offset the additional design and construction costs.

Cons:

- B Lobby not currently conducive to desirable visitor experience
- Welton Street realignment necessary for connectivity
- Historic designation could necessitate retaining portion of existing façade





Additional Options

CCC Rooftop

Taking into consideration all of the factors that have led to the Welton Street site as the primary recommendation, other sites that have desirable traits remain viable options for future hotel development. Should the remainder of the CCC rooftop not be reserved for future expansion space, it could serve as the potential site for a future full service hotel. Of all the sites reviewed, it is the only one that is physically integrated with the Center itself. Throughout the process, this was viewed as both a positive and a negative aspect by users, meeting planners, and stakeholders alike. Additionally, it has the benefit of a presence and frontage along 14th Street. This presence is perhaps the rooftop location's greatest asset. However, there are a number of issues with attaching a convention center hotel to the rooftop, aside from the previously noted managerial and operational concerns. Additionally, placing a redevelopment site here would preclude the Center from any future, on-site expansion.

While this could be addressed off-site in the future, as the Convention Center evolves into more of a complex or district, it would certainly be a more daunting undertaking. Furthermore, there is a city-imposed height restriction of 200 feet for the Center. Unless this restriction is removed, a hotel of any notable capacity is impractical in this location. Perhaps most important is the increased construction costs. While the western edge of the Center was initially structured to receive another level of rooftop expansion space, it was not structured to support a 25+ story building. The cost of constructing a hotel tower atop the CCC will add additional cost to the project that would not be necessary on other sites that were considered.

Pros:

- Physically integrated within the Convention Center
- Frontage on 14th Street and between DPAC & CCC
- Land is owned and controlled by City

Cons:

- Integrated with CCC could result in real or perceived management and operations issues between multiple users
- Will preclude future CCC rooftop expansion
- 200' height limit
- Additional construction cost related to additional structural reinforcement

14th and California Site

The third viable location would involve the expansion of the existing Convention Center hotel, the Hyatt Regency, across California Street from the existing hotel and across 14th Street from the CCC. The Hyatt Regency suffers from an insufficient amount of meeting space. Also, they frequently sell out when large conventions or other events are occurring. A connection across 14th Street has been discussed in the past in order to increase access to meeting space that already exists at the CCC. The option highlighted and evaluated through the current planning process involves developing the surface parking lot located at

the corner of 14th Street and California Street. The new development could include additional meeting space connected to the existing meeting and ballroom space at the Hyatt Regency by an enclosed overhead pedestrian connection. Additional lobby, restaurant or other support space could occupy the first floor and new hotel rooms could occupy upper floors of the development. Development on this site may also provide an opportunity to reconfigure the intersection of 14th Street and California Street, including the light rail alignment. The intersection is difficult for visitors to navigate and contributes to a relatively unsafe entry and exit experience at the CCC.

Pros:

- Directly across 14th Street from Convention Center
- Adjacent to existing Hyatt Convention Center Hotel
- Expands meeting room capacity of Hyatt
- Leverages existing asset
- May improve safety and legibility of 14th and California intersection

Cons:

- Would require above or below grade crossing of California
- Requires purchasing of land
- Does not further activate any adjacent development
- Inadequate lot / floor plate size.

DPAC Site(s)

Design studies that were explored through the DPAC Vision Plan revealed the potential for numerous development opportunities that this site offers. Other potential sites were explored due to both their prominence within the Complex, as well as their relationship to the CCC, including Boettcher Concert Hall, Champa Commons (1245 Champa) and the existing parking garage. Through this exploration, it was determined that both Boettcher Hall's and Champa Commons' existing footprint was likely too small for a hotel that contained its own meeting space. Ultimately, the valuation process focused on the alternative site at DPAC. One primary consideration in reviewing the opportunities

was the importance of the final vision for DPAC. Any proposed hotel development would need to establish a strong connection with the rest of the Complex. Connections became a focal point in this exploration as pedestrian flow was integral to the overall site experience. However, the distance between this potential site and the CCC caused some concern as it's largely considered that the disconnect between the Hyatt Regency (the current Convention Center hotel) and the CCC is already too great. . Conversely, given the campus nature of the complex, these sites are afforded the opportunity to 'break down the stiffness of the meeting' by creating an open and vibrant pedestrian experience. Hotel guests and meeting attendees alike are offered a greater





experience when they're immersed within a larger use and a required to interact with a greater urban fabric when moving from site to site.

Pros

- 14th Street location & DPAC connectivity
- Upscale positioning between DPAC and Four Seasons hotel on Ambassador's Street.
- Potential connectivity with CCC through DPAC

Cons

- Greatest distance from the CCC.
- Limitations on hotel size (not HQ CCC site)
- Phase/sequencing of DPAC development could impact timeline

It is important to note that additional sites were considered in the analysis and evaluation for additional full service hotel/s with adjoining meeting space. While these sites were deemed attractive and appropriate for

hotel development, a variety of constraints and considerations resulted in the sites not being recommended for a large, full service hotel programmatically linked to the CCC. A potential site may ultimately redevelop as an outcome of the DPAC Vision Plan and may include a hotel as a portion of the development program. With that said, the DPAC Vision Plan process has identified a host of desired arts and culture-related uses for the first several levels of new development on the site, precluding the provision of adequate meeting space necessitated by a full-service, full-function hotel associated with the CCC.

Finally, development of one site with a new or expanded hotel does not preclude the possibility of developing full service hotel product on one or more of the remaining sites. Market demand and positioning must be considered. The current development of hotels in close proximity to the CCC may also impact the rate of market absorption of additional hotels of all types.





The portion of revenue projected for CCC improvements represents nearly 60 percent of the estimated costs for Tier 1 Improvements and over 40 percent of the overall costs estimated for all recommended Master Plan improvements.

Chapter 5: Implementation Strategy

This chapter provides a preliminary implementation strategy for the CCC Master Plan recommendations. Specifically, it includes:

- Phasing Strategies;
- Funding Opportunities and Constraints;
- Capital Improvement Plan Updates; and
- Next Steps.

PHASING STRATEGIES

These final recommendations were made with phasing being a primary consideration. Organizing these phases effectively required understanding their hierarchy. The following table summarizes the suggested phasing according to a three-tiered prioritization developed with key stakeholders. Additional detail regarding the specific improvements can be found in Chapter 4 and the Appendices.

The Tier 1 Improvements include a collection of improvements and an expansion of the CCC that will reposition the facility among a growing list of competitors. The Tier 1 improvements were identified as the highest priority recommendations.

Tier 2 and Tier 3 priority are additional enhancements that, if achieved, would

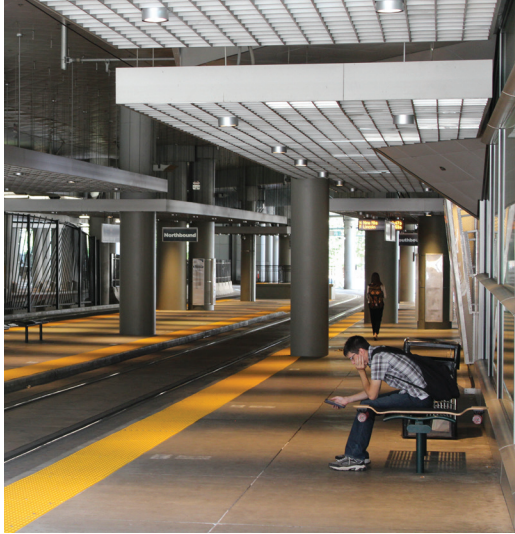
contribute to overall function of the CCC and help establish it as a leading facility amongst its competitors. While these enhancements are not immediately necessary or tethered to the success of the expansion space, taking them into consideration for future or concurrent phases of development is highly encouraged.

For the highest operational efficiency, it is strongly recommended that all Tier 1 priority improvements be designed and constructed in conjunction with one another. New technology and new signage and wayfinding can precede the building additions and upgrades, but even those improvements will benefit from stronger integration into the rooftop expansion and lobby upgrade projects.

Improvements in Tier 2 and Tier 3 are better suited for independent design and construction; the order of completion among the projects in these Tiers is inconsequential. A caveat to this suggestion on order of completion is the B Lobby Phase 2 Improvements. The Bellco Lobby and Support Space and an Elevated Connection to Sculpture Park are dependent upon the progress of adjacent development (Emily Griffith Opportunity School, Denver Athletic Club and Welton Street in the case of B Lobby Phase 2, the Fire Station for Bellco Lobby and Support Space, and DPAC redevelopment for the Elevated Connection near Speer Boulevard).

Tier 1, 2 and 3 Improvements

| Tier 1 Priority Improvements |
|---|
| Rooftop Expansion with Multi-Use Flexible Meeting Space, Pre-Function Space, Rooftop Terrace, Operable Glass Walls on Pre-Function Space and Vertical Conveyance to Upper D Lobby and Upper E Lobby |
| D Lobby Improvements (Upper and Lower) with New Connection to Parking Garage |
| E Lobby Improvements |
| B Lobby Phase 1 Improvements |
| Technology Enhancements |
| Exterior Signage and Wayfinding |
| Interior Signage and Wayfinding |
| Tier 2 Priority Improvements |
| 14th Street Edge Improvements |
| Executive Level Meeting Space |
| RTD Station Enhancements |
| Parking Strategies |
| Tier 3 Priority Improvements |
| B Lobby Phase 2 Improvements |
| Re-Imagine Welton and 14th Street Corner |
| Bellco Lobby, Support Space and Upper Level Office Space |
| Rooftop Decking for Remainder of Roof (130K GSF) |
| Elevated Connection to Sculpture Park |



FUNDING OPPORTUNITIES AND CONSTRAINTS

The successful passing of Denver Revenue Bond Measure 2C in 2015 offers the most immediate opportunity for funding the recommendations in this Master Plan. Measure 2C extended a 1.75 percent tourism tax indefinitely and earmarked the projected revenues to finance tourism-related projects, specifically focused on the National Western Center and the Colorado Convention Center. The portion of revenue projected for CCC improvements represents nearly 60 percent of the estimated costs for Tier 1 Improvements and over 40 percent of the overall costs estimated for all recommended Master Plan improvements. Increased funding opportunities may be available through the capital improvement program and various partnering relationships. Naming rights, advertising and sponsorship opportunities may also provide additional funding sources for the recommended improvements.

CAPITAL IMPROVEMENT PLAN UPDATES

The 2013 Capital Improvement Plan (CIP) included several projects that are related to or support the Colorado Convention Center Master Plan. The majority of \$64.8 million in improvements identified for the next 30 years in the CIP are related to ongoing maintenance and more general updating, with nearly \$10 million of projects relevant, at least in part, to the improvements identified in the CCC Master Plan. The most relevant recommendations for the CCC Master Plan in the CIP include:

- **\$1.2 Million to refurbish the street side café** – These funds should be diverted to B Lobby Phase 1 improvements, which include removal of the street side café and the construction and/or purchase of mobile food carts.
- **\$300,000 for digital signage** – A portion of these funds should be devoted to digital signage associated with renovated and new space.
- **\$125,000 for wayfinding signage** – These funds should be devoted to interior and

exterior wayfinding improvements and supplemented to support development of a comprehensive multi-modal wayfinding program for CCC. A system that is integrated with DPAC should also be considered, especially as it relates to parking.

- **\$2 Million for landscaping** – A portion of these funds should be devoted to 14th Street improvements, including plaza design and updates and new and improved landscaping.
- **\$20,000 for Welton ceiling slats** – These funds should be devoted to B Lobby Phase 2 improvements.
- **\$6 Million for elevator and escalator modernization** – A portion of these funds should be combined with funds for new vertical conveyances from D Lobby and E Lobby up to the rooftop expansion to ensure an aesthetic and functional connection from the ground floor to the rooftop.



NEXT STEPS

A number of action items are associated with implementing the CCC Master Plan. The majority of these are associated with more detailed programming and design and/or identification and distribution of funding. The following next steps should commence in the immediate to near-term to ensure the CCC is best positioned for continued success:

- Begin detailed programming and design of the rooftop expansion, outdoor terrace, D and E Lobby spaces;
- Continue to build partnerships and identify means of filling funding gaps to realize the full set of Master Plan recommendations over the next decade;
- Begin detailed design and specifications for recommended technology enhancements (facility and perhaps district-wide Wi-Fi upgrades and pilot audio-visual upgrades in existing meeting room(s);
- Develop comprehensive exterior signage and wayfinding program for the Theatre District (signage hierarchy for pedestrians, bicyclists, and motorists; destination hierarchy including parking, locations, fabrication, and installation);
- Develop comprehensive interior signage and wayfinding program for the CCC that builds upon and leverages existing dynamic digital displays to maximize flexibility and efficiency;
- Continue coordination with DPAC and associated phased redevelopment to determine timing and precise location of elevated connection to Sculpture Park and comprehensive parking strategy;
- Improve landscape and hardscape treatments along 14th Street edge of Convention Center to better link to and activate recent improvements within the public right-of-way;
- Begin more detailed planning and design of Theatre District/Convention Center Station improvements with RTD;
- Continue working with property owners and other stakeholders along Welton Street to develop a more detailed plan for coordinated redevelopment along Welton Street and the rest of the Silver Triangle area; and
- Begin design for reconfiguration and improvements to Welton Street to better support and integrate CCC improvements and adjacent development projects.
- Implement strategies developed in the Urban Design Framework plan that are focused on: Urban Design, Transportation and Mobility, and Programming

PREPARED BY



