

Mayor Michael B. Hancock

A VISION PLAN

10 March 2016



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



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CO-CHAIR
URBAN LAND
INSTITUTE



THOMAS GOUGEON,
EXECUTIVE
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DENVER
ARTS & VENUES

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

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A Message from the Mayor

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

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

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

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

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

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

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

Respectfully,



Michael B. Hancock
Mayor



A Message from the Executive Leadership Group

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

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

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

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

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

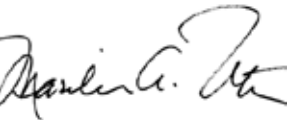
Instead, the Executive Leadership Team is presenting a dynamic plan that re-imagines the physical structure of the performing arts complex to include performance and rehearsal facilities, a media lab, a school of the arts, housing, retail and dining options, and more public space and parking. This plan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

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

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

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

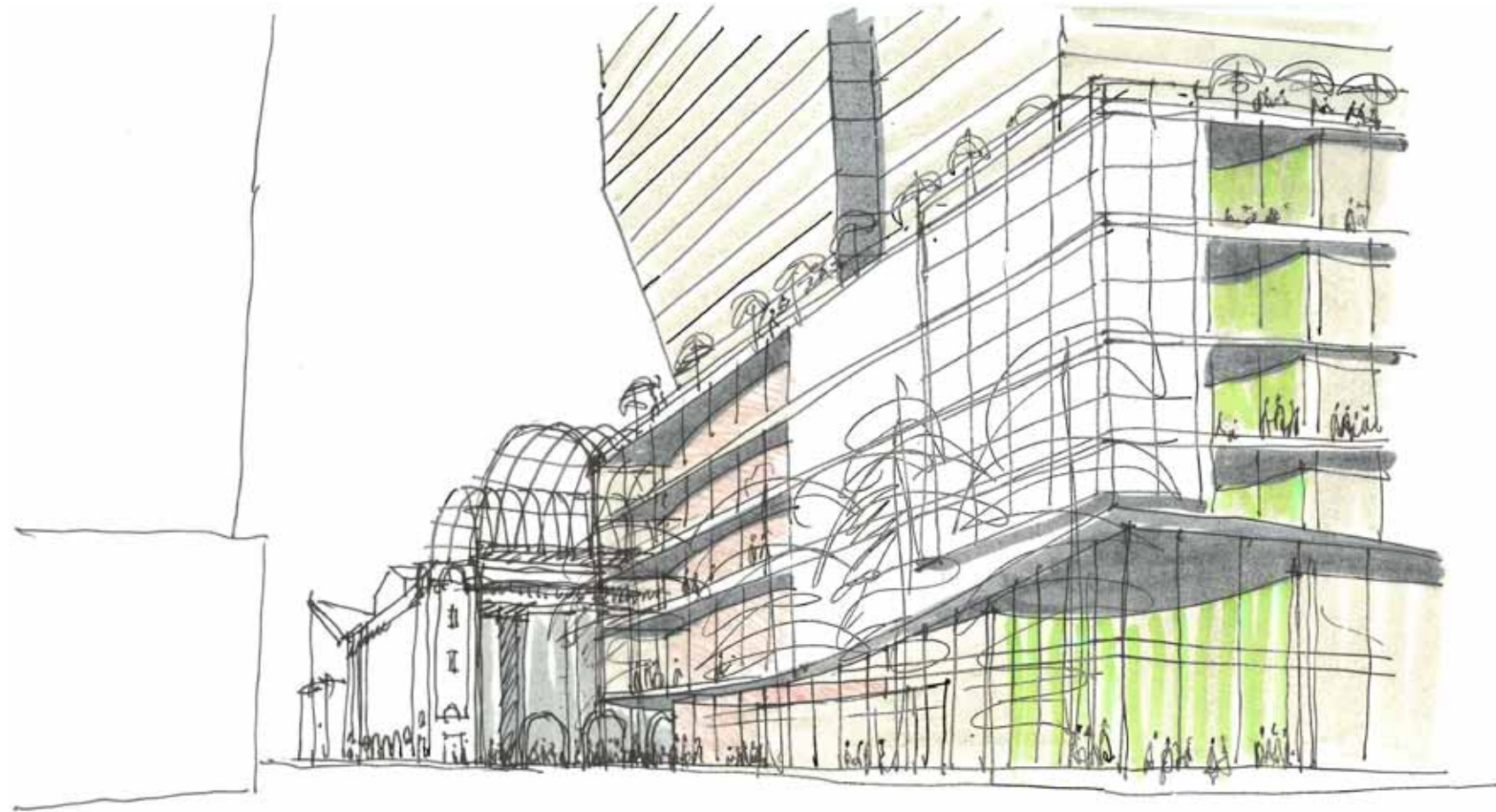
Sincerely,



Marilee Utter
Co-Chair, Executive Leadership Team



Tom Gougeon
Co-Chair, Executive Leadership Team



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

EXECUTIVE SUMMARY

Introduction

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

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

CONTEXT & HISTORY

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

ARTS COMPLEX TODAY - CHALLENGES

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

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



GRADUATION DAY, GALLERIA



AERIAL VIEW, 12-ACRE ARTS COMPLEX



SCULPTURE PARK, COLORADO CONVENTION CENTER - BACKGROUND

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

Physical

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

Economic

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

Programmatic

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

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



ACTIVE GALLERIA PRIOR TO SHOW TIME

DPAC HOUSES FOUR RENOWNED RESIDENT ORGANIZATIONS



BELOW
EXISTING DPAC CONDITIONS



THE GALLERIA ALIGNS WITH CURTIS STREET AND IS EMPTY MOST DAYS

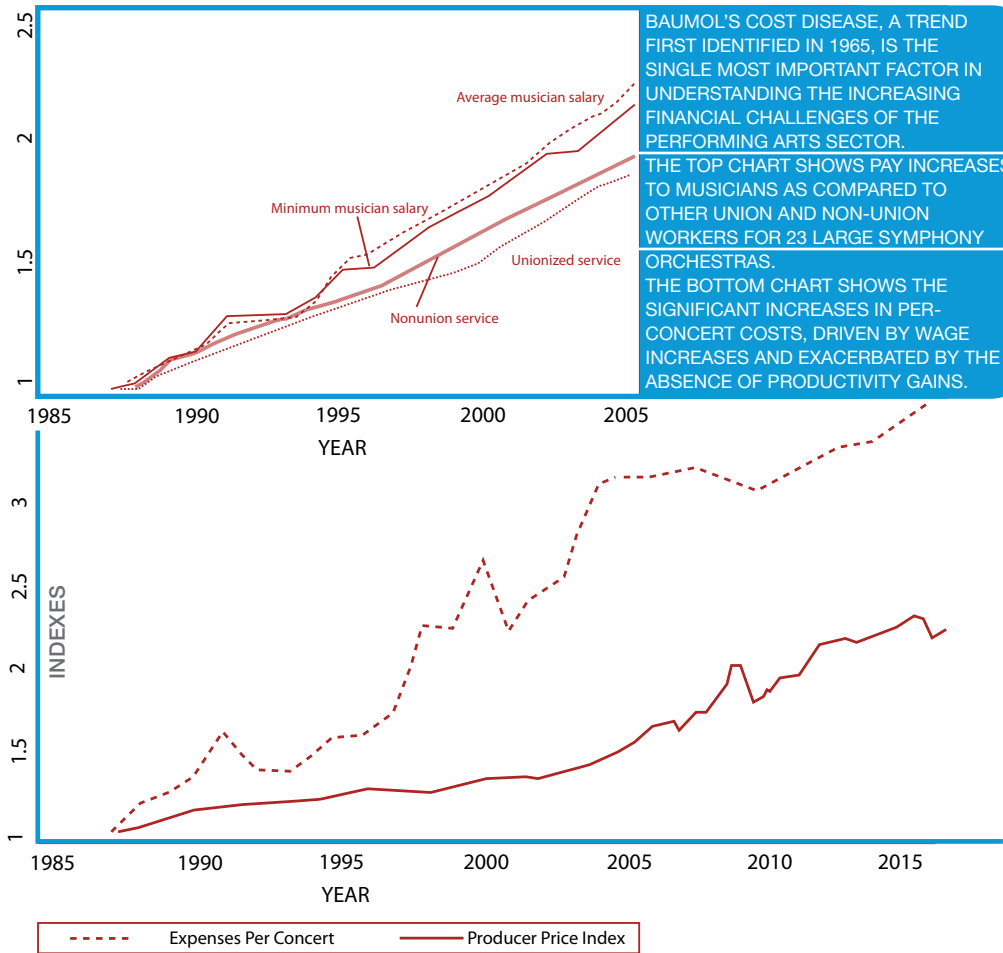


A 1,700 SPACE PARKING GARAGE ANCHORS THE CORNER OF 14TH AND ARAPAHOE STREETS.

Changing Cultural Consumption & Challenges

There are numerous important forces and trends impacting the nonprofit performing arts and entertainment sectors nationwide. These trends are consistent with findings from IMAGINE 2020, Denver’s cultural plan, and have already affected the demand for and use of facilities in the Arts Complex, and will continue to do so looking out into the future.

Challenges with Traditional Performing Arts Industry Productivity and Wages



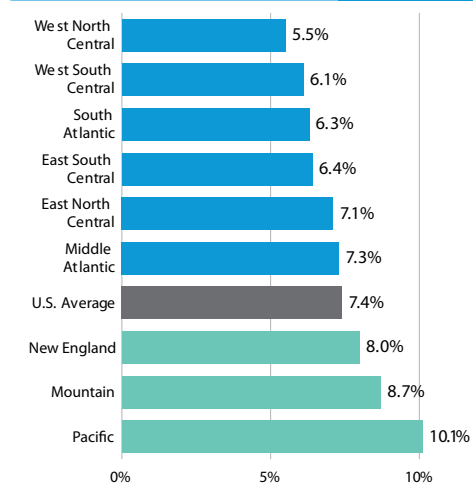
BAUMOL'S COST DISEASE, A TREND FIRST IDENTIFIED IN 1965, IS THE SINGLE MOST IMPORTANT FACTOR IN UNDERSTANDING THE INCREASING FINANCIAL CHALLENGES OF THE PERFORMING ARTS SECTOR. THE TOP CHART SHOWS PAY INCREASES TO MUSICIANS AS COMPARED TO OTHER UNION AND NON-UNION WORKERS FOR 23 LARGE SYMPHONY ORCHESTRAS. THE BOTTOM CHART SHOWS THE SIGNIFICANT INCREASES IN PER-CONCERT COSTS, DRIVEN BY WAGE INCREASES AND EXACERBATED BY THE ABSENCE OF PRODUCTIVITY GAINS.

Arts as Part of Lifestyle

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

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

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



Snapshot of the Arts in Denver County Region



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

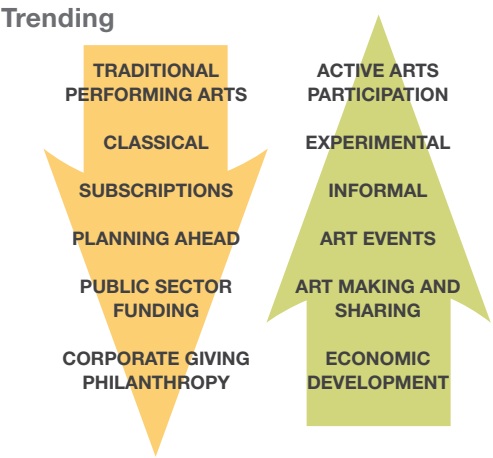
It has been observed that many Denverites prefer to participate in arts and culture as part of their everyday life.



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

Changing Cultural Consumption & Challenges

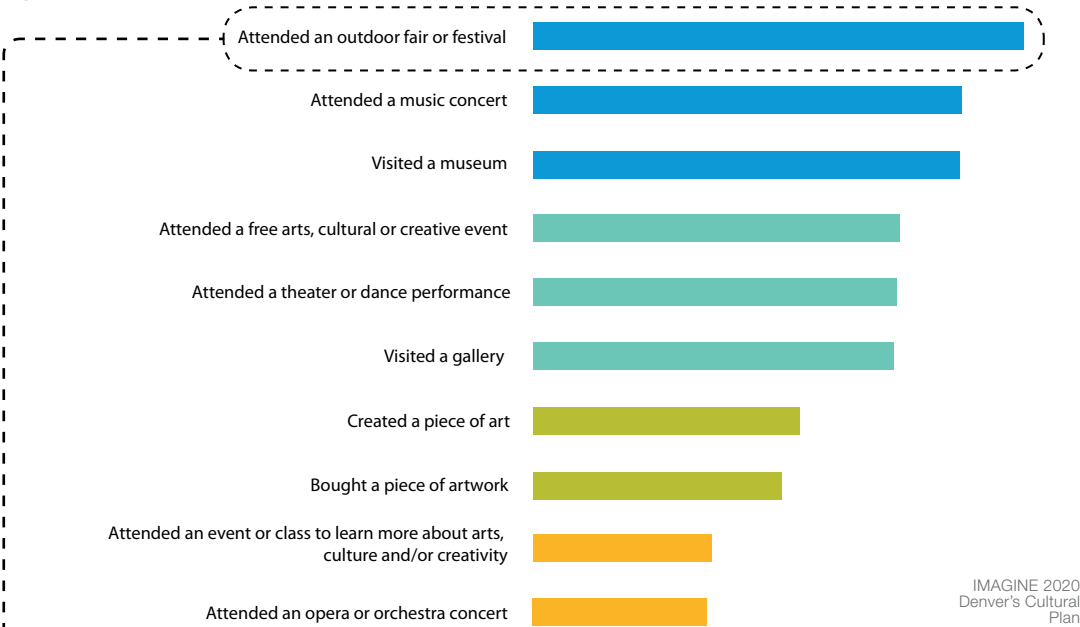
Across the country performing arts are responding to changing patterns of cultural consumption with experiences that offer less formality, increased flexibility, and new ways for participatory activity.



29%,
Average attendance of one arts activity across all race and ethnicities.
(classical music performances, opera, musical plays, non-musical plays, ballet, and art museums or galleries)

45%
Americans who do creative arts activities.

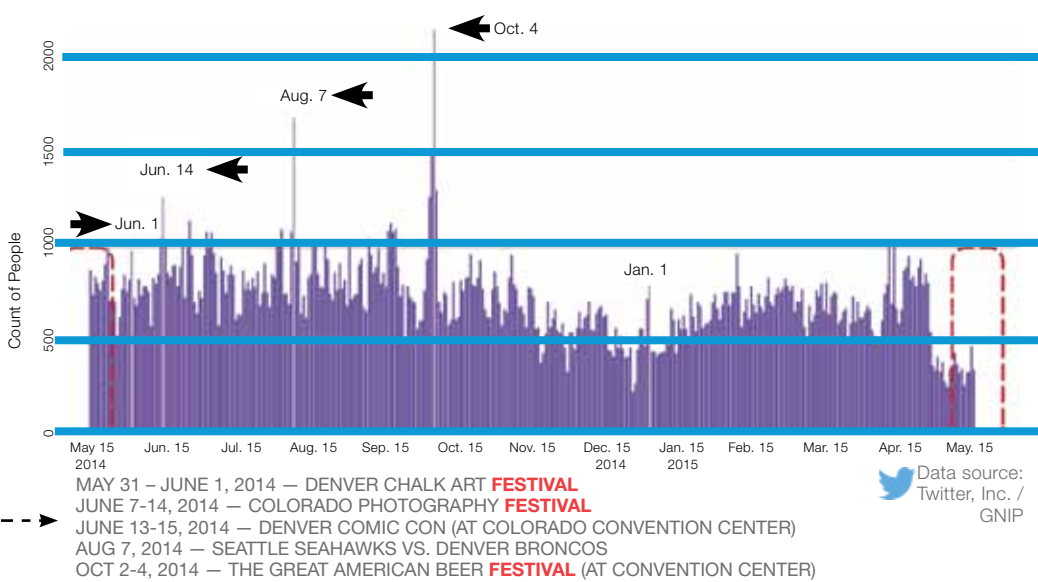
Participation in Arts, Culture, and Creativity During the Past 12 Months in DENVER



IMAGINE 2020
Denver's Cultural Plan

BELOW: Twitter activity at DPAC throughout the year:

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



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

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



“The Age of Organized Spontaneity”

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



SOURCES
THE WALL STREET JOURNAL
WSJ
3 FEBRUARY 2016
REDBRANCH MEDIA



SANTA FE FIRST FRIDAY, STREET MUSICIANS DENVER, CO



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



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



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



DENVER CHALK ART FESTIVAL



DOWNTOWN DENVER ARTS FESTIVAL



DENVER DERBY PARTY

The Arts Complex Today



Four Seasons

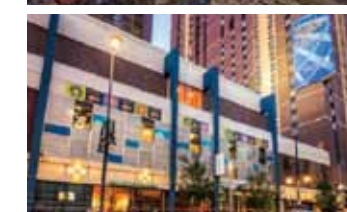


a

Auraria Student Lofts
The Curtis
A Double Tree by Hilton



b



c

931 14th Street Historic Mountain States Telephone and Telegraph Company Headquarters



d

AT&T Switching Tower



e

Spire Residential Tower

Existing Conditions

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

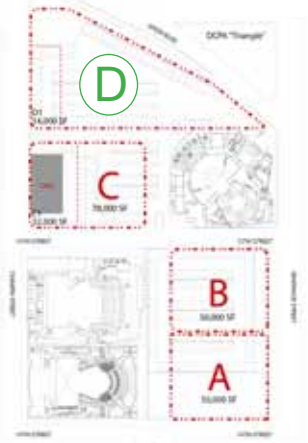
Vision

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



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

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



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

Objectives

ENLIVEN

Advance Denver’s cultural and creative vitality by:

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

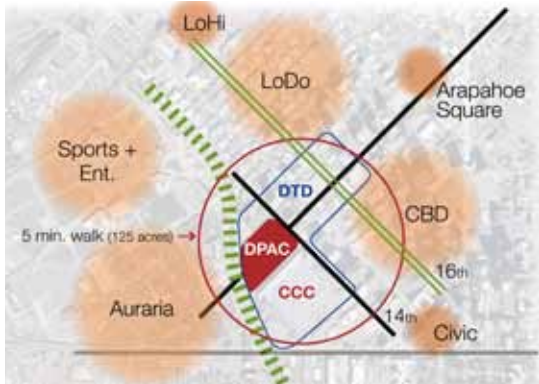
Revitalize a premier Arts Complex that contributes to an economically thriving downtown by:

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

DIVERSIFY

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

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



DOWNTOWN DENVER NEIGHBORHOODS AND DISTRICTS

SUSTAIN

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

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



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



CULTURE



CREATIVE COMMERCE



RECREATION



RETAIL/FOOD

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



The Process

Public Engagement

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

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

Arts Market Analysis & Assessment

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

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

Boettcher Concert Hall

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



BAM CULTURAL DISTRICT - TIFANA, BROOKLYN, NY



NEW WORLD CENTRE , MIAMI BEACH, FL



COLBURN SCHOOL FOR THE ARTS CAMPUS, LOS ANGELES, CA



SANTA FE FIRST FRIDAY OUTREACH GALLERY



DIVERSITY & INCLUSION WORKING GROUP WITH COUNCIL MEMBER BROOKS



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

MAYOR HANCOCK’S EXECUTIVE LEADERSHIP TEAM (ELT)

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

Kent Rice, Executive Director, A&V



Ginger White Brunetti, Deputy Director, A&V



Mayor Hancock’s appointed citizen advisory board.

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



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

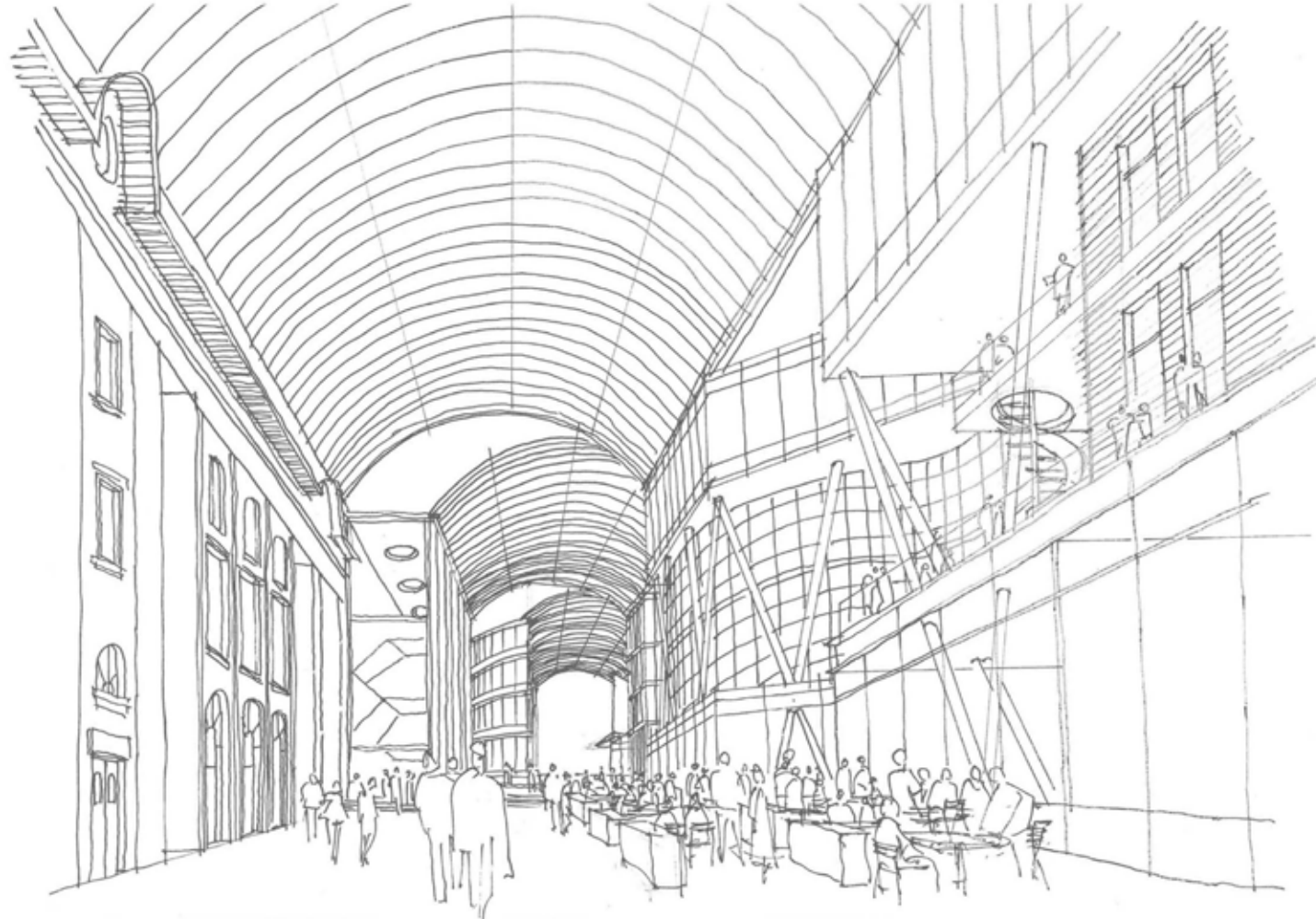
Executive Leadership Team

Co-Chairs

Thomas A. Gougeon
Marilee Utter

Members

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



CONCEPT SKETCH PERSPECTIVE, A RENEWED GALLERIA.

BIG IDEAS

Cultivate Community & Art



INDOOR/OUTDOOR PARK PAVILION



DESTINATION PARK



1,200+ SEAT MUSIC HALL



REHEARSAL CENTER



100-SEAT EXPERIMENTAL THEATER



500-SEAT FLEXIBLE THEATER



DIGITAL MEDIA LABS



INCUBATOR/STUDIO

Program & Activation

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

Diversity & Outreach

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

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

The Next Stage will be Next Generation Arts

The facilities highlighted above will provide:

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

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

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

Arts and Amenities

THEATER PARK PAVILION

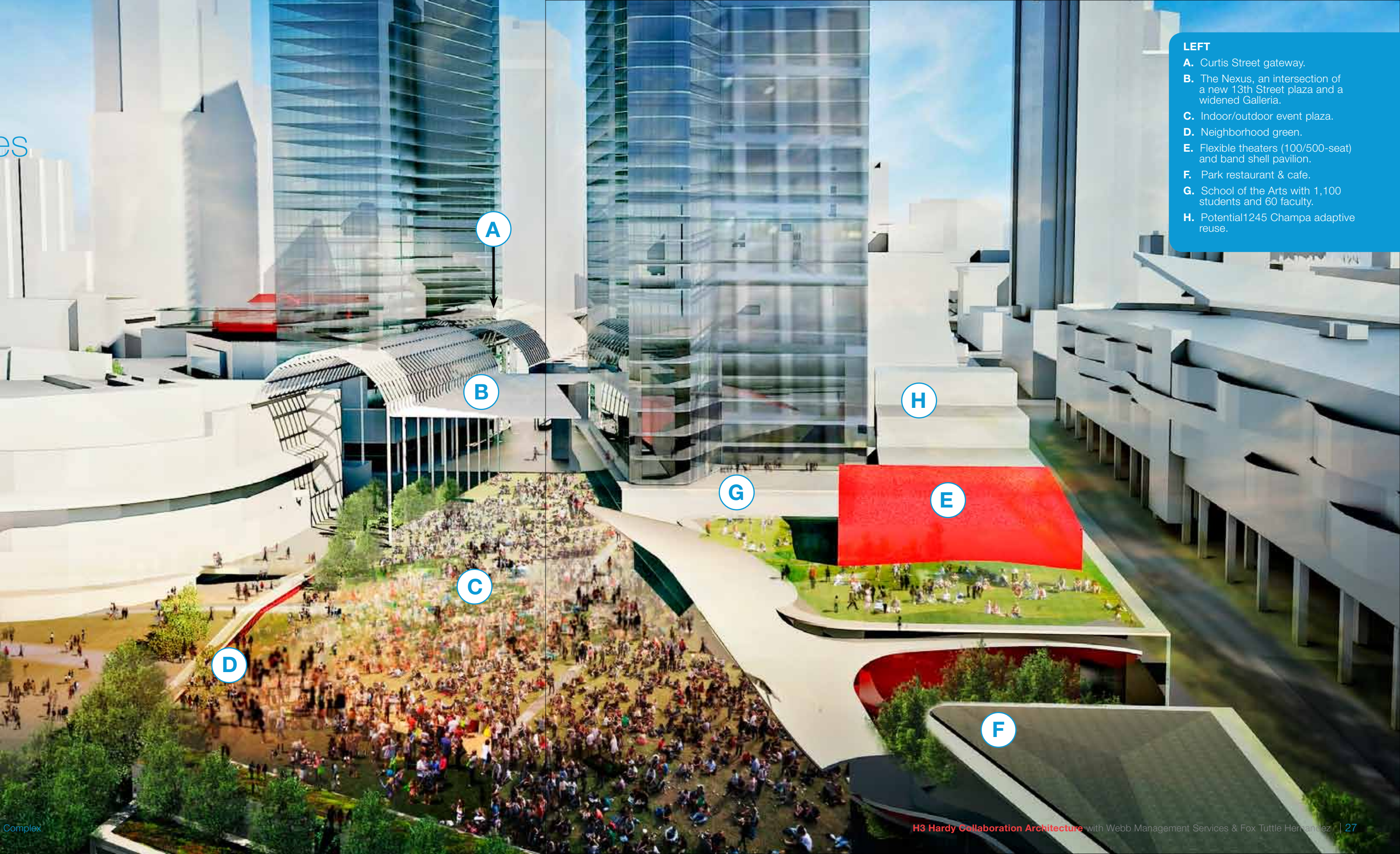
One of the key issues identified for DPAC was its lack of smaller, intimate spaces that were affordable and accommodating to community and emerging arts groups. The Theater Park Pavilion intends to remedy this deficiency by establishing two new performance spaces, a 500 seat Flexible Theater and a 100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

NEW MUSIC HALL AND REHEARSAL CENTER

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

SCHOOL OF THE ARTS

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



LEFT

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

DIGITAL MEDIA WORKSHOP/STUDIOS & ARTS INCUBATOR SPACE

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

PARKING & TRANSPORTATION

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

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



The 'Wedge'

Urban Design

THE WEDGE

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

14TH STREET ANCHOR

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

CURTIS STREET GATEWAY

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



Art Park

DESTINATION PARK

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

NEIGHBORHOOD PARK

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

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

PERFORMANCE PARK

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

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

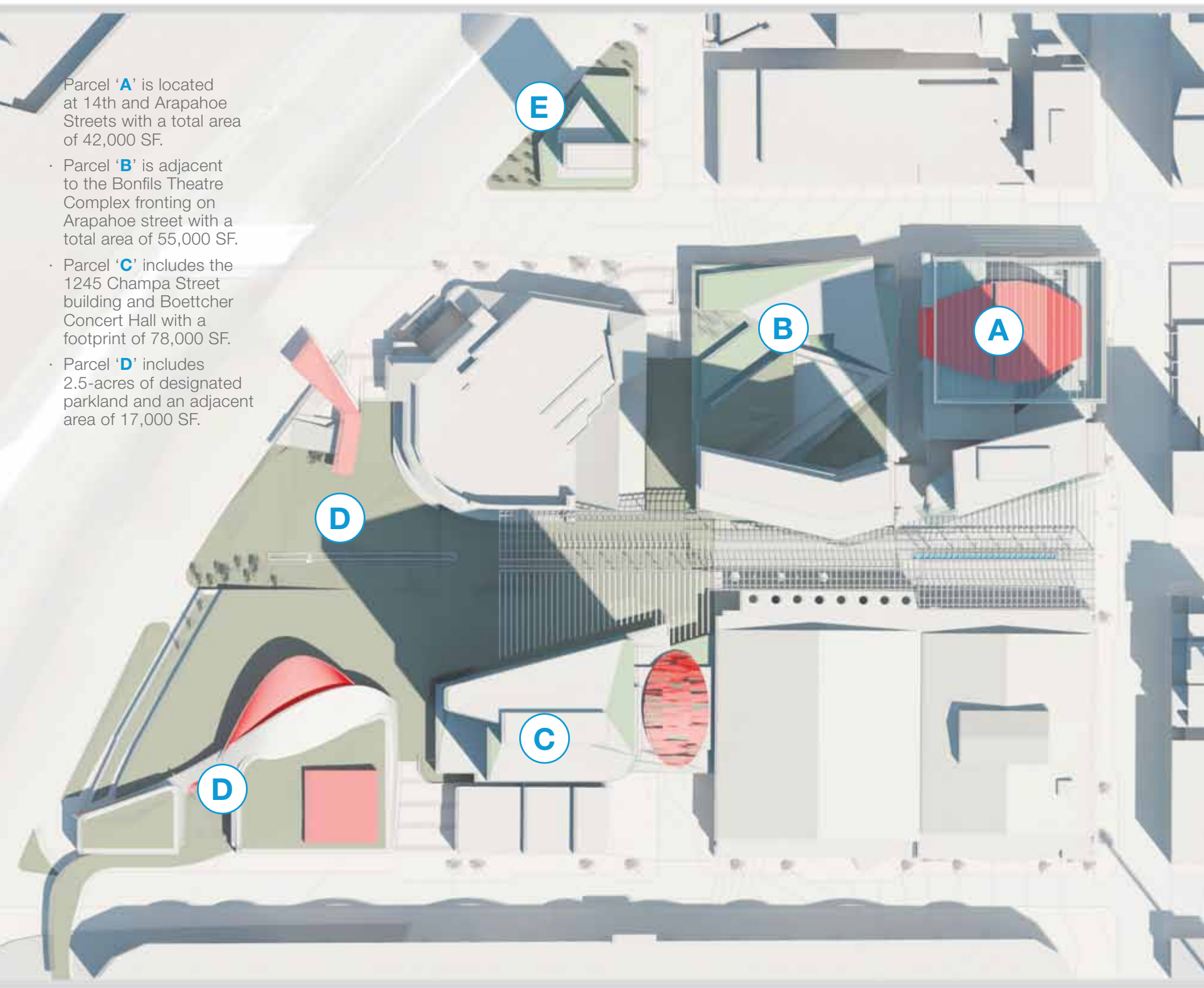


Art Park will be a new “front yard” for Denver’s Arts Complex and a downtown destination.

BENEFITS FOR CITIES DERIVED FROM INVESTING IN PARK DEVELOPMENT:

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

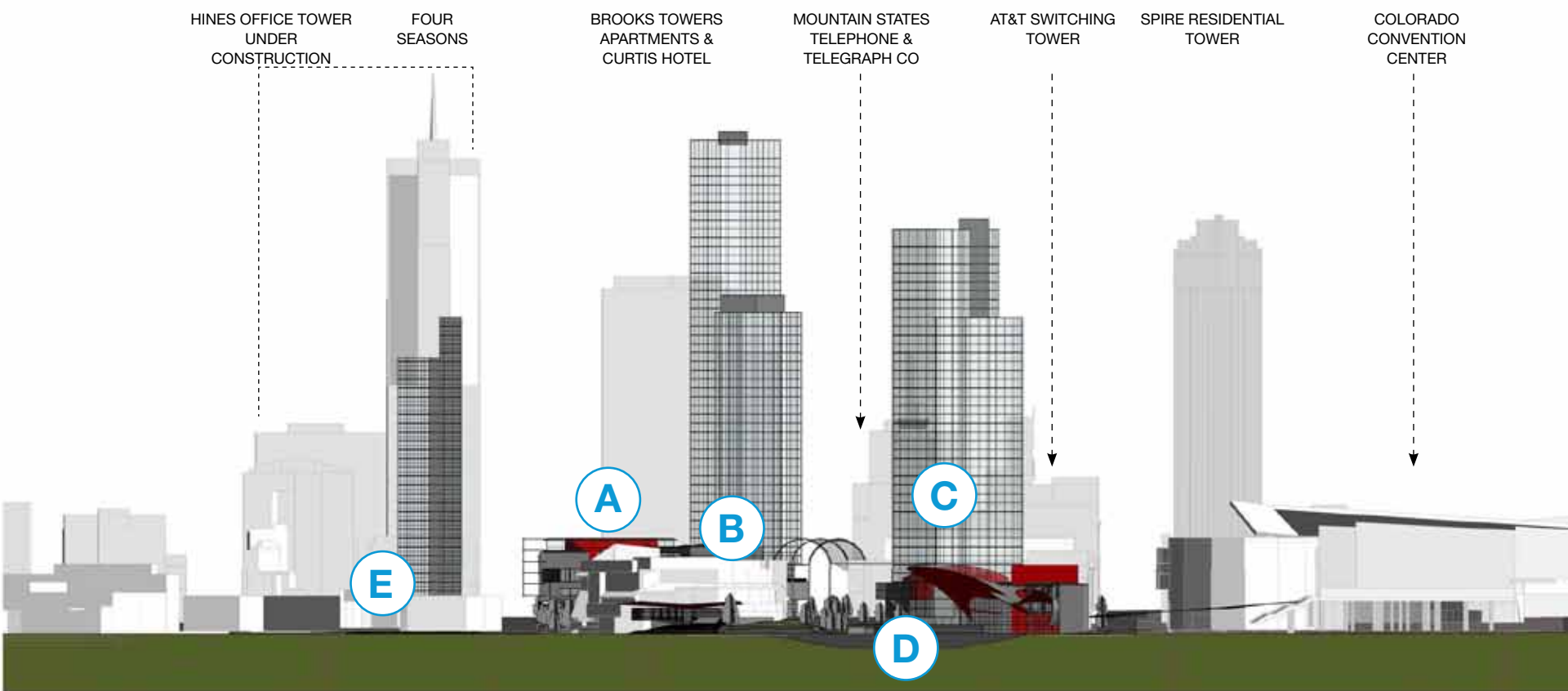
PETER HARNIK, DIRECTOR OF THE SAN FRANCISCO-BASED TRUST FOR PUBLIC LAND



Development Opportunities

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

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



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

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

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

THE NEXUS

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

CONNECTIVITY

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

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



- BELOW, ARTS INCUBATOR ON THE BLENDER BLOCK.**
- MULTI-LEVEL SHARED SPACES FOR ARTISTS AND CREATIVE WORKERS, WITH STUDIO, REHEARSAL, RECORDING, INFORMAL DISPLAY/PERFORMANCE, AND ADMINASTRATIVE FACILITIES.
- A.** Music Hall and Rehearsal Center
 - B.** Incubator/Studios/ and Music Workshop
 - C.** 13th Street Plaza and Access to Galleria
 - D.** Bonfils Theatre Complex



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

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

ART PARK | Cherry Creek Recreation Corridor



Music Hall | 14th Street Anchor

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

Curtis Street Gateway





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

THEATRE DISTRICT NEIGHBORHOOD

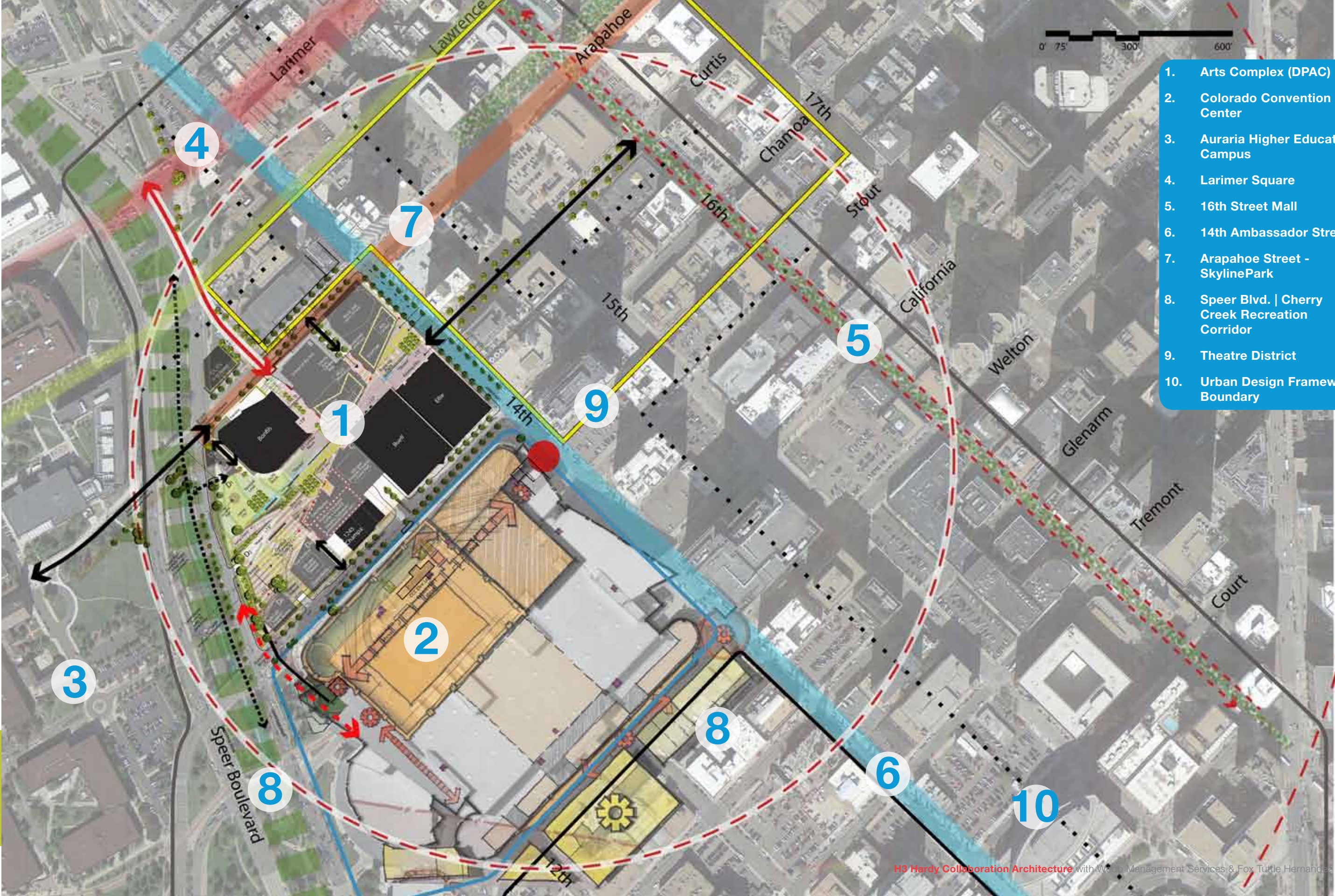
Theatre District Neighborhood

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

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

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

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



Brand and Identity

Inviting Message for All

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

End Confusion

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



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

LEFT: A NEW MUSIC HALL WITH REHEARSAL CENTER.

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

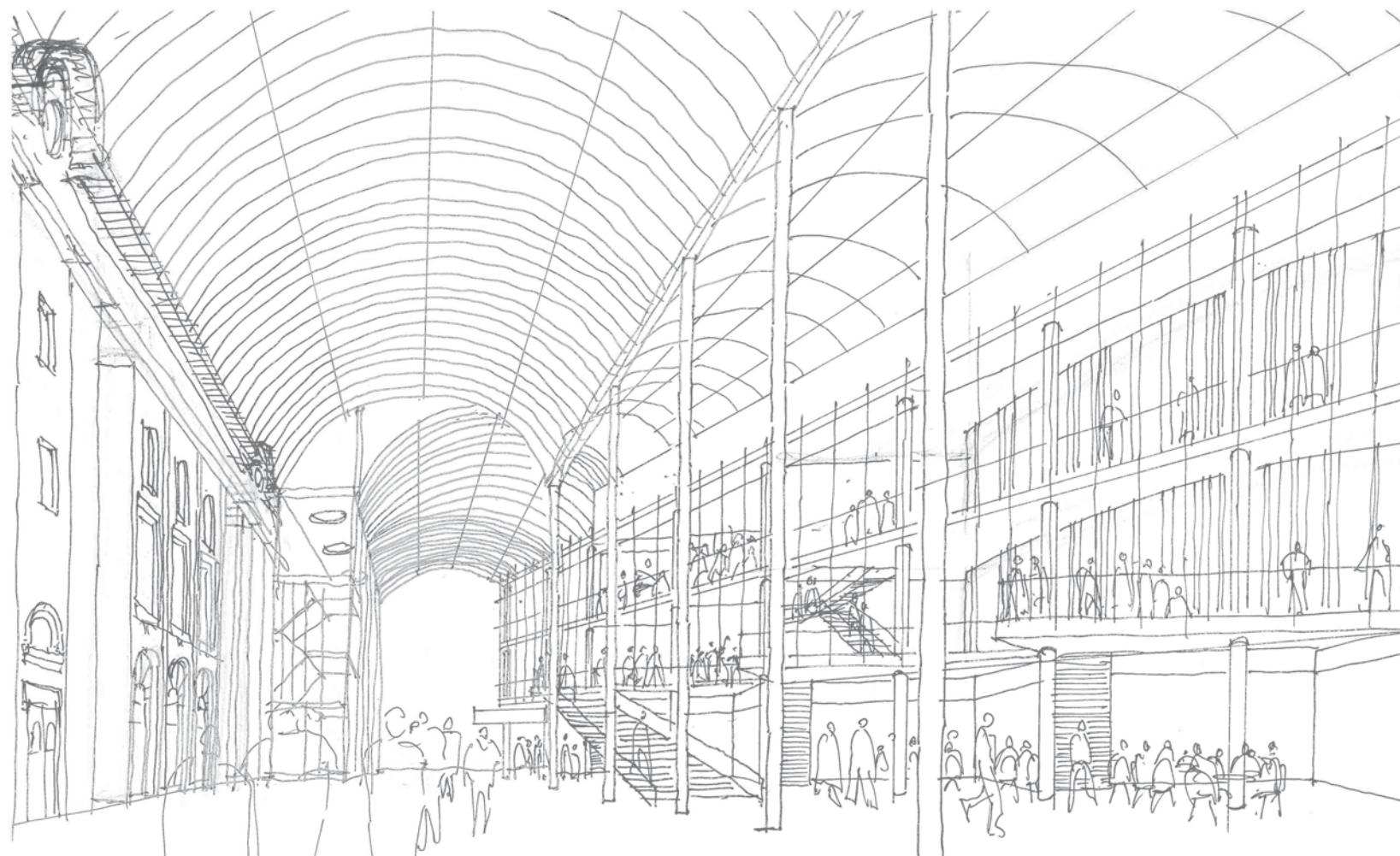


Potential Uses	
New Arts Facilities	+350,000 SF
Existing Arts Facilities	+900,000 SF
Commercial Development	+2 million SF
Retail and Food	+50,000 SF
Arts Students	+/-1,100
On-Arts Complex Parking	2,100 to 2,800

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

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

- # DPAC or DCPA Owned Property
- # Nearby Buildings



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

ADVANCING THE VISION

Advancing the Vision

Leverage City Assets

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

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

Attract Financial Investment

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

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

Governance & Operations

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

Art Park

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

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

Next Steps for The Next Stage

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

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

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

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

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

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

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

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

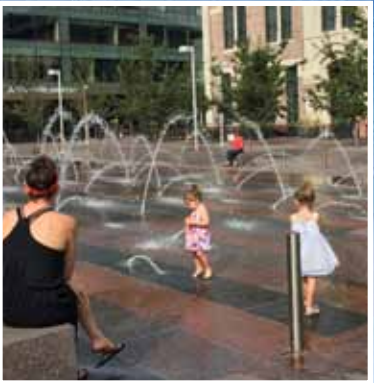


In Summary

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

Additional funding will be required for:

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



PARKS AND EVENT PLAZAS,
DENVER UNION STATION



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



PARKING,
MIXED-USE PARKING GARAGE - LODO

ENLIVEN

DIVERSIFY

SUSTAIN



THE VISION PLAN

Introduction

Background & Context

The **Denver Performing Arts Complex (DPAC)** is the second largest performing arts center in the United States. Located in the heart of downtown Denver, the 12-acre site contains ten performance spaces with over 10,000 seats connected by an 80 ft. tall glass canopy.

Denver Arts & Venues (A&V), an agency of the City and County of Denver, owns and operates the three largest theatres in DPAC: the Ellie Caulkins Opera House, the Buell Theatre and Boettcher Concert Hall. Resident companies, the performing arts organizations which regularly present in the performance spaces, include Colorado Ballet, Colorado Symphony Orchestra, Opera Colorado and Denver Center for the Performing Arts' Broadway and theatrical divisions. The Helen Bonfils Theatre Complex is owned and managed by the Denver Center for the Performing Arts (DCPA). Arts & Venues through an agreement with Denver Parks & Recreation programs, manages, and maintains the adjacent Sculpture Park.

Two additional buildings at DPAC are the 1245 Champa Street Building and the 1,700-space parking garage operated by Denver Public Works. The garage was opened in 1979 as part of the overall Arts Complex. 1245 Champa was designed in 1940 by architect Meredith Musick in the International Style as the Denver Police Department as a Public Works Administration project.

1245 Champa, also known as The Commons on Champa (The Commons), houses a newly formed "campus" for

entrepreneurship. It is intended to be a gathering place for the city's diverse community of business builders and innovators. Adaptive reuse of the *International Style* structure was made possible through a partnership between the City and County of Denver, Downtown Denver Partnership and Colorado Technology Association.

Denver's dream of a downtown performing arts center began taking shape as early as 1973 under the leadership and vision of the late Donald Seawell, who conceived of the idea and oversaw its development into a world-class performing arts center. Denver Urban Renewal Authority (DURA) led the complicated acquisition and cleared more than two city blocks between Speer Boulevard and 14th Street and Arapahoe and Curtis Streets. DURA sold the property to the City at a discounted price to help subsidize the first phase of the DPAC, including the Boettcher Concert Hall, which opened in March of 1978.

DPAC TODAY

Notwithstanding a successful and storied history, there are significant challenges to the economic health and long-term viability of the Arts Complex. As a first generation arts complex, DPAC was built to spur economic activity in the urban core by attracting people downtown to enjoy the arts, but also designed to provide ease of vehicular access and amenities that weren't connected to the rest of the city, described in 1974 as "a mass of urban decay" (Porter, William. "Donald Seawell, Denver cultural and civic

visionary." *Denver Post* 30 September 2015). Since then, the Arts Complex has seen significant changes in downtown, the arts, and its own physical plant. The Arts Complex shares some of the same struggles as performing arts centers around the country: insufficient funds to support infrastructure improvements; economically challenged resident companies; declining audiences for fine arts programming; over-reliance on Broadway shows for revenue; shrinking availability of public and private funds; and limited flexibility associated with local government ownership.

TRENDS IN THE ARTS

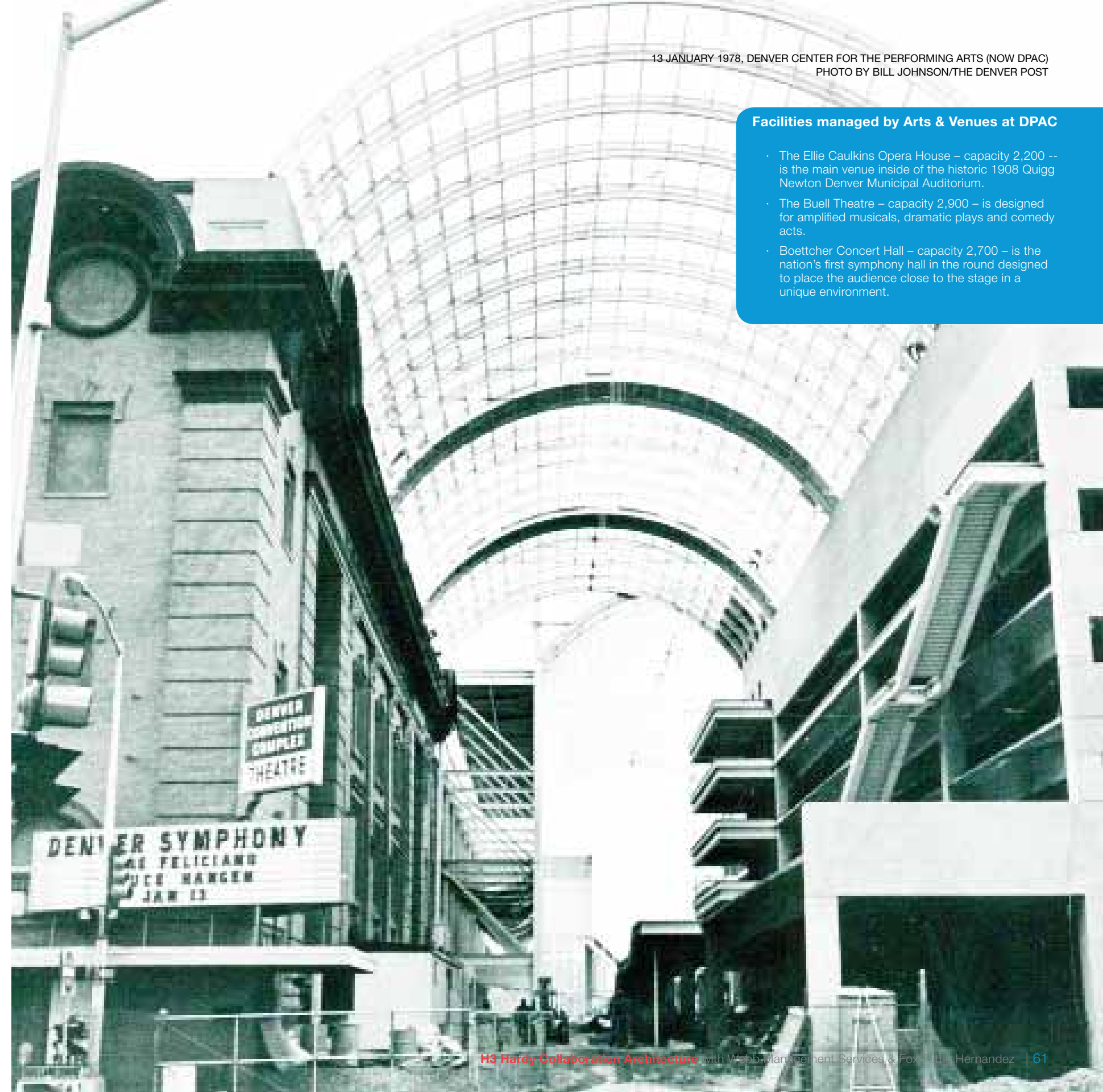
Denver residents are major participants in arts, culture and creativity at a higher level than most other cities. A survey by the National Endowment for the Arts ranks Colorado No. 1 in trips to theaters, concert halls and museums. These levels of participation put Colorado significantly ahead of its peers, with nearly 52 percent of adults reporting attendance at live performing arts events, above the national average of 37.4 percent. An even greater number, 59.2 percent, say they went to a visual arts event, greatly exceeding the national average of 39 percent.

Yet, the NEA's 2012 Survey of Public Participation in the Arts confirmed that fewer adults are attending virtually all types of performing arts activity, a trend that has been apparent through several survey

13 JANUARY 1978, DENVER CENTER FOR THE PERFORMING ARTS (NOW DPAC)
PHOTO BY BILL JOHNSON/THE DENVER POST

Facilities managed by Arts & Venues at DPAC

- The Ellie Caulkins Opera House – capacity 2,200 -- is the main venue inside of the historic 1908 Quigg Newton Denver Municipal Auditorium.
- The Buell Theatre – capacity 2,900 – is designed for amplified musicals, dramatic plays and comedy acts.
- Boettcher Concert Hall – capacity 2,700 – is the nation's first symphony hall in the round designed to place the audience close to the stage in a unique environment.



cycles. Outreach and research completed in 2014 that resulted in Denver’s cultural plan, IMAGINE 2020, clearly showed significant changes in cultural consumption (see “Analysis” pages 74-75). Arts & Venues understood there were significant implications for DPAC that should be addressed in The Next Stage. Attendance at traditional fine arts institutions is waning, nationally and in Denver. DPAC was built at a time when residents wanted to drive straight to a traditional cultural performance, watch the show and leave. These times have changed and cultural consumers – especially millennials – want diverse, participatory programming, like to explore downtown before and after a show, and seek outdoor cultural offerings.

More and more young people and people of color attend outdoor cultural performances and those that are more participatory. With this shift in preferences, many people have expectations for less expensive or free events. Competition for discretionary entertainment dollars is fierce with the arts competing with sports, restaurants, movies, online media and other lifestyle activities. The top three barriers to arts participation are lack of time, lack of information about what’s happening, and cost. Additionally, many Denver residents wish to experience arts and culture in their neighborhood rather than make the investment of time and cost to come downtown.

A CHANGING CITY

Denver and the region continue to be among the fastest growing communities in the nation, attracting people of all kinds who seek economic opportunity and lifestyle that is the Colorado brand.



DENVER WAS RANKED NO. 7 FOR MILLENNIALS IN 2015 (NICHE.COM)



DENVER ART MUSEUM, HAMILTON BUILDING BY DANIEL LIBESKIND, 2006



LARIMER SQUARE, LOWER DOWNTOWN HISTORIC DISTRICT (LODO)



UNION STATION REDEVELOPMENT, 2014

- The 30-mile radius and combined statistical area (CSA) grew by more than 17% between 2000 and 2010.
- Between 2010 and 2015, the City/County of Denver grew by 12%, while the region grew by nearly 9%.
- The City/County will continue to grow faster (9%) than the region (7%) between 2015 and 2020.
- Downtown Denver and downtown neighborhoods are home to 70,000 residents; that number is expected to increase as housing projects develop.
- Millennials (born between 1981 and 1997) now compose the largest population group in Metro Denver.
- More than 30% of Denver’s population and more than 20% of the regional population is Hispanic or Latino.
- About 10% of Denver’s population is Black or African American.

BOETTCHER CONCERT HALL

In 2007, the voters of the City and County of Denver approved the Better Denver Bond package. Included in this package was \$60 million for Boettcher Concert Hall, contingent upon a 50 percent match to the bond funds to be raised by the Colorado Symphony Orchestra (CSO).

Between 2007 and 2011 the city directed a thorough design review process. During that time, \$3 million of the \$60 million was utilized toward the Boettcher project: \$1.5 million for design and architect’s fees for a renovated or new hall and \$1.5 million to address deferred maintenance. The CSO did not raise the matching funds and in 2012 asked the city to cancel its obligation to raise the \$30 million match. As a result, the remaining \$57 million of the original \$60 million was made available for other bond-

eligible cultural projects. This disbursement was reviewed by a mayoral-appointed committee and approved by City Council. At that time, \$16.8 million was allocated for a scaled-back renovation of Boettcher.

Since then, Arts & Venues commissioned two studies to determine how far the \$16.8 million would go, issued an RFQ, sought feedback from stakeholders with business interests in the Arts Complex, and convened an Urban Land Institute panel. This process confirmed that a full and meaningful renovation would cost at least \$40 million, a construction cost that was later confirmed by the CSO’s architect. This information led A&V to examine the wisdom of using taxpayer funds for a limited renovation that would provide limited benefit to patrons and musicians.

In additon to the CSO’s Better Boettcher Plan serveral studies were completed:

- 2009 Diamond and Schmitt Concert Hall Renovation
- 2013 Farnsworth Facilities Assessment & Energy Audit Report
- 2013 Oz Pre-design Study
- 2014 Semple Brown Study
- 2015 AECOM Programming and Conceptual Estimating Report
- 2015 H3 | Webb Managment Services Review

The Next Stage, in addition to five previous studies, suggest that funds are best directed towards construction of a new facility - a flexible music hall. Boettcher poses significant challenges including: physical limitations, mechanical systems’ disrepair, and the building’s experiential deficiencies. In addition, adaptive repurposing of the building would require significant exterior envelope alterations to allow views in

and out. Hugh Hardy, FAIA, designer of Boettcher Concert Hall, concurs that the building does not merit the efforts required to achieve today’s requirements for acoustics, transparency and flexibility.

About The Next Stage

At the request of Mayor Michael B. Hancock, Denver Arts & Venues, in partnership with other city agencies and the community, led a vision planning process to generate a Vision Plan for the 12-acre campus. The Mayor asked that the Plan advance Denver’s cultural and creative development, while contributing to a diverse, vibrant and economically thriving downtown. As part of the effort the Mayor’s Office announced formation of an Executive Leadership Team (ELT, see list on page 19) on October 22, 2014, to guide a community input process regarding the future of Boettcher Concert Hall and the entire Denver Performing Arts Complex.

Arts & Venues wants the Arts Complex to increase the current \$141M impact to the economy and continue to create meaningful cultural experiences for those who want traditional programming and those who want new programming. With limited funding available for a meaningful renovation of Boettcher Concert Hall, the city has an opportunity to employ a holistic approach to planning the future of the Arts Complex, taking into consideration the many challenges and opportunities the Arts Complex faces. Called **The Next Stage**, the desired result is a transformative project for Denver, facilitating better activation and downtown integration of the Arts Complex, as well as a better reflection of the community and a vibrant public space in which the arts will thrive.



BOETTCHER CONCERT HALL 1978, HARDY HOLZMAN PFEIFFER ASSOCIATES



LEFT: HELEN BONFILS THEATRE COMPLEX; RIGHT, BOETTCHER CONERT HALL FACING SCULPTURE PARK

Vision

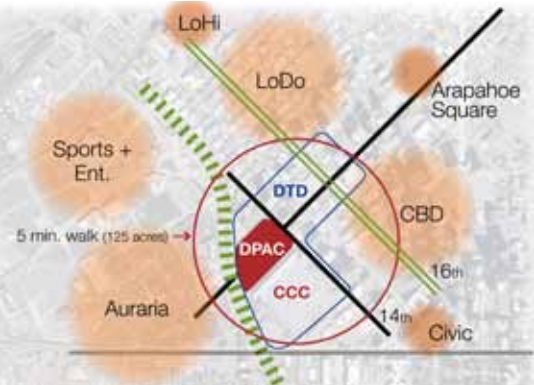
The Denver Performing Arts Complex will be a vibrant, thriving, public regional center of cultural activity in the heart of downtown. It will attract diverse audiences, celebrate a variety of art forms, contribute to the city’s economic vitality, enhance Denver’s urban fabric, integrate with neighboring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

Hugh Hardy, FAIA, founding partner of H3 and its predecessor, Hardy Holzman Pfeiffer Associates, designed Boettcher Concert Hall. He wrote the 1973 program and vision for DPAC and has advised throughout this planning process. While portions of the design were implemented differently than recommended, the shared belief at the time regarding the importance of Denver’s community remains steadfast. Section II, Community, page 8 reads,

The specific character of the DPAC will come from its emphasis upon use by the largest possible cross-

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

This 1973 sentiment mirrors The Next Stage’s vision today and the emphasis Mayor Michael B. Hancock has placed on cultivating a place at DPAC for all of Denver’s communities.



DOWNTOWN DENVER NEIGHBORHOODS AND DISTRICTS



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



FIRST FRIDAY, DENVER’S ART DISTRICT ON SANTA FE

Guiding Principles

ENLIVEN

Advance Denver’s cultural and creative vitality by:

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

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

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

RIGHT:
SOUNDBOX, THE SAN FRANCISCO SYMPHONY’S
EXPERIMENTAL PERFORMANCE VENUE AND LATE-
NIGHT LIVE MUSIC SERIES

DIVERSIFY

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

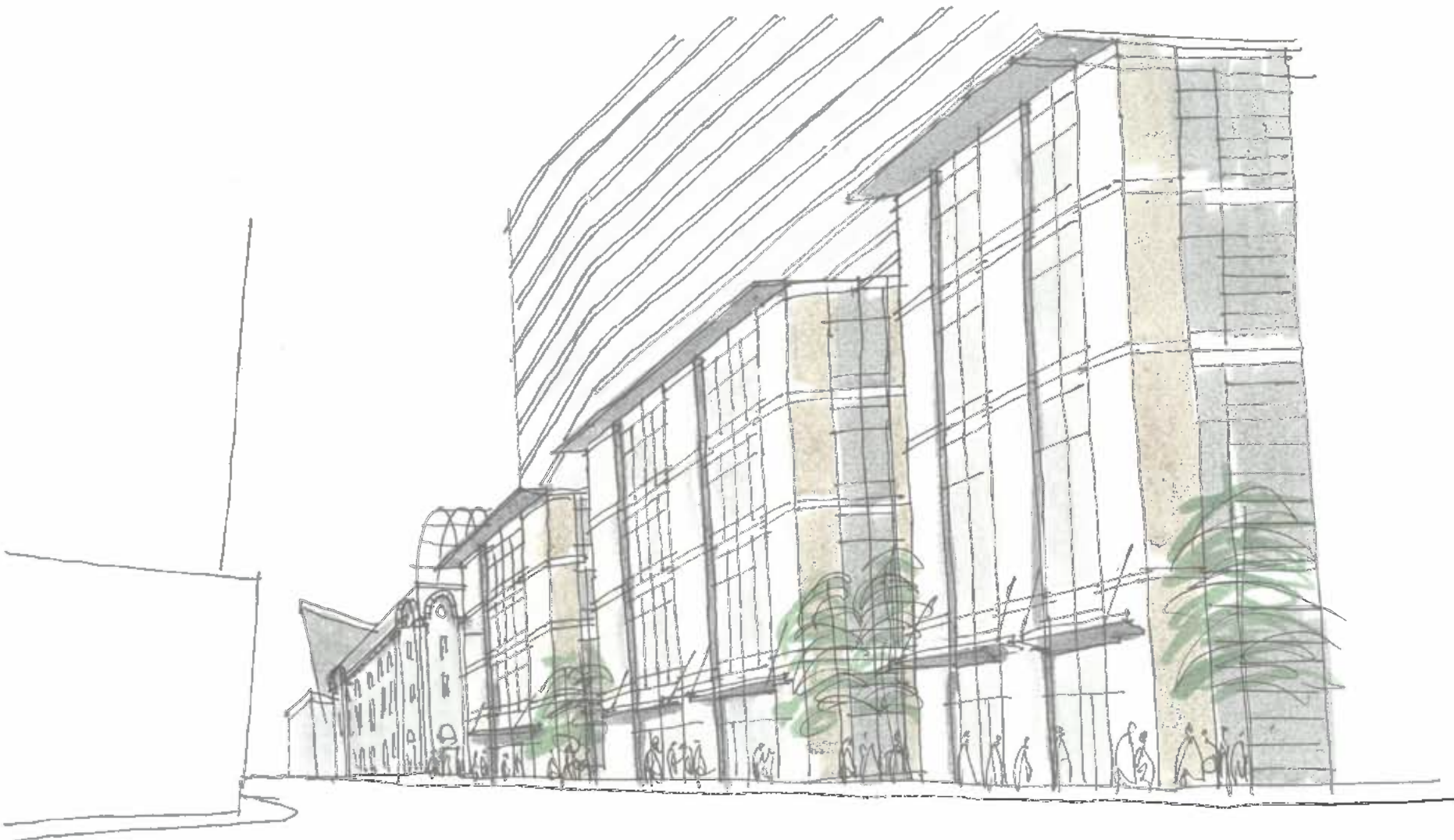
- Responding to trends in audience engagement and cultural consumption
- Encouraging a wide variety of arts and entertainment activities
- Broadening uses and fostering an environment that is accessible, inclusionary and welcoming
- Creating a welcoming and patron-friendly experience.

SUSTAIN

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

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





CONCEPT SKETCH RENDERING, 14TH STREET AND ARAPAHOE.
NEW MIXED-USE DEVELOPMENT WITH ARTS ANCHOR PROVIDES AN
ACTIVATED STREET-WALL

PUBLIC ENGAGEMENT

Public Engagement

Overview

Denver Arts & Venues crafted a strong plan to gain broad public input into The Next Stage process to insure public opinion was heard regarding the future of the Denver Performing Arts Complex. Public input was gained through multiple sources including the Mayoral appointed Executive Leadership Team, seven open house meetings, The Road Show, two public surveys, presence at targeted arts events and a project website.

Executive Leadership Team

In December 2014 Mayor Michael B. Hancock appointed a diverse group of community members to an Executive Leadership Team (ELT). The ELT was Co-Chaired by Tom Gurgeon and Marilee Utter. The ELT was charged with exploring the future of the Denver Performing Arts Complex, using public input, an Urban Design Framework Plan and other due diligence to develop and vet recommendations to create a vision for the future of DPAC. The Executive Leadership Team met 14 times in public sessions from November 2014 through December 2015.

Community Outreach and Engagement

Denver Arts & Venues, in partnership with other city agencies, conducted a multi-pronged community engagement process to generate a vision for transforming the Arts Complex. Dozens of opportunities for public information and input were available throughout development of the plan ensuring an open, transparent, and accessible means

of advancing ideas for a newly envisioned Arts Complex. Significant efforts were made to advertise events well in advance and offer frequent engagements within diverse settings. At the project's kickoff on April 9, 2015, a phased planning schedule with corresponding milestones was issued ensuring the study's (i.e., vision plan's) methodical and predictable progression.

Outreach was instrumental in shaping the plan's recommendations, drawing on technical expertise, local industry standards, contextual parameters, cultural consumption, and community preferences in Denver and its region. As of November 13, 2015, A&V made 4,250 touch-points and provided thousands of additional opportunities to learn about the plan's evolution through social media, news outlets, and a constant online web-based presence. In addition to the robust public dialogue, the consulting team was in Denver seventeen times in 2015, spending a total of 40 days providing a heightened level of exchange with City officials, institutional representatives, business leaders, and the public. As such, eleven outlets for public engagement were utilized and are summarized below:

PUBLIC MEETINGS AND OPEN HOUSES

Denver Arts & Venues hosted a series of seven open houses held in various locations throughout the city:

1. Open House #1 May 20, 2015 The Studio Loft, Ellie Caulkins Opera House

2. Open House #2 June 10, 2015 Ellie Caulkins Opera House Grant Chambers Salon
3. Open House #3 August 7th First Friday Santa Fe Arts District
4. Open House #4 August 12, 2015 Cleo Parker Robinson Dance
5. Open House #5 September 9, 2015 King Center Auraria Campus
6. Open House #6 October 14, 2015 Ellie Caulkins Opera House, Chambers Grant Salon
7. Open House #7 November 12, Ellie Caulkins Opera House, Chambers Grant Salon

The open house meetings were publicized through multiple channels including:

- Electronic invitations were issued for each open house meeting to well over 1,500 individuals and organizations.
- Social media: Facebook posts via Denver Arts & Venues (2,331 followers) and Denver Performing Arts Complex (5,447 followers)
- Press releases issued to Arts, Entertainment, Culture and General News media outlets in Denver and within a 120 mile surrounding radius.

In all, more than 450 members of the public took part in these open house meetings. Typically, open house meetings included a registration table, food and beverage "bar", exhibit gallery, interactive stations, and a presentation forum. The events were



orchestrated to provide arenas for passive and active participation through a series of large format exhibit panels graphically illustrating findings to date, immersive feedback, and a formal presentation of the plan’s progress with open discussion. Following briefings by A&V, ELT representatives, and the consulting team, participants were encouraged to disperse through the interactive “gallery” exhibits and input/feedback stations.

THE ROAD SHOW

Interested stakeholders were identified including business associations/chambers of commerce, foundations, individual community members (unaffiliated with groups), cultural organizations, metro area government organizations and arts providers (performance groups, arts districts, cultural institutions). E-mails were sent to more than 120 of these stakeholders requesting time at events they were hosting to provide information to their members/group regarding The Next Stage.

FOCUS GROUPS

Throughout the planning process 24 focus groups were convened to provide updates on the plan’s development, solicit feedback, and discuss potential partnerships. Input from various groups included those from a wide range of Denver arts and industry experts along with demographically oriented clusters. Several focus groups were held where millennials, Auraria students, and underrepresented communities were asked to help shape programming, activities,

venues, and overall physical planning of DPAC. Representative groups included:

- Learning/Higher Education
- College Students
- Millennial (Generation Y)
- Preservation
- Public Space
- Developers
- Diversity and Outreach

The latter group was hosted by Councilman Albus Brooks and several ELT members with a diverse group of stakeholders at the Cleo Parker Robinson Dance Studio. This focus group consisted of fifteen individuals who provided feedback regarding cultural barriers to attendance at DPAC. Participants emphasized several key takeaways that included:

- Need for more diverse activities and organizations at the Arts Complex.
- Desire for informal and participatory experiences with new performance and audience models.
- Inclusion of ethnic food, markets, and/or pop-up booths.
- Central clearinghouse of information and mentoring/learning opportunities.
- Free or lower-cost spaces offered at DPAC for emerging artists and community-based organizations.
- Elimination of fortress and institutional feel with a greater number of smaller spaces.
- Freer flow of people throughout the Arts Complex and surrounding areas.



STUDENT FOCUS GROUP WITH PIZZA - AURARIA HIGHER EDUCATION CAMPUS



DIVERSITY AND OUTREACH FOCUS GROUP AT CLEO PARKER ROBINSON DANCE



PUBLIC ‘ROUNDTABLE’ AT THE KING CENTER, AURARIA HIGHER EDUCATION CAMPUS

- Consideration of a new business model to support diverse uses.

Guidance was also sought from the Denver development community at the earliest stages of the vision plan’s conception in order to ensure exploration of mixed-use development could realistically align with the private sector marketplace. Each meeting was treated as an informal roundtable with representatives from Denver’s top development entities along with A&V and ELT leadership. Developer focus groups met on May 4, May 13, June 11, and September 10, 2015, including 12 Denver-based developers and one national - The Related Companies. Related is currently constructing the country’s largest mixed-use urban development project at Hudson Yard, New York City anchored by creative industries and a cultural venue. Development roundtable participants included:

- The Nichols Partnership
- Red Peak Properties
- East West Partners
- Larimer Square Associates
- Corum Real Estate
- Confluent Development
- Zeppelin Places
- Proximity Green
- McWhinney
- Zocalo Community Development
- Economic + Planning Systems, Inc.
- Continuum Partners
- The Related Companies

PRESENCE AT TARGETED ARTS EVENTS

Arts & Venues targeted several high traffic events as opportunities to gain public input. The events were selected based both on high volume of attendees and likely audience demographics in an attempt to gain feedback from arts stakeholders who may not attend a public meeting. Informational booths were created for these events with signage, information about The Next Stage and staffing from knowledgeable Arts & Venues employees to answer questions/gather input.

- Sesh Fest: This event was selected to target millennial patrons and likely first time attendees at DPAC.
- Cabaret, Defending the Caveman: This event was selected to target regular DCPA theater attendees.
- Cabaret, CSO Audience Choice: This event was selected to target traditional arts enthusiasts.
- PalletFest: This event was selected to target millennial patrons and likely first time attendees at DPAC.
- Book of Mormon: This event was selected to target first time theater attendees, a younger audience and regular theater attendees.
- CSO Tchaikovsky & Opera Colorado Ellie Anniversary Event: This event was chosen to gain feedback from an older demographic and traditional arts enthusiasts.
- Music for the Ages: Part of Hispanic Heritage Month: This event was targeted to gain a diverse cultural perspective.
- Westword DISH: This event was selected to target millennial patrons and likely first time attendees at DPAC.

PUBLIC SURVEY

Two public surveys were implemented to assist in informing the vision for the Denver Performing Arts Complex.

1. Panel Survey: Corona Insights was hired by the City and County of Denver to implement an online survey of approximately 1,200 Denver Metro area residents with the goal of understanding perceptions and satisfaction with downtown amenities including DPAC. Extensive survey results are included in this report’s appendices. Highlights of participant feedback are below:
 - Widespread familiarity with DPAC as nearly 50% of respondents attended an event within the past year.
 - Significant potential for new growth and new audiences with 20% of respondents never having been and 26% lack interest in the current offerings.
 - Generally, additions or improvement to the overall experience would have the greatest impact on increasing attendance of those between the ages of 18-24.
2. Partner Survey: Corona Insights was retained to create a survey that could be answered by unlimited members of the public from June 2015 through September 2015. This survey was made available via the Denver Arts & Venues’ Next Stage website. More than 2,000 people completed the survey.

WEBSITE

A project website was created and updated regularly. This website includes two videos created to provide a quick overview of the

process and ways to provide input; the videos were viewed more than 600 times. In addition, the website included information regarding previous and upcoming meetings, and information presented at those meetings. There were more than 2,500 page views between January and November 2015.

SOCIAL MEDIA

The Next Stage received 43 Facebook posts through the following Arts & Venues profiles: Arts & Venues (2.6K likes), Denver Performing Arts Complex (5.8K likes), Red Rocks Park and Amphitheatre (438.4K likes) and Denver Coliseum (5.1K likes). The Next Stage also received 18 Tweets through the following Arts & Venues profiles: Arts & Venues (15.8K followers) and Red Rocks Park and Amphitheatre (37.4K followers).

In addition to generating custom content for The Next Stage, A&V executed ticket giveaways through the Arts & Venues (Facebook and Twitter), Denver Performing Arts Complex (Facebook), Red Rocks Park and Amphitheatre (Facebook and Twitter) and Denver Coliseum (Facebook) profiles that resulted in 59,858 people reached on Facebook and 32,235 people on Twitter. These people were encouraged to fill out The Next Stage survey.

Collectively, The Next Stage garnered 73,878 impressions and received 76 likes and 40 shares on Facebook. The Next Stage also garnered 43,697 impressions and received 49 likes and 60 re-tweets on Twitter.

NEWSLETTER: THE SPOTLIGHT

Spotlight is Arts & Venues’ weekly subscriber newsletter that goes out every Thursday to over 13,000 subscribers. Information regarding The Next Stage was posted eleven times in Arts & Venues Spotlight from May to November. Based on user preferences, recipients would receive Next Stage coverage if exhibiting an interest in Dance, Music, Theater or DPAC.

MEDIA COVERAGE

In order to provide information regarding The Next Stage process to a much broader public audience Denver Arts & Venues targeted local media for informational stories regarding The Next Stage. Informational stories were run by Colorado Public Radio three times during 2015 with an extensive line presentation. DPAC planning and design efforts were featured twice in the Denver Post.

Coverage of The Next Stage was also seen in national professional architecture and planning journals. *Architect*, the journal of the American Institute of Architects, featured an article in the July 2015 edition entitled, “Reimagining the Denver Performing Arts Complex” by David Hill.

ON-SITE INFORMATION AT DPAC

The large electronic billboards in and around DPAC were programmed with information related to The Next Stage—offering over \$20,000 in value for outdoor media. Information using digital and print media were located at Speer & Arapahoe,

Arapahoe & 14th, 14th & Curtis, Speer & Colfax, 14th & California Streets. Saturation rates by dates can be found below:

- July: 17,923 plays
- August: 67,987 plays
- September: 31,211 plays
- October: 32,874 plays

In addition to marquees, there was a The Next Stage informational presence in key locations throughout the Arts Complex, including Buell Theatre window and adjacent to wayfinding directories at the entrance and middle of the Galleria.

DOWNTOWN PLANNING COORDINATION


In addition to the robust public outreach highlighted above, there was extensive coordination with ongoing downtown planning initiatives. The Next Stage, along with Denver’s Outdoor Downtown and the Mall Experience (16th Street corridor) are three integral parts of Mayor Hancock’s directive to Activate Denver’s Urban Core. The objective of these coordinated plans is to bring a new vibrancy to Denver’s downtown by activating the cultural, outdoor and mall experiences for those who live, work, and visit the downtown core.



Master planning for expansion of the Colorado Convention Center (CCC) was coordinated in parallel to The Next Stage. A Steering Committee made up of City Departmental Heads, A&V leadership, ELT representatives and CCC representatives met monthly with consulting teams for DPAC and the Convention Center. Four working sessions were conducted between H3 and



MIG to further facilitate integration of the two studies in the context of the previously completed Urban Design Framework Plan. Results of these workshops are outlined in greater detail in the Program and Planning Approaches Section of this report.

Denver Arts & Venues conducted additional studies on and adjacent to the Complex that were coordinated with The Next Stage process. Each played an important role in guiding development of the Vision Plan providing important information regarding transit, traffic calming, parking, infrastructure, programming, and cost estimates. Meetings and working sessions were held regularly and included projects such as:

- Stout Street / CCC Light Rail Station Area Plan
- Boettcher Concert Hall Programming and Conceptual Estimating
- 13th Street Improvement Plan at DPAC
- Denver Performing Arts Complex Economic Impact Analysis
- Denver Theatre District Signage Plan







WELCOME!

WHAT IS THE NEXT STAGE? WATCH THESE TWO VIDEOS TO STAY CURRENT ON THE PROCESS

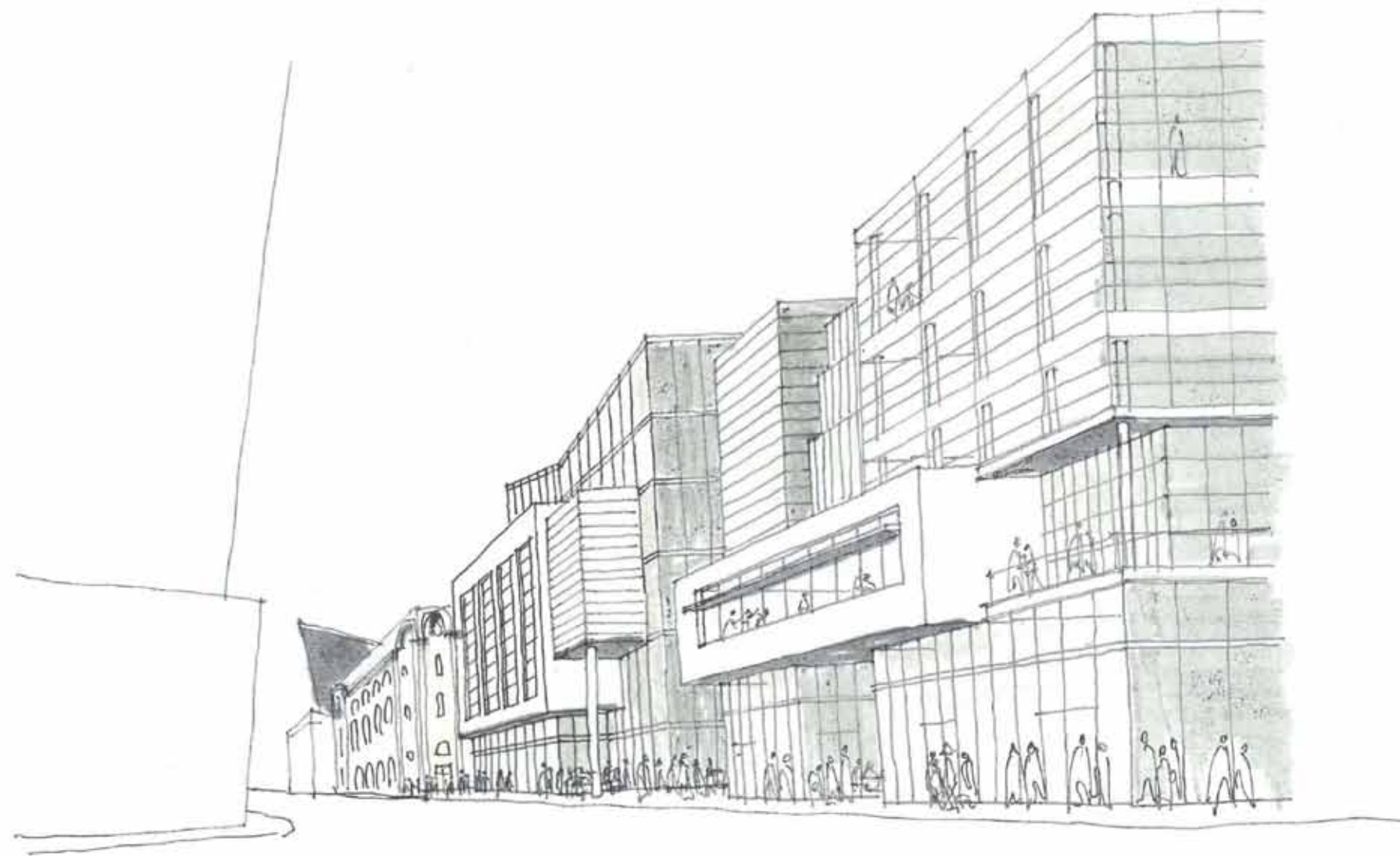


FOLLOW THE NEXT STAGE PROGRESS:

A CONTINUOUS ONLINE PRESENCE WAS MAINTAINED THROUGHOUT THE NEXT STAGE PROCESS.
HTTP://ARTSANDVENUESDENVER.COM/VENUES

72 | The Next Stage, The Future of Denver's Performing Arts Complex

H3 Hardy Collaboration Architecture with Webb Management Services & Fox Tuttle Hernandez | 73



CONCEPT SKETCH, THE WEDGE. VIEWS IN - VIEWS OUT.

ANALYSIS

Analysis

Arts and Culture Assessment

The case to re-imagine and re-develop DPAC starts with the physical condition and constraints of current facilities. It then extends to shifting demand and supply issues in the region, the broader forces and trends affecting the arts and entertainment sectors and the larger economic and community development goals established by and for the City and County of Denver.

PHYSICAL, PROGRAMMATIC AND OPERATING CHALLENGES

There are basic physical challenges and limitations with current facilities, including the age and inefficiency of equipment systems, the worn-out condition of several areas in the Arts Complex, the size and functionality of parking facilities, and the sense that the Arts Complex looks and feels inactive at many points in time with locked doors, deserted passageways and inactive retail spaces.

Current facilities and the resident companies they support are attracting a limited cross-section of Denver residents and visitors to the Arts Complex, and the experience of those audience members is compromised by the lack of vibrancy and type of amenities offered in the Arts Complex. In addition, there are a series of challenges for facility users, including the condition and appropriateness of Boettcher Concert Hall, the lack of infrastructure for outdoor events and the complicated process by which events and amenities (e.g. alcohol sales) are arranged.

FORCES AND TRENDS IN THE ARTS AND ENTERTAINMENT SECTORS

There are numerous important forces and trends impacting the nonprofit performing arts and entertainment sectors nationwide. These trends are consistent with findings from IMAGINE 2020, Denver’s cultural plan, and have already affected the demand for and use of facilities in the Arts Complex, and will continue to do so looking out into the future. First of all, there are several trends negatively impacting the sustainability of performing arts groups:

- Traditional performing arts audiences are declining in terms of who is participating and how often they attend. Most troubling is the fact that declining participation is most apparent amongst younger age groups.
- There is also increasing competition for private sector philanthropy, meaning that arts organizations must now work harder to make the case for support against other important causes like health care (of increasing interest to the aging population) and environmental sustainability.
- Finally, there is a major challenge associated with the increasing fragility of nonprofit arts organizations, due to the lack of productivity gains over time in the way that art is created. Without those gains, cost increases are not easily mitigated and arts organizations are forced to raise more money each and every year in order to sustain operations.

At the same time, there are a number of positive trends:

- Communities are embracing a broader definition of culture, which means going beyond the traditional concept of Western European performing arts to embrace other cultural traditions and other forms of creative expression that tend to be more inclusive and accessible.
- There is also tremendous growth in active arts participation, meaning that more people are searching for and finding ways to express their personal creativity, whether that means joining a choral group, learning how to paint or participating in cultural activities reflecting their heritage.
- There has been tremendous growth of education programs developed and delivered directly by arts organizations and facilities. These programs augment school-based programs and play a significant role in improving the vibrancy and sustainability of the nonprofit sector.
- Despite national downward trend lines, the National Endowment for the Arts data put Denver significantly ahead of its peer cities, with nearly 52 percent of adults reporting attendance at live performing arts events, above the national average of 37.4 percent. An even greater number, 59.2 percent, say they went to a visual arts event, topping the country’s total of 39 percent.
- Finally, it is clear that the arts community is doing a much better job at articulating the value of the arts to individuals, communities and society. The key here is that local artists, organizations,

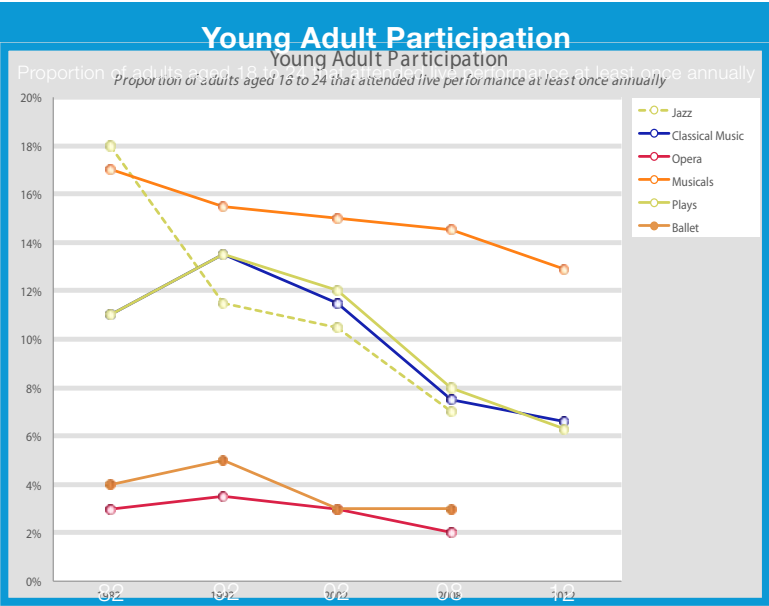
facilities and supporters are increasingly able to connect the arts to the core issues and challenges of a community, whether that relates to economic development, downtown revitalization, cultural tourism, workforce development and retention, creative place-making or multiculturalism.

The next version of the Arts Complex can and should respond to these forces and trends in several ways:

“The old image of a theater, a palace of the arts that lights up before an occasional evening performance, is gone.”

WEBB MANAGEMENT SERVICES

The new image of the Arts Complex is that of a community living room. DPAC’s fortress-like enclosure should become a place that is always open and always active with informal programming. Programmatic and physical changes must contribute to an atmosphere that is inclusive and welcoming to a wide range of Denver’s population. Different spaces will permit new activities and audiences that complement existing resident companies’ programs activating the 12-acre site from morning to evening. Every possible effort should be made to more aggressively engage audiences, support more education and outreach efforts and



PARTICIPATION IN THE ARTS BY YOUNGER ADULTS HAS BEEN TRENDING DOWN. SOURCE: NATIONAL ENDOWMENT FOR THE ARTS (NEA)

Percent of U.S. Adults Who Attended a Performing Arts Activity, by Type (Excluding Musical and Non-Musical Plays): 2002,2008, 2012

	2002	2008	2012
Classical Music	11.6%	9.3%	8.8%
Jazz	10.8%	7.8%	8.1%
Dance Other than Ballet	6.3%	5.2%	5.6%
Latin, Spanish, or Salsa Music	NA	4.9%	5.1%
Ballet	3.9%	2.9%	2.7%
Opera	3.2%	2.1%	2.1%

NA = This question was not asked before 2008.

SOURCE: THE NEA'S 2012 SURVEY OF PUBLIC PARTICIPATION IN THE ARTS

provide more opportunities for community members. The next generation of DPAC can provide a larger platform for individuals to express their own creativity and cultural heritage. Operational arrangements should be made to provide affordable access to nonprofit users in parallel with coordination that motivates efficient use of space. Maximization of revenues for both user and the facility are critical for success. Facility management organizations must be lean and nimble in their staffing, and embracing of technologies that drive operating efficiencies and economies. Fundamentally, the next version of the Arts Complex must be deeply engaged and connected to the community, offering benefits that are understood and embraced by all. The value proposition of the Arts Complex must be include driving economic development, enhancing quality of life, and more accurately reflecting the changing identity and image of the City.

THE SIZE, CHARACTERISTICS AND POTENTIAL OF REGIONAL AUDIENCES

The Denver regional population grew by more than 17% between 2000 and 2010. The City and County is expected to grow faster than the region and the rest of the country between 2015 and 2020. In fact, Denver is the 6th fastest growing city in the US and has been for years.

Denver is also changing. The 2014 Census data suggests that Denver has seen a larger increase in residents with college degrees than any other market in the country. Millennials—those between 20 and 34 years of age—comprise 22% of the overall Denver region and represent the highest millennial

growth of any metropolitan area in the country since 2007. More than 30% of Denver’s population and more than 20% of the regional population is Hispanic or Latino. And about 10% of Denver’s population is Black or African American. Regionally, there are pockets of immigrant and other ethnically-specific groups, including a large Ethiopian community near Aurora and clusters of residents from Nepal, Iraq, Burma and other nations.

It is also significant that more than 45,000 students attend public, not-for-profit institutions of higher education in downtown Denver. Plus more than 10,000 students attend various trade and private for-profit institutions that have classroom space in downtown Denver. The Auraria campus, just across Speer Boulevard from DPAC, is a 150-acre home for Metropolitan State University of Denver, the Community College of Denver and the University of Colorado Denver, whose College of Arts and Media is gaining national acclaim.

Denver also has a large creative workforce and has a Creative Vitality Index rating of 2.52, compared to a 1.00 national average. Denver is at the forefront of the shared economy, with large communities of entrepreneurs and communities of start-ups in sectors like energy, technology and environmental sustainability.

Denver is a growing visitor destination and had a record 13.2M overnight visitors in 2011.

Denver International Airport (DEN) served a record 53.1M passengers in 2012 and the Colorado Convention Center welcomed over

918,000 visitors in 2014.

Finally, Denver has been touted as the best city for small businesses, the 2nd best place to launch a startup, the best city for female entrepreneurs, the 5th best place for millennial-aged entrepreneurs and the 6th best place for job and career seekers (Patel, Sujan. “25 Cities Worth Moving to If You Want to Launch a Business.” *Entrepreneur* 20 August 2015).

Together these statistics point to a city poised to advance further development of creative industries. DPAC is uniquely positioned with the Auraria Higher Education Campus to provide the type of amenity-rich cultural enclave that can help fuel innovation and attract top talent. Technologically rich areas outside of Silicon Valley often share common traits that include compact walkable districts that connect high-growth startups with established corporate, artistic, and educational anchors. The most successful of these districts include a dynamic mash-up of business incubators, accelerators and co-shared office spaces via mixed-use housing, office and retail formats. The resulting ecosystem creates a spirit of collaboration and opportunities for sharing ideas, mutual investment and open source innovation.

ARTS AND ENTERTAINMENT FACILITIES IN THE REGION

There are many performing arts facilities in Denver and the surrounding region, though there are limitations related to the size, functionality, quality and availability of spaces at different capacity levels.

First Generation Performing Arts Complexes



MUSIC CENTER, LOS ANGELES



WOODRUFF ARTS CENTER ATLANTA



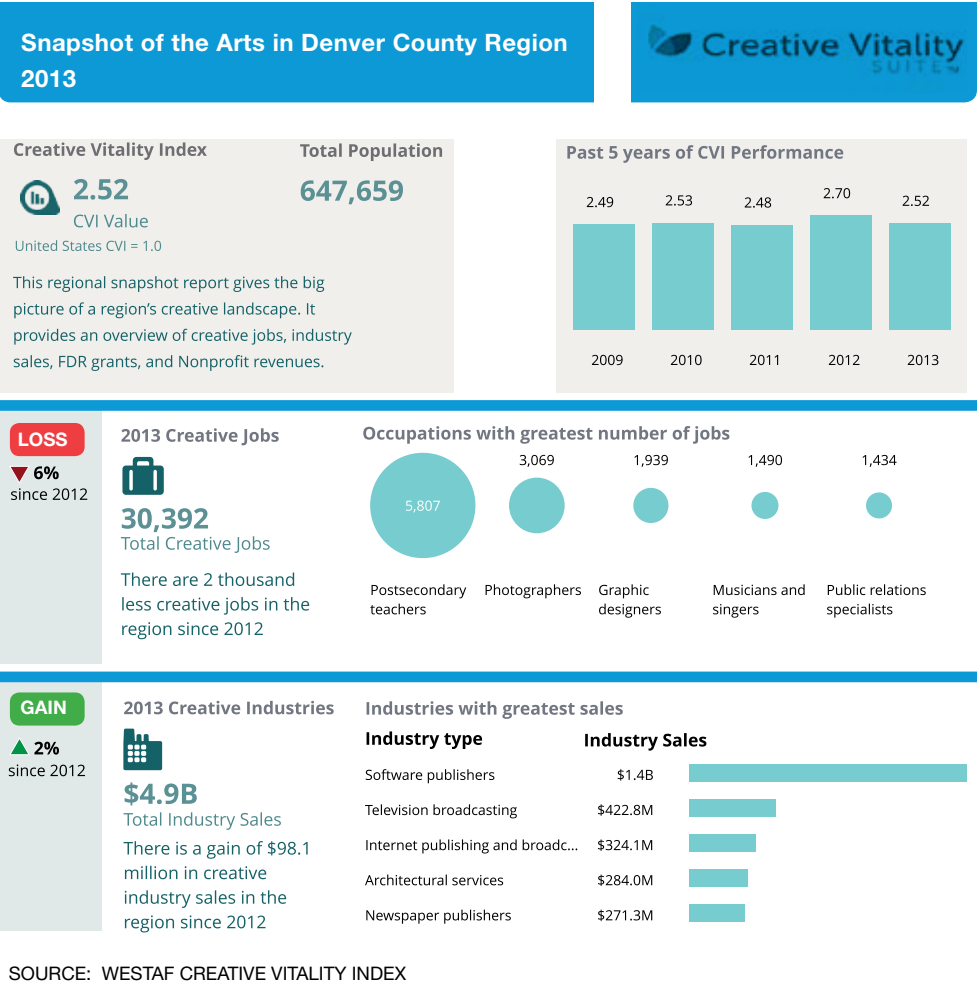
KENNEDY CENTER, WASHINGTON, D.C.



LINCOLN CENTER, NEW YORK, NY



DENVER PERFORMING ARTS COMPLEX



Five Arts Opportunities

The current facility inventory includes 113 indoor performance spaces, forty-seven of which are in Denver. Facility capacities range from 35 to 5,000 seats, with 71% having a capacity of 500 or less. Local churches and schools were included when they met the criteria of hosting four or more performances each year.

The majority of facilities accommodate music and theatre, but only one-quarter effectively accommodate dance and only 16% support media/multi-media activity well. Just over half of facilities are rented to cultural organizations. Others are dedicated to a single user or set of users.

Most have basic lighting and sound equipment. But only a handful have fly space and orchestra pits, and few include kitchen facilities and/or an on-site café. Importantly, only 20% of facilities have high availability for outside groups.

A facility matrix considers the physical features and types of activities hosted within indoor facilities with capacities of 5,000 seats or less in and around Denver. Local facilities include those located within Denver, while regional facilities include those found within a 30-mile radius of DPAC. The matrix shows the quality of facilities (based on a rating from 1 to 4) on the vertical axis to the capacities of local and regional performance spaces on the horizontal axis. The analysis suggests a number of capacity and quality gaps in the inventory – for small facilities (approximately 100 seats), mid-size spaces (approximately 500 seats) and larger spaces that might support the groups not able to fill larger spaces like the Buell and the Ellie.

An inventory of outdoor performance spaces suggests that there is a need for well-equipped, mid-size spaces outdoor venues appropriate and available to local arts groups.

THE FACILITY NEEDS OF ARTISTS, ORGANIZATIONS AND EDUCATORS IN THE REGION

Interviews with mid-size and larger organizations confirm the need for a better music hall for Denver, smaller than the current Boettcher Concert Hall, but supporting a range of musical forms and traditions.

Recent surveys by Denver Arts & Venues have suggested the growing need for performance spaces between 400 to 1,000 seats. In addition, Denver Theatre District staff note increasing requests for small to mid-size performance space, as well as rehearsal and program space on the part of many local groups.

There is also demand for year-round flexible event space. For this and other needed spaces, the focus should be on: low cost of access, flexibility, a solid layer of technology support and expanded food and beverage opportunities for audiences and users.

There is additional demand coming from schools and colleges interested in bringing students and teaching programs to the next version of the Arts Complex. This includes CU Denver’s College of Arts + Media, Metro State University (considering forming a new College of the Arts), University of Denver (seeking new venues to support its

expanding presenting program) and Denver Public Schools’ Denver School of the Arts (potentially seeking a new home for its high school).

CULTURAL AND COMMUNITY DEVELOPMENT GOALS IN DENVER

There are a number of active plans and initiatives in Denver relating to cultural development, but also focused on broader economic and community development goals.

Within the cultural planning work, there is a series of themes important to this work, including the desire to increase utilization of existing facilities, a need to create new education and outreach opportunities for lifelong learning and audience development, the potential for increased collaboration within the sector and the critical importance of engaging diverse audiences and nurturing diverse arts groups in order to improve access and inclusivity in the arts.

Community planning work has also focused on a set of themes relevant to DPAC, including the importance of growing and activating public space, downtown City parks for envents, creating a more livable downtown, nurturing and celebrating diversity, and promoting walkability and alternative transportation.

Program Opportunities

The state of the Arts Complex, the current situation in Denver and the trends observed in other markets strongly suggest **five arts opportunities**:

1. SHIFT FROM AN ARTS COMPLEX TO AN ARTS-CENTERED NEIGHBORHOOD

The first priority for the next version of DPAC is to change from a set of formal arts facilities within a defined boundary to more of a district, where other kinds of development and activity come into the Arts Complex and other kinds of arts and entertainment activity and facilities extend out into the rest of downtown Denver. The intention should be to connect the Complex to the creativity and vibrancy of Downtown Denver, making the Galleria and large-scale venues a hub with spokes that emanate from the current Complex.

The rationale behind this concept is that the old boundaries among arts, culture and creativity are blurring, particularly in Denver where creativity is a critical part of technology and entrepreneurship.

Today and tomorrow, culture and creativity must be embedded into the fabric of Downtown Denver, responding to the goals set in other downtown plans and **IMAGINE 2020**:

- Arts, culture and creativity are fully integrated into daily life, work and play in Denver.
- Arts, culture and creativity are amplified in Denver – and amplify the city to the world.
- Arts, culture and creativity are truly inclusive and accessible for all.
- Exposure, appreciation and participation in arts, culture and creativity span our lifetimes.

- Denver’s diverse artistic and creative professionals are locally cultivated and flourishing
- Denver’s economic vitality is accelerated by arts, culture and creativity.
- Collective leadership is committed to high impact results across Denver.

2. DEVELOP A NEW MUSIC HALL AND REHEARSAL CENTER AS HOME FOR THE COLORADO SYMPHONY AND OTHERS

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

Denver has an array of large capacity halls, but there is a significant gap at this capacity and quality level to support professional groups and educational programs.

The rehearsal center’s spaces may include two main halls, a chamber ensemble room, green room, practice rooms, learning/media studio, lounge, music library, offices, and instrument storage. Dedicated rehearsal space will allow for greater utilization of the new music hall.

The rationale behind this concept is that the old boundaries among arts, culture and creativity are blurring, particularly in Denver where creativity is a critical part of technology and entrepreneurship.



DALLAS CULTURAL DISTRICT



NEW WORLD CENTER, MIAMI, FL

3. BRING A STRONG EDUCATIONAL FOCUS TO THE ARTS COMPLEX

There is a significant opportunity to establish the Arts Complex as a center for arts education and lifelong learning, where people of all ages and backgrounds come together to actively participate in the arts. This education focus starts with physical and programmatic connections to the Auraria Campus, but should also include a stronger connection with Denver Public Schools and particularly the development of a new home for Denver School of the Arts (High School) and other potential educational partners, bringing many additional uses and users to the Arts Complex throughout the day.

This recommendation suggests the need for studios, labs and flexible spaces for artists and arts organizations to teach, develop and deliver programming, plus the addition of digital media facilities to support training and programming related to the intersection of the arts and technology.

4. SUPPORT EMERGING DISCIPLINES AND ORGANIZATIONS

The next version of the Arts Complex should include facilities and infrastructure to support emerging arts disciplines and Denver’s broader set of arts groups and artists including a 500+ seat multi-disciplinary venue, an additional 100+ seat flexible performance space, plus indoor and outdoor places for temporary, informal and pop-up programming.

These additional facilities will respond to a growing orientation on the part of producers and the public toward festivals and community events and will allow DPAC to better attract and serve Denver’s diverse arts community and audiences, and support new and innovative programming

5. ATTRACT ARTISTS AND CREATIVE WORKERS

Finally, the next version of the Arts Complex should include programming, rehearsal and other creative spaces for artists and creative workers, with studios, rehearsal and other collaborative facilities.

The presence of these artists and creative workers will enliven the Complex around the clock, bringing additional activity and vibrancy to the downtown.



IMAGES ABOVE: BOOKER T. WASHINGTON HIGH SCHOOL FOR THE PERFORMING AND VISUAL ARTS, DALLAS, TX



IMAGES ABOVE: BOOKER T. WASHINGTON HIGH SCHOOL FOR THE PERFORMING AND VISUAL ARTS, DALLAS, TX



CLEO PARKER ROBINSON, DENVER, CO



CREATIVE [PERFORMANCE ART] INCUBATOR, DETROIT, MI



PRATT INSTITUTE BROOKLYN FASHION AND DESIGN ACCELERATOR, BROOKLYN, NY

Planning and Urban Design Analysis

In parallel with the Arts Assessment, a comprehensive urban planning and design analysis was completed. Site (Arts Complex) and programmatic conditions were assessed in tandem to better understand the physical changes required to implement the arts program opportunity recommendations. The Arts Complex consists of twelve-acres (522,720 square feet) of contiguous area bounded by 14th Street to the east; Speer Boulevard on the west; Arapahoe Street to the north; and Champa Street along the southern edge. DPAC's site is the equivalent of four downtown blocks bisected at-grade level by 13th Street below the elevated galleria level. Dimensionally the Arts Complex is approximately 900' from 14th Street to Speer Boulevard and 580' between Arapahoe and Champa Streets.

At the terminus of Curtis Street and 14th Streets the galleria forms an iconic glass covered atrium stretching approximately 600' and connecting the four performance venues. At each end of the galleria are main pedestrian entryways providing access to the entire four-block Complex. In addition to the two main pedestrian entryways, DPAC has parking garage ingress and egress on Arapahoe and the 13th Street underpass. Secondary pedestrian access points are aligned with 13th Street via a pedestrian bridge at Champa Street and an exterior stair along the Bonfils Theatre Complex fronting Arapahoe Street. The remaining periphery of DPAC consist of "blank" street-level walls punctuated with two back-of-house truck docks. Exceptions include two retail frontages facing 14th Street and a portion of the Galleria and an entry for The Studio Loft facing 14th Street.

ON-SITE METRICS AND CONDITIONS

Of the 12-acres (522,720 square feet) 36% of the area is covered with arts facilities, 2% for the 1245 Champa building, 24% in parking garage, and approximately 35% in open space including Sculpture Park and the Galleria. The remainder of the site is covered by the 13th Street public right-of-way (see land coverage matrix). Building footprints of the performance venues are nearly equal in size, each accounting for approximately 9.5% of the Arts Complex's area, with the exception of Boettcher Concert Hall accounting for +/-7.5% of land area.

The total development area is 1.66 million square feet on multiple levels. Of this total building area, 678,000 square feet is devoted to parking or 41% of all uses. Retail and restaurant spaces account for approximately 17,500 square feet of building uses at a mere 1%. The Ellie Caulkins Opera House venues are the largest building by area totaling 234,000 square feet, followed by the Buell Theatre with 204,000 square feet. Together the two account for 5,100 performance seats of the Complex's existing 9,483. Denver Center for Performing Arts' (DCPA) Bonfils Theatre Complex houses the greatest number of performance spaces with four stages and 1,558 seats. DCPA has an additional 213 seats in the Garner Galleria Theatre offering cabaret performances directly off the midpoint of the Galleria.

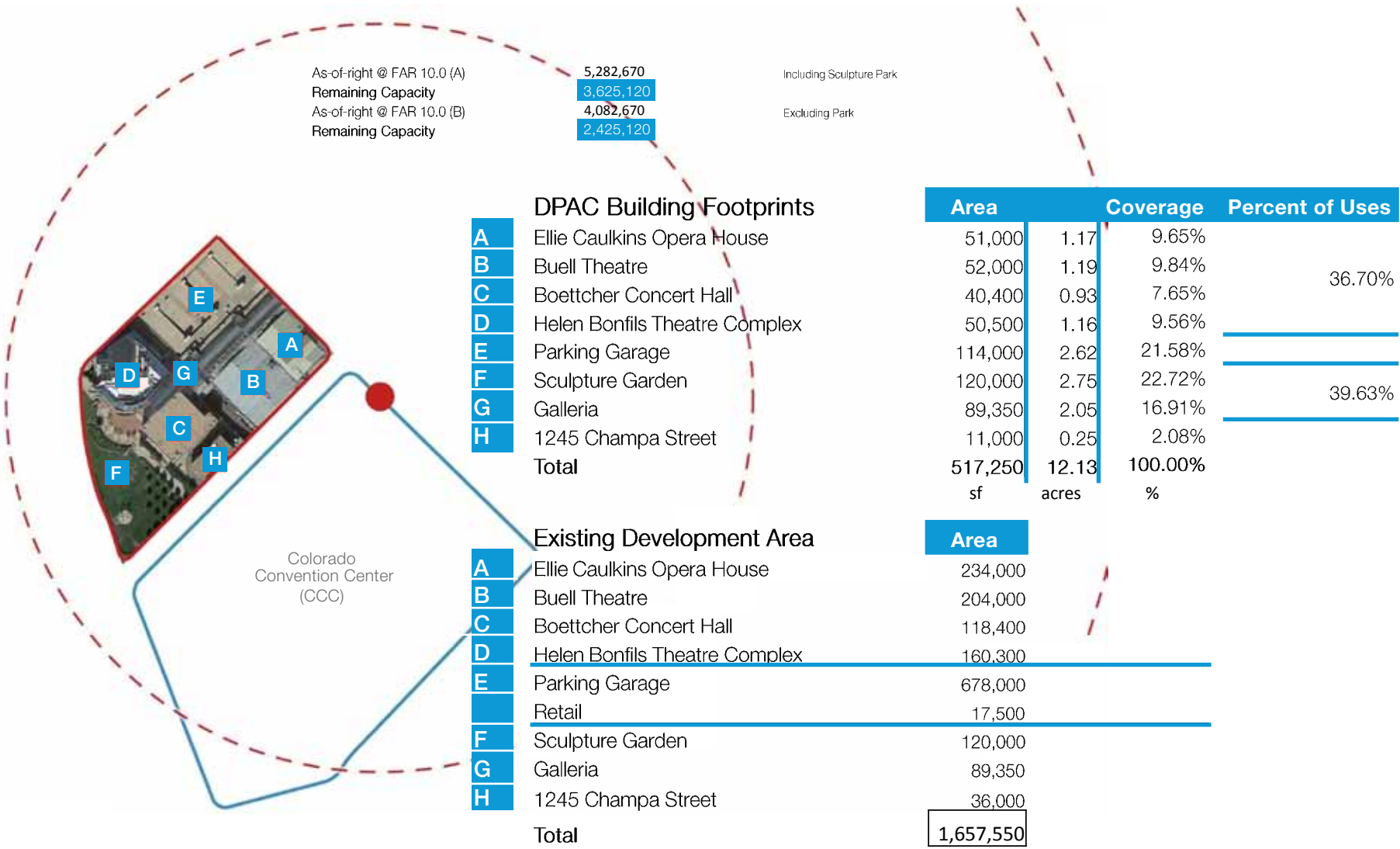
As noted in the Introduction section of this report, the Arts Complex was constructed in the 1970's as an urban renewal project. Based on review of previous studies, the metrics noted above,

the arts assessment findings, and visual inspection, it was concluded that significant deficiencies challenge the future success of DPAC. Experiential issues, inadequate infrastructure, seat counts misaligned with current market demand, incongruous circulation patterns, poor visual connections and arduous arrival sequences all contribute to overall deficiencies. The configuration of the Arts Complex as an urban renewal infill project was intended for a "safe" inward focus. Its fortress-like configuration limits connectivity to surrounding environs and isolates activity within the Arts Complex.

Implementation of recommendations from the arts and culture assessment in support of The Next Stage vision statement and accompanying objectives will require changes to both the quantity and quality of space. Existing and planned spaces should be aligned with their intended uses - optimizing technical, spatial, utilization, and visual attributes. The scope of this Vision Plan is not intended to include a technical facilities assessment or detailed feasibility study.

QUANTITY OF SPACE

There is a building area deficit in the range of 350,000 square feet to accommodate the proposed arts and cultural uses. In addition, an increased amount of space is needed to introduce complementary activity at street and galleria levels including retail and food and beverage related opportunities. Introduction of a mix of uses reflective of a typical vibrant downtown Denver block will require a significant increase in the overall quantity of space without degradation of existing on-site uses.



ROBERT AND JUDI NEWMAN CENTER FOR THEATRE EDUCATION (LEFT), ARAPAHOE STREET, DPAC (RIGHT)



GALLERIA ICONIC GLASS CANOPY



CHAMPA STREET, DPAC (LEFT) AND THE COLORADO CONVENTION CENTER (RIGHT)

Contrarily, facilities such as Boettcher Concert Hall are too large with regard to seat count and acoustical volume. While on-site parking counts are adequate to serve existing uses, the saturation of all 1,700 spaces located in one garage at the northeast corner of the Arts Complex is problematic. The saturation of the total parking supply causes inefficient ingress/ egress. Different distribution of parking would better serve visitors dependent on ease of access and ameliorate the visual impact of a massive garage at the corner of 14th and Arapahoe Streets.

QUALITY OF EXPERIENCE

Despite every effort by A&V and its resident companies to overcome DPAC’s physical constraints with new program initiatives, facility maintenance, and building renovations, there are serious experiential deficiencies throughout. Criteria in measuring quality include the visual, aural, and spatial. Above all, vibrancy or levels of activity is an important measure of successful urban places. Put simply, people are attracted to other people and activity begets more activity. Today, the majority of activity comes from evening patrons attending performances. The facility is not an organic part of downtown Denver’s daily life.

DPAC Interior

The DPAC interior space is organized along the 600’ Galleria open-air atrium with a 60’ wide opening facing 14th Street. The opening does not center on Curtis Street. Along the interior northern edge of the

Galleria is a vertical parking garage surface area (facade) of 29,400 square feet. At pedestrian level a total of 21,000 square feet in performance venue walls (vertical surface area) line the circulation spine - all inactive except during performances. Of this 50,400 square feet of building facade area 2,800 square feet offers active pedestrian level uses such as the Backstage Cafe, Limelight restaurant, Epernay lounge, and Bonfils cafe.

The interior of the space and the entire Arts Comlex is largely dominated by the 1,700-space parking garage. A July 2015 article in *Architect* entitled “Reimagining the Denver Performing Arts Complex” points to Paul Goldberger’s 1979 writing in The New York Times when he referred to the Arts Complex as “stunning” and “remarkably ambitious.” However, Goldberger observed a major design flaw:

“The emphasis on the automobile makes it hard to tie the center to what little pedestrian activity does in fact exist in Denver. There will be shops on the ground floor of the garage, but since the Galleria-Plaza is one level above grade, there is not much relationship to the rest of the city.”

Between the massive six-level parking garage and eight performance venues is a maze of confusing wayfinding and a confusing series of box offices.

DPAC Periphery

A total of 3,278 linear feet make up the peripheral edge of the Arts Complex - the interface with downtown and the Auraria Campus across Speer Boulevard. Over the length of this .60 mile stretch of street frontage there is one entrance to a performance venue, the Jones Theatre, and two food/retail entrances. The 1245 Champa building offers one entrance to start-up uses and the Studio Loft entrance on 14th Street to upper level event space. The remaining building fronts consist of blank walls, parking access, service loading docks, or emergency egress exits. Sculpture Garden’s 774’ Speer Boulevard edge has no edge condition or active programming.



PANARAMA, THE SPEER BOULEVARD EDGE AT ARAPAHOE STREET



ARAPAHOE AND 14TH STREETS, FOUR SEASONS (LEFT)



ARAPAHOE STREET GARAGE ENTRANCE



DENVER THEATRE DISTRICT / CCC LIGHT RAIL STATION



PEDESTRIAN ENTRY RAMP TO THE HELEN BONFILS THEATRE COMPLEX



LEVEL 5 ELEVATOR/STAIR, DPAC GARAGE



CHAMPA STREET BETWEEN DPAC AND THE CCC



GALLERIA LEVEL ELEVATOR/STAIRS TO PARKING



STAIRS FROM PARKING GARAGE LEADING TO GALLERIA LEVEL



13TH AND CHAMPA STREETS, PEDESTRIAN BRIDGE BETWEEN DPAC AND CCC



ELLIE CAULKINS OPERA HOUSE



BOETTCHER CONCERT HALL



THE SPACE THEATRE AT THE HELEN BONFILS THEATRE COMPLEX

**Complete
placemaking
requires a
dynamic “street
to seat” journey.**

Overall

A variety of spaces, services, and experiences are required to successfully support a wide range of visitors at DPAC. The overlay of connections between activities helps shape place. Existing use patterns of the Arts Complex suggest a disjointedness in this circuitry of a quality experience. Complete place making requires a dynamic “street to seat” journey. DPAC’s visitors are limited with regards to:

- Providing a series of experiences and/or stimuli
- Providing multiple ways to arrive/depart
- Including multiple reasons for visitors to spend time (i.e., before, after, and/or independent of a performance)
- Infilling vibrant passageways and Arts Complex edges
- Supporting a diverse range of businesses and/or visitors
- Looking beyond the DPAC’s 12-acre confines
- Integrating with Downtown and the Complex’s immediate environs

SUITABILITY OF SCULPTURE PARK

In concert with the right quantity and quality of space, a good experience requires the type of space suitable or appropriate for its particular use. Sculpture Park for example, is not designed to accommodate outdoor performances, large events or festivals, passive recreation, and activities intended for daily use. Spatial organization and physical changes are required to improve DPAC’s outdoor experience.

Buildings and/or Temporary Structures

There are no existing facilities to support passive, active, or park supporting uses. Storage, performance venue(s), shading devices, restrooms, ticketing/ event management, trash/recycling would all benefit from permanent park-related structures.

Infrastructure

Electronic, physical, and support infrastructure can be greatly improved and made more readily available to support park activity related to DPAC. Such utilities as lighting, media (screens and otherwise), power, plumbing, sound, communications, lawn irrigation (appropriate for event use), and temporary structure “pads” or tie-downs are can be enhanced.

Open Space

Open space or “park” is a broad category of land use that ranges widely in application. Successful open space requires design based on specificity of needs. Sculpture Park’s total designated parkland area is 2.5 acres (108,900 square feet / SF) with an additional .39 acres (17,000 SF) currently being used for park-related use. The total combined area is approximately 3 acres (130,680 SF) of which 12,700 SF, or 10%, is hardscape paving surfaces. Other zones include a 4,200 SF ornamental area, a 20,000 SF portion with a bosque of trees spaced 30’ on-center, and a 500 SF circular base for the Dancers sculpture. The remaining unobstructed and contiguous park area totals approximately 19,000 SF

and consists of lawn not intended for high traffic use. Poor drainage conditions further constrain use after precipitation.

Depending on climate conditions, greens intended for events or festivals with high traffic may be planted with rye/fescue/ bluegrass mix. Lawns of this nature need to be closed at regular intervals for aeration, fertilization, or protection during wet weather.

ZONING

All of DPAC’s campus, excluding the 2.5 acres of designated parkland, is zoned D-TD (Downtown Theater District) under Article 8, Downtown Neighborhood Context, of the Denver Zoning Code. D-TD is defined in the code as a district specific to an area in the Central Business District associated with the DPAC. The intent of the zoning is to enable “over-scale, lively, and dynamic billboards and signage to promote Denver’s preeminent entertainment district.” This 9.5-acre area stretches eastward of Sculpture Park extending to the Complex’s 14th Street edge and includes an Urban Overlay District 1 (UO-1) designation limiting height to 200’. As-of-right (permissible under current code) development is granted up to a floor area ratio (FAR) of 10.0 and permits transfer of development rights to adjacent parcels. Premiums or zoning bonuses are given for inclusion of historic rehabilitation projects, transit related activities, educational uses (K-12), housing, and the provision of food and/or markets.



As-of-right, the 9.5-acres zoned D-TD may be developed up to 4,138,200 square feet of building area. Currently developed uses represent 1,657,550 square feet of the available 10.0 FAR density. The site has a remaining capacity of 2,480,650 square feet or 60% remaining.

Sculpture Park is within an OS-A (Open Space) and UO-1 (Urban Overlay) and no commercial development is permitted. New buildings and structures must support park-related uses.

1245 CHAMPA

In 1940, architect G. Meredith Musick designed the Denver Police Department Headquarters with funding from the Public Works Administration. The “International Style” building is typically referred as 1245 Champa and currently houses administrative offices for the Colorado Symphony Orchestra and the a 20,000 square foot entrepreneurial incubator, The Commons on Champa. Founded by the Downtown Denver Partnership with the City of Denver and the Colorado Technology Association, the facility offers a public campus to support startups across all industries.

1245 Champa is not on a local or national registry of historic buildings, but may be deemed to contribute to the City’s architectural heritage. However, major alterations were made to the building in 1982 with the addition of a fifth level green room and flexible studio space. The neighboring Buell Theatre was designed by Musick one year later and together are a uniquely positioned as representations of

the architect’s *International Style* designs. Historic Denver has reviewed The Next Stage planning process and expressed their interest in the building remaining as a significant structure.

SIZE AND SCALE

In addition to remaining as-of-right capacity, a scaled overlay of notable local and national projects of similar land coverage suggests the Arts Complex could accommodate more development activity. Six large-scale projects were overlaid and matched in scale with DPAC’s boundaries. The exercise demonstrated the aptness for the 12.5-acre Arts Complex to yield greater economic and/or development output than currently being utilized. The six scaled overlay comparisons were:

- 1. Coors Field with 50,000 seats
- 2. Cherry Creek Shopping Center with 165 shops and annual revenue of \$565 million
- 3. Pearl Street Mall, an 8-block Downtown Boulder anchor
- 4. Brooklyn Academy of Music (BAM) Cultural District with 400,000 square feet of cultural facilities and \$10 billion in private investment
- 5. Sony Center, Berlin Germany, with an output of 728,000 SF of office space, 405,000 SF of retail uses, and 200,000 SF in residential development and an international film forum.

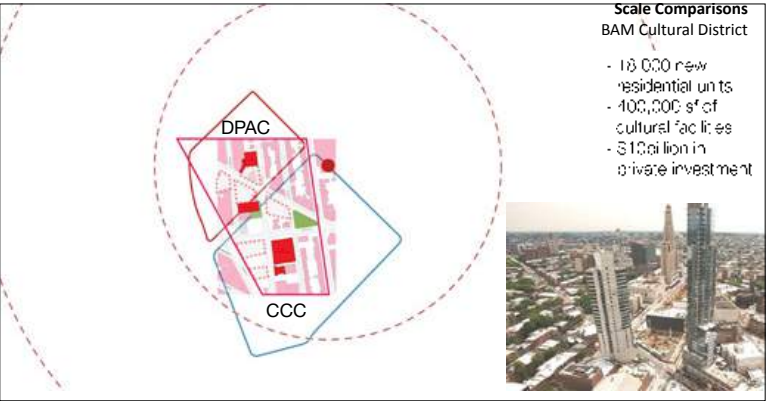
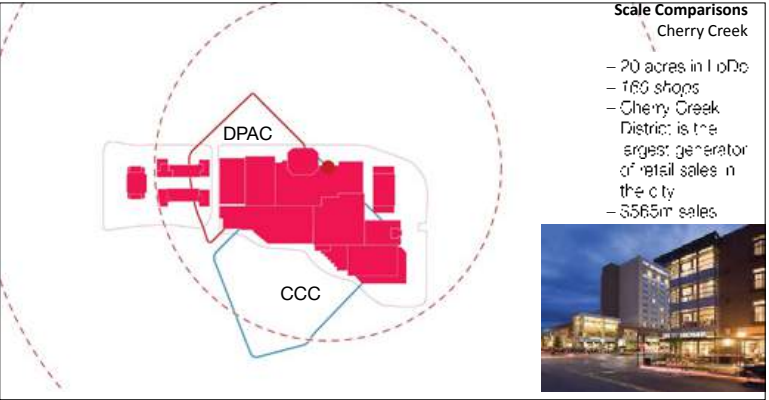
Care should be taken in making comparisons of this nature, as each reference project encompasses its own unique context, building program, community preferences, and economic conditions. However, such comparisons in combination with as-of-right zoning capacity, and analysis completed throughout this vision planning process suggest considerable site capabilities for additional new construction.



LEFT: 1245 CHAMPA STREET

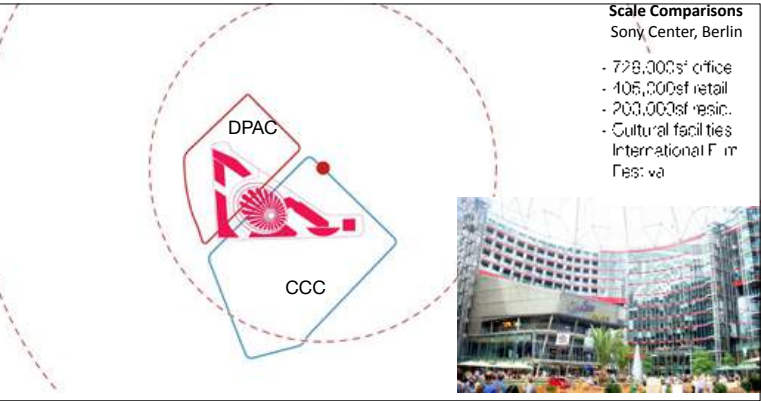
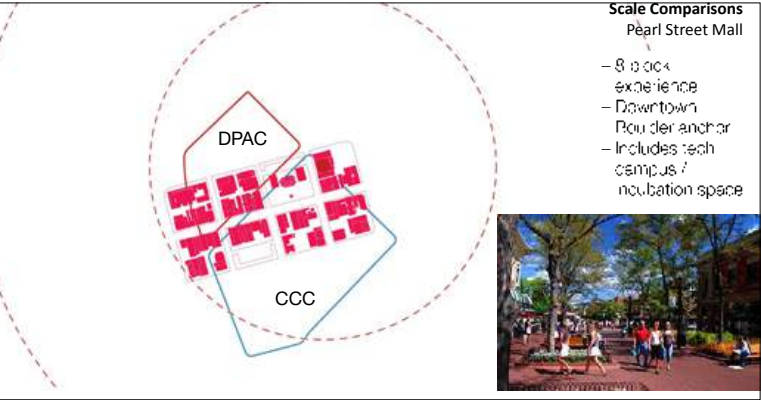
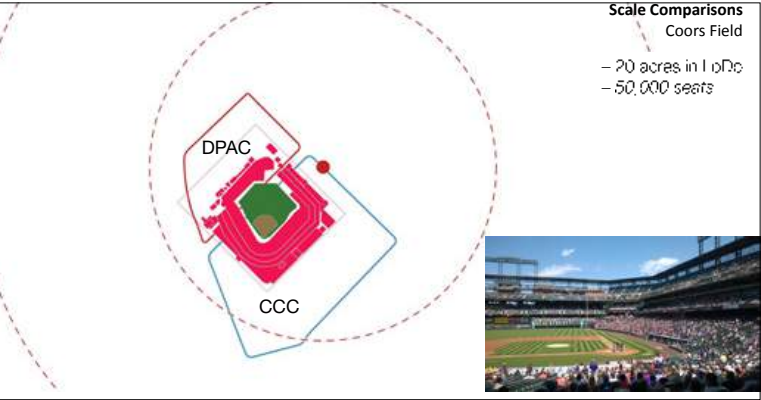


LEFT: BUELL THEATRE, ORIGINALLY THE DENVER MUNICIPAL AUDITORIUM ANNEX



Takeaways

Site Covered by Parking	22%
Site Open / Park	39%
Site area with buildings	39%
Total Building Area	1,657,000 square feet
Remaining Capacity	2,425,000 SF
Maximum Capacity	3,625,000 SF



Denver Union Station

13 buildings totaling over 4,000,000 square feet.



LAND USE

There are two predominate land uses covering the 43-acres occupied by the Denver Performing Arts Complex and the Colorado Convention Center (CCC) - arts and conventions. Ancillary uses include four retail establishments serving food and a total of 2,700-plus parking spaces. CCC activity peaks during daytime and DPAC activity typically peaks from 6-10:00PM. The exclusions of mixture of uses throughout this 14-block equivalent poses a challenge for enlivening the area, diversifying its visitor base, and increasing its economic vitality. With the goal of better connecting this large tract of impenetrable land holdings with a wider range of land uses, three questions were posed:

- What mix of uses would be a good “fit” for the identified parcels?
- How can the parcels and new uses be better connected to adjacent areas?
- What can the city do to encourage unique and sustainable development patterns?

PLANNING CONTEXT

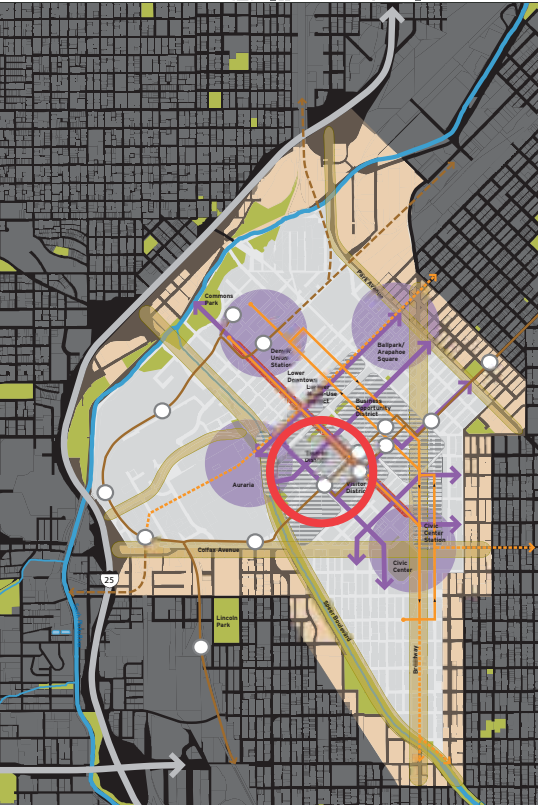
The Arts Complex is uniquely positioned at the center of four Downtown neighborhood cores: Cultural, Commercial, LoDo, and the Auraria Higher Education Campus. More specifically, it anchors the 16-block Denver Theatre District (DTD), which extends from the 16th Street Mall and Arapahoe Street to Speer Boulevard; Speer Boulevard to Welton Street; Welton Street to 14th Street;

14th Street to Champa Street; Champa Street to the 16th Street Mall. The DTD is a not-for-profit 501(c)(3) created to enhance downtown Denver through public art investment, city and regional art and cultural promotions. Within walking distance of over 5,200 hotel rooms, the District is midpoint between the Civic Center to the southeast and the vibrant emerging Central Platte Valley neighborhood.

As downtown Denver evolves, DPAC will be located at the City’s geographic center. The eventual build-out of land-banked surface parking lots between the Sports Authority Field at Mile High and the Pepsi Center will help solidify the notion of DPAC anchoring the center of Denver in the coming twenty years. Neighborhoods within a 1.5 mile radius of downtown Denver house approximately 73,000 residents - up 15% over the past five years. The Theatre District and DPAC are at the center of growing activity with nearly 10,000 of those residents living within a 10-minute walk, over 400,000 annual Convention Center delegates next door, and approximately 750,000 patrons attending performance and events at the Complex itself. With an extremely high creativity index (as defined in the market assessment above), growing emphasis on creative industries, and one of the country’s fastest growing and most highly-educated millennial populations, the Arts Complex has an opportunity to serve as “central” to Denver’s future - a next new neighborhood.

Downtown Area Plan

Downtown Denver Partnership



DOWNTOWN HAS BECOME ENLIVENED WITH A POPOPULATION OF 70,000 RESIDENTS, BUT ITS MID-SECTION (SHOWREMAINS VOID OF 24-7 LIFE.

Future Opportunity Sites

Site	Description	SF	Acres	Capacity*	Notes
On-Site					
1	Parking Garage A	53,200	1.22	532,000	14th/Arapahoe
2	Parking Garage B	52,300	1.20	523,000	Arapahoe
3	Parking Garage A-B	105,500	2.42	1,055,000	Both garages
4	Boettcher Concert Hall	38,052	0.87	380,520	Assumes new facility
5	Champa - Sculpture Park Site	15,000	0.34	150,000	Not within park area
6	Sculpture Park	89,984	2.07	899,840	Assumes relocation
7	Buell Back-of-house	21,336	0.49	21,336	Fronting Champa/13th
8	1245 Champa Street	10,600	0.24	106,000	
10	13th Street Right-of-way	16,700	0.38	167,000	Above r.o.w..
	Public Space (galleria + walks)	185,000	4.25	0	No dev. Assumed
	Superblock	587,672	13.49	3,834,696	On-site
11	Champa Street Right-of-way	66,113	1.52	661,130	
12	Convention Center Speer Street Frontage	68,170	1.56	681,700	
13	Convention Center 14th Street Frontage	50,465	1.16	504,650	
14	Convention Center Overbuild North	239,816	5.51	719,448	TBD
15	Convention Center South	101,258	2.32	303,774	TBD
15b	CCC Bellico Theatre Overbuild "Site"	92,000	2.11	276,000	Overbuild Cap. TBD
15c	Fire Station	60,000	1.38	600,000	
16	1152 W. 13th Avenue (DCPA Triangle)	25,263	0.58	252,630	
	Sphere of Influence	703,085	16.14	3,999,332	Superblock
Speer Boulevard Sites					
17	Speer Boulevard - Auraria	103,931	2.39	415,724	
17b	Speer Boulevard - Auraria	37,000	0.85	148,000	
18	Speer Boulevard Realignment	75,240	1.73	752,400	
	Silver Triangle Sites	216,171	4.96	1,316,124	
19	Emily Griffith School	100,000	2.30	1,000,000	
20	Parking Lot on 500-598 12th Street	23,640	0.54	236,400	
18	1300-1398 Welton Street (southwest)	51,000	1.17	510,000	
	Theatre District Sites	174,640	4.01	1,746,400	
22	15th Street bet. Welton & California	74,681	1.71	746,810	
23	1417 Stout Street (14th & Stout)	29,640	0.68	296,400	
24	1417 California Street (14th & California)	22,000	0.51	220,000	
25	1401-1499 Glenarm Place	36,871	0.85	368,710	
26	Federal Reserve Parking Deck (15th Street)	34,317	0.79	343,170	
27	Federal Reserve Building (Center)	51,600	1.18	516,000	
28	15th & Champa (northeast)	17,000	0.39	170,000	
29	15th & Stout (northeast)	17,000	0.39	170,000	
30	15th & Stout (southwest)	18,000	0.41	180,000	
31	13th & Glenarm (southeast)	47,500	1.09	475,000	
32	14th & Larimer (Old City Hall sites)	60,500	1.39	605,000	
33	Lawrence and Speer (City-owned parcel)	41,000	0.94	410,000	
	Opportunity Development Yields	290,109	6.66	2,901,090	
		680,920	15.63	5,993,614	Sphere of Infl.
	Components	1,971,677	45.26	13,797,842	Total
DP	DPAC	528,267	12.13		
CC	CCC	1,248,245	28.66		
SS	Superblock	1,870,225	42.93		
		3,646,737	83.72		
		sf	acres		
	DPAC Building Footprints	Area	Coverage	Percent of Uses	
A	Ellie Caulkins Opera House	51,000	1.17	9.65%	
B	Buell Theatre	52,000	1.19	9.84%	
C	Boettcher Concert Hall	40,400	0.93	7.65%	36.70%
D	Helen Borflis Theatre Complex	50,500	1.16	9.56%	
E	Parking Garage	114,000	2.62	21.58%	
F	Sculpture Garden	120,000	2.75	22.72%	
G	Galleria	89,350	2.05	16.91%	39.63%
H	1245 Champa Street	11,000	0.25	2.08%	
	Total	517,250	12.13	100.00%	
		sf	acres	%	



Strategies for Change

Strategies for transforming the Denver Performing Arts Complex were developed based on information gathered from community input, work of the ELT, A&V leadership, the arts and culture assessment, best practices, and a comprehensive planning analysis. Three strategies for repositioning DPAC and implementing the opportunity programs outlined in the assessment's recommendations are:

- 1. **Change the physical space** by creating a new mix of activities that include arts+culture, public space, educational access/opportunities, and commercial land use. Introduce new and improved connections between buildings, infrastructure, and open spaces.
- 2. **Identify catalytic development initiatives** for nearer and longer term sequenced public-private partnerships. Nearer-term opportunities include enhanced activation of existing facilities and open spaces throughout the Complex.
- 3. **Create a new digital identity** for the Arts Complex that is integrated with the Colorado Convention Center and the entire Theatre District's information technology backbone.

Improving physical and programmatic connections beyond DPAC's boundaries is an integral part of the three-pronged strategy. It is envisioned that by harnessing nearby commercial, civic, and institutional assets, neighborhood-wide growth will be incentivized. The Plan recommends directly connecting downtown through DPAC as a

center for the City's creative and economic life. Expectations are for greater shared resources on and off-site, as thinking is shifted away from an arts center to an arts-centered neighborhood. Within an approximate five-minute walking radius or 125-acre area, there are valuable assets that are to be deployed together to leverage transformative effects.

The City can utilize prime downtown land to create a new neighborhood, sustain important city assets and grow DPAC as an important economic engine for downtown. Results from the study suggest that significant soft sites (development parcels susceptible to change) are within a close proximity to the Arts Complex. Preliminary calculations indicate an upwards as-of-right zoning capacity of 6,000,000 square feet within a five-minute walk of DPAC. Four land areas or parcels were identified within DPAC as high-value public assets critical to addressing physical, programmatic, and economic conditions necessary to fulfill The Next Stage vision and plan objectives. An overview of public and private landholdings is below:

Site's labeled 'A' through 'C' totaling 178,000 square feet with upwards of 2 million square feet total development capacity.

- Parcel 'A' is located at 14th and Arapahoe Streets and is currently occupied by one-half of the parking garage housing 850 spaces. The phased demolition of the existing garage and redistribution of on-site parking with new parking facilities with greater in-depth recommendations forthcoming.

- Parcel 'B' is located at the southeastern corner of 13th and Arapahoe Streets and is currently occupied by one-half of the parking garage housing 850 spaces.
- Parcel 'C' is located adjacent to the 1245 Champa Street building (former Police Headquarters) and includes the Boettcher Concert Hall site. Plans recommend removal of the Concert Hall and construction of a new 1,200 to 1,500-seat music hall on parcel 'A' described in greater detail on the following pages.

Site 'D', Sculpture Park consisting of 2.5 acres of dedicated parkland and 17,000 square feet of adjacent DPAC land currently used as open space. The Sculpture Park offers an opportunity to improve the Speer Boulevard edge with improved public park facilities with accompanying support spaces and a ceremonial gateway to DPAC. Upwards of 200,000 square feet of new parking facilities could be located below an elevated park offering better distribution of parking spaces across the 12-acre Arts Complex and improved vehicular access for DPAC and the Colorado Convention Center.

Nearby

- Five-acres of vacant land immediately adjacent to the Arts Complex.
- Potential of up to 2,000,000 square feet development capacity of City owned property on the CCC superblock including the public safety building site. Of that potential capacity +/-175,000 square feet is under implementation for expansion of convention uses with a new event/ballroom, pre-function space, open-air terrace, and planned bridge to

DPAC via a new Sculpture Park.

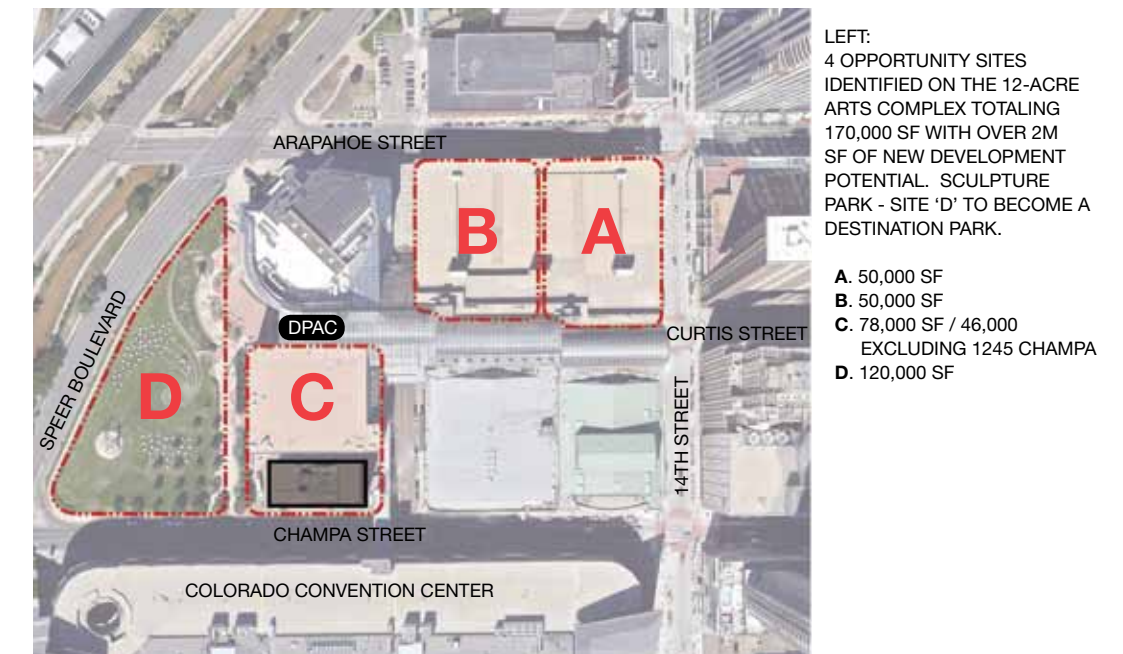
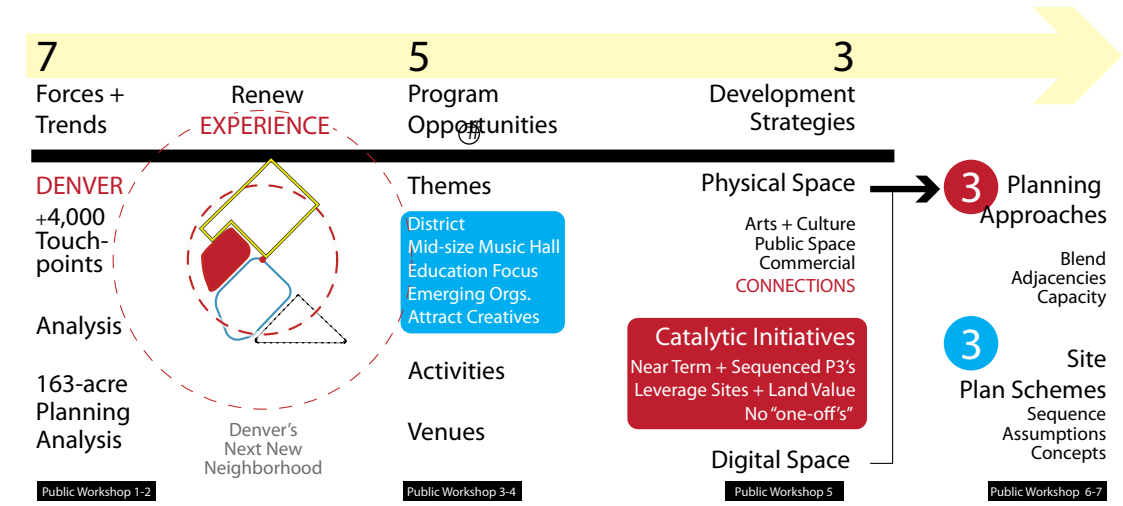
- Forty "soft-sites" within the Theatre District and DPAC's sphere totaling +/-5,000,000 square feet of potential development capacity.

Together these areas represent a substantial development capacity for a renewed Arts Complex to accelerate desired change with favorable economic results.

Revitalizing DPAC

The process has revealed that revitalizing DPAC can address changes in cultural consumption while having a significant broader impact. This is a unique opportunity to strengthen the City's reputation as the creative capital of the Rocky Mountain West. Findings, in addition to the arts assessment, have shown that Denver's cultural consumption is trending toward a more organic lifestyle. Patterns of behavior are less compartmentalized, with new audiences attracted to a "mash-up" of activities. Improved community cultivation requires that programs and facilities for existing patrons are improved and new spaces be provided to respond to Denver's changing demographics and patterns of participation in cultural activity.

As such, The Next Stage has been conceived as a new downtown intersection of culture, commerce, and recreation.



A mixed-use commercial redevelopment of DPAC is needed to enliven, diversify and sustain the 12-acre area and its neighborhood.

CULTURE:

- Overall improvements to the Arts Complex will elevate the four existing resident organizations with opportunities for enhanced patron experiences.
- Collocation of the visual and performing arts.
- Up to 350,000 square feet of new facilities that provide a home for emerging disciplines and community organizations.
- Establish the Arts Complex as a center for arts education with the inclusion of a 150,000 square foot school for the arts. In addition, emphasize the importance of lifelong learning with programs and facilities that maximize use of all facilities during non-peak days and hours.
- Park Pavilion as new amenity that addresses market trends and audience demand for informal and lower cost arts experiences.

COMMERCE:

- More high quality dining choices responding to Corona Insights’ scientific survey showing that 73% of existing attendees pair dining with DPAC visits. Furthermore, additional food/beverage and shopping establishments are needed to meet the preferences of 38% of attendees who combine drinks and 19% shopping with a performance.
- The provision of on-site development parcels to leverage private-sector investment and new resources that support the arts community.
- Adding a blend of uses typical of “four” lively downtown blocks to infuse new life into the Complex. The presence of office, residential, retail, and/or hotel uses will help eliminate the remnants of a single-use urban renewal approach.

- New direct connections vis-à-vis a pedestrian bridge to the Colorado Convention Center’s lobby ‘D’, the 5,000-seat Bellco Theatre, and DPAC to improve competitiveness.

RECREATION AND OPEN SPACE:

- Recognizing the value of directly connecting to the Cherry Creek recreation corridor and opportunities for alternative transportation modes.
- Nearly 1-acre of new open space to better respond to active and passive recreation/entertainment uses. In addition, one-third of an acre of new plaza space forming a new urban gateway at Curtis and 14th Streets.
- Introduction of destination park uses including a Café and Bike House. The latter is intended to provide bicycle storage and repair with locker rooms/showers and snack bar.
- Support and coordinate Outdoor Downtown’s vision that, “Downtown Denver will be renowned for our”:
 - a) Signature parks
 - b) Special events
 - c) Innovative use of public space
 - d) Social gatherings
 - e) Celebration of arts, culture, and heritage

Culture + Commerce

THE “ARTS SANDWICH”

“Arts Sandwich” refers to the midsection of an urban mixed-use development project where there’s adequate building volume to house performance spaces. The “art” of the sandwich is situated between a commercial tower above (overbuild) and

an active street-level base. Configuring vertical development in this fashion is ideal for public-private partnerships permitting a private-sector entity to provide a “shell and core” for an arts organization to fit-out within. Accommodating the recommended building program requires sandwiches in the range of 30 to 60’ in height on top of a 20’ street-level base. Overbuild footprints for residential, hotel, or office towers should avoid being located directly above long-column-span auditoria with consideration of vertical shafts passing to the ground level. Lobbies for commercial overbuild, arts-related uses, and street-level uses are all located facing street frontages.



CREATIVE COMMERCE



RECREATION



RETAIL/FOOD

Example of The “Arts Sandwich”, Mixed-use Development



SIGNATURE THEATER, MIMA TOWER
NEW YORK, NY



THE DIMENNA CENTER FOR CLASSICAL MUSIC,
NEW YORK, NY



Key Arts and Culture Components

PHYSICAL PROGRAM DEVELOPMENT

1. MUSIC HALL AND REHEARSAL CENTER

One of the key elements of the master plan is the construction of a new multipurpose Music Hall seating 1,200 to 1,500 persons. Intended to be used by a variety of organizations, including the Colorado Symphony Orchestra, the Music Hall will be extremely flexible supporting a range of performance types and musical traditions. The capacity of the hall will be structured to provide an intimate experience, allowing the hall to be right-sized for recital, chamber or symphonic presentations. This relationship will be the hall's chief attribute, offering an immediacy and direct participation between the audience and performer that is lacking in the Arts Complex's other venues. One desirable feature would be to arrange the hall's seating tiers in the "vineyard style". This more personable and visually appealing organization of the hall not only emphasizes the direct connection of performer to audience, but recalls the beloved surround style seating of the existing Boettcher Concert Hall. An electronic acoustic enhancement system will provide additional capability to the hall, allowing for the flexibility to adapt to amplified or natural acoustic requirements. An entrance off the Galleria will connect to a second floor lobby space, overlooking the corner of Arapahoe and 14th Streets, punctuating the neighborhood with an iconic new venue. A



LCT3, CLAIRE TOW THEATER AT LINCOLN CENTER
NEW YORK, NY

Rehearsal Center will be located adjacent to the Music Hall, providing acoustically optimized, flexible rehearsal and recording spaces for performance preparation and special events. A variety of spaces will be included in the Center to accommodate a full orchestra, a chamber ensemble, or individual practice rooms. High ceilings, hardwood floors, and theater-style rigging will enhance the capabilities of the rooms, allowing for parties, events, presentations, product launches, fashion shows, in addition to performances and rehearsals. The Rehearsal Center's locker rooms, lounges, and ready access to daylight and views will provide a comfortable and enriching workspace for performers.

2. HIGH SCHOOL FOR THE ARTS

A comprehensive new facility for the highly successful DPS Denver School of the Arts could occupy the current site of Boettcher Concert Hall. With approximately 150,000 sf of space for the DSA's upper school program, the School will provide instructional, performance and rehearsal



LCT3, 100-SEAT BLACK BOX / EXPERIMENTAL THEATER

spaces for music, dance and drama education for a population of up to 850 students. The design of the building fronts onto Champa Street, providing wide street frontage to accommodate parental drop off and pickup, as well as adjacency to the light rail train station across Champa. The



MILLENNIUM PARK, CHICAGO, IL



BRYANT PARK, NEW YORK, NY

School's activities are grouped into a podium structure, atop which a commercial overbuild tower is proposed. The podium forms an angled volume along the southwestern portion of the extended Galleria, with views towards the new Art Park in the foreground and the Front Range beyond. DSA has identified a need for facilities that might be shared including a 550-seat proscenium theatre with pit and flytower, a 300-seat recital hall, a 150-seat dance theatre with telescoping bleacher seating, and a 75-seat black box multipurpose theater. A 12-14,000 volume Music Library and Media Center, Theater Tech and Stage Craft workshops, Student Services, Physical Health and Awareness Labs, and administrative offices could provide a complete academic experience and a vital and active use during daytime and nighttime hours.

3. THEATER PAVILION

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

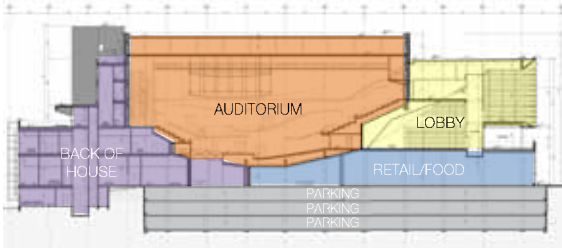


NEW WORLD CENTRE , VARIETY OF SEATING TIERS AND SECTIONS CREATE AN INTIMATE FEEL TO THE ROOM.
MIAMI BEACH, FL



REHEARSAL CENTER AT THE DIMENNA CENTER FOR CLASSICAL MUSIC, NEW YORK, NY

appropriate environment. Back-of-house facilities, dressing rooms, loading and maintenance docks are shared, providing a communal atmosphere behind the curtain. By design, these spaces accommodate smaller audiences, thereby encouraging innovation in programming since the stakes of selling a larger house are not at risk. If DPAC can help manage the costs of staging, significantly reduced rental rates to local organizations could be offered, in tandem with organizational support in management, fundraising, production and marketing. This model would provide opportunities to small arts groups in the city, strengthening



MUSIC HALL AUDITORIUM ACCOMMODATES A VARIETY OF ACOUSTIC AND AMPLIFIED MUSIC TYPES



LOUNGE AT THE DIMENNA CENTER FOR CLASSICAL MUSIC, NEW YORK, NY

these organizations and giving them the visibility afforded by DPAC's long-established reputation.

4. ART PARK (PARK PAVILION, CAFÉ AND BIKE HOUSE)

Southwest of the Arts Complex, a significant new urban space will be created on the land occupied by Sculpture Park. Renamed Art Park, this open space will be expanded to 3.5 acres and will be intricately programmed to provide a variety of experiences throughout. Designed as a complement to the Complex's indoor venues, Art Park will extend the character of live performance and active use to the outdoors.

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

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



COLBURN SCHOOL OF THE PERFORMING ARTS CAMPUS
LOS ANGELES, CA

of the Convention Center. This continuous promenade will join the public spaces of the Colorado Convention Center with Art Park and the Denver Performing Arts Complex, ensuring access to all these public facilities in an exceptionally memorable way.

5. DIGITAL WORKSHOP + MEDIA LABS

The use of digital and electronic media in theatrical and musical performances has risen in popularity in today’s technology-based culture. It is essential to provide the technical infrastructure for this new media to stimulate and encourage these new art forms at DPAC. The Workshop includes versatile laboratory spaces integrating digital technology into multi-modal environments, provision for immersive sound and projection, tied together via an uncompressed video and audio recording network. Control rooms and recording suites allow for monitor mixing from all venues, live concert streaming, and traditional broadcast and post-production engineering. Classroom spaces and



COLBURN SCHOOL OF THE PERFORMING ARTS
LOS ANGELES, CA

collaborative learning areas encourage cross-disciplinary learning and training.

6. INCUBATOR STUDIOS

The arts assessment identified a need for open studio spaces, arts innovation labs and other multi-use experimentation spaces to provide programming, rehearsal and professional development assistance to creative artists. These workspaces not only help to enliven the Arts Complex at all times during the day, but provide



THE RANCH
SANTA FE OPERA

a means to develop specific works for year round presentation and engaged community collaboration. In addition, social workspaces designed for exchange help forge a sense of community and identity, increasing networking opportunities and multidisciplinary cooperation. Hands-on instruction, master classes, and backstage seminars help build experience and technical know-how, aspects critical to the transfer of artistic knowledge to a new generation and the shaping of new means of expression.

7. MUSIC WORKSHOP

The vision plan proposes a facility dedicated to the presentation of contemporary music and live jazz called the Music Workshop. The 300 seat club-like auditorium with raked seating allows for an intimate connection between performer and audience. A ground floor restaurant and café provides an informal nightly menu of entertainment with a diverse program blend of local artists and guest headliners. The Music Workshop will offer educational programs for all ages, bringing together strong community based programs with University-level academic curriculum. Practice rooms and studios will be distributed throughout the building, visible from the street outside as well as providing views to the city from within.

FLEXIBILITY FOR ADDITIONAL OPPORTUNITIES

Built into much of the vision plan’s programming are opportunities for physical change to spaces related to changes in media, artform and/or audience. Many of the performance spaces are flexible



SF JAZZ
MARK CAVAGNERO ASSOCIATES
SAN FRANCISCO, CA



PARSONS SCHOOL OF DESIGN - THE NEW SCHOOL,
INNOVATION CENTER, NEW YORK, NY

“day one”, with changeable seating configurations, adaptable backstage accommodations and technical grids. Production staff will be able to transform spaces quickly, with a minimum of downtime. The Arts Complex’s infrastructure will be designed with extra capacity to accommodate changes in the near future, as funds permit. Additional electrical and mechanical capacity will be designed into the first phase project, allowing for cost-effective flexibility later on if different uses are envisioned. Lastly, much of the arts-oriented spaces beyond the performance halls could be designed as “tenant fitout” space, with

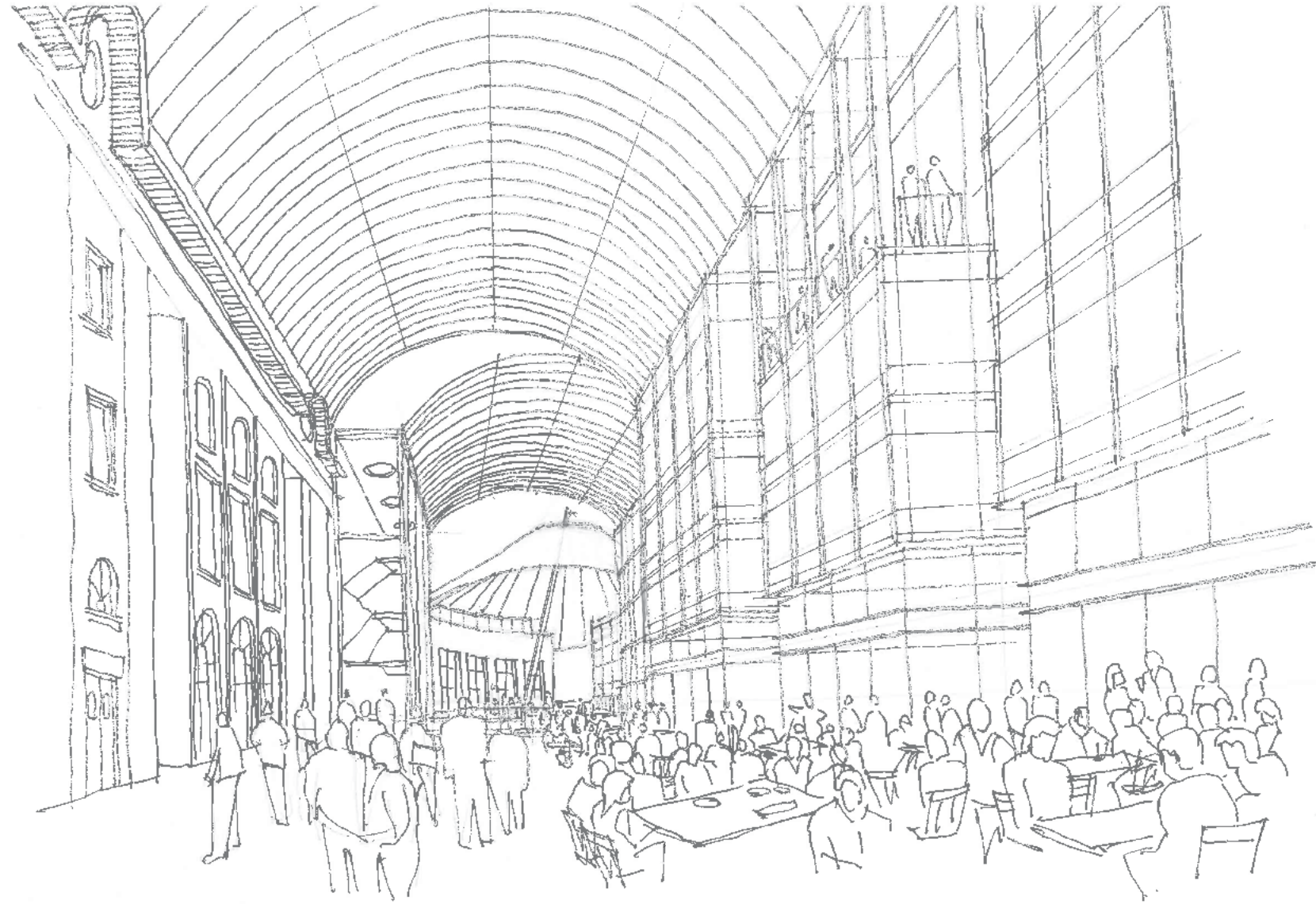


SF JAZZ EXTERIOR - ACTIVE STREET FRONT
SAN FRANCISCO, CA



PARSONS SCHOOL OF DESIGN - THE NEW SCHOOL, SHEILA
JOHNSON DESIGN CENTER, NEW YORK, NY

a common high mechanical plenum and egress capacity to accommodate public assembly needs in various locations on the floor. Similar to commercial office fitouts, this design concept takes the unpredictability of the program as a given, helping to introduce variability into the planning of spaces from the start.



CONCEPT SKETCH PERSPECTIVE, ALTERNATIVE STUDIES
FOR A RENEWED GALLERIA

PLANNING APPROACHES

Program Opportunities

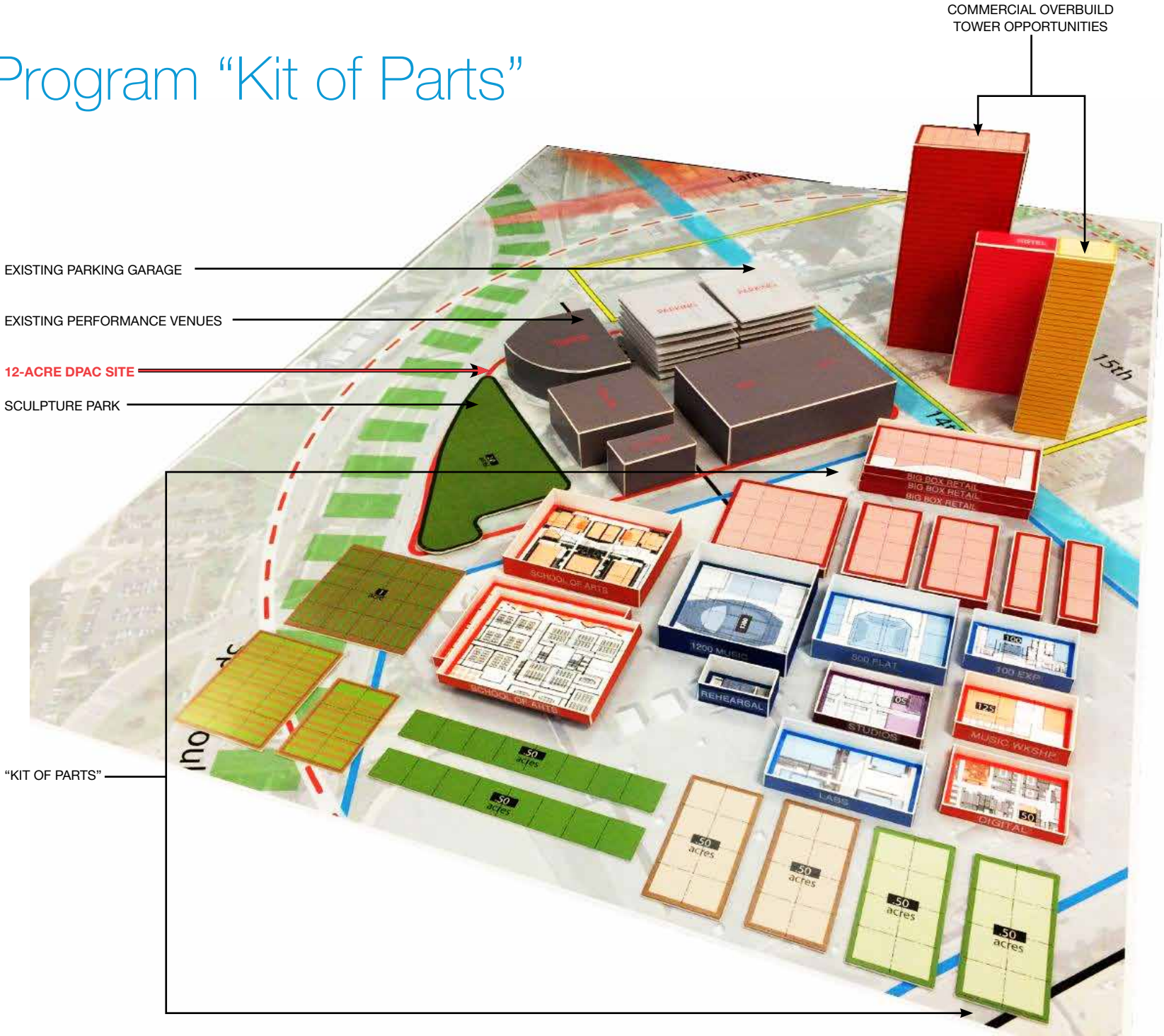
COMMERCIAL DEVELOPMENT OPPORTUNITIES

Three overbuild locations for commercial development have been planned – Tower’s ‘A, B and C’. All of the towers will share a podium base with the arts and culture facility, with a common parking facility one or more levels below grade. Towers A and B are intended to be primarily market rate residential, with Tower A the tallest. Tower B is a transitional building in height, but will probably have the most horizontal floor plate area. Tower C’s floorplate is sized to be large enough for a specialized boutique office product, and has the best views towards the west and north. Tower C also straddles the School of the Arts at podium level, however, it will have a direct entrance to its office elevator core off of 13th Street and Champa, possibly through the Art Moderne former Police Administration Building Landmark Police Station.

Provisions should be made to maximize flexibility for commercial development as the market fluctuates over the coming years.

	Footprint (GSF)	Seats Units	Height	Notes
ARTS + CULTURE				
1 Venues				
2 Music Hall	82,500	1,200	60'	Seat count range 1,200-1,500 (TBD)
3 Rehearsal Center	10,000	0	20'/40'	Capacity for full orchestra + support staff
4 Emerging				
5 Experimental Theater	15,000	100	30'	
6 Flexible Theater	40,000	500	40'	Flat floor with movable seating. Multi-disciplinary.
7 Incubator Studios	10,000	75	30'	Reh. & perf. Labs. Flex support spaces.
8 Education				
9 Arts High School	150,000	TBD	30'/20'/20'	Enrollment in the range of 850 to 1,100 with a full-time faculty of +/-50 plus support staff.
10 Music Workshop / Caberet	20,000	125	30'	Comparable to SF Jazz Center.
11 Digital Media / Film	10,000	50-75	20'	Innovation center. Green room, editing studio, studio, & physical computing.
12 Creative Workforce				
13 Studios	15,000	50	20'	Individual & collaborative workspaces.
14 Total: Arts + Culture	352,500	2,125		Conceptual planning total areas - Phase 1 of Master Plan.
15				
COMMERCIAL				
16				Mix and total area TBD. Active-level street uses not included (i.e., cafes, storefronts).
17 Retail Center	60,000	N/A	60'	Big box or anchor retail.
18 Residential	380,000	+/-340	+/-400'	2 levels for lobby / amenities. 10-14 units / level.
19 Office	780,000	N/A	+/-476'	
20 Hotel	320,000	+/-900	+/-416'	+/-30 rooms / floor.
21 Convention Center Hotel Support	150,000		70'	Require meeting space, support, back-of-house for convention center hotel.
22 Total: Commercial	1,690,000			Conceptual planning total areas - Phase 1 of Master Plan.
23				
PARKING				
24				
25 Existing Garage	105,500	1,700	+/-63'	7 existing levels to be replaced.
26 Future Parking				TBD
27				
PUBLIC SPACES				
28				Mix and total area TBD.
29 Sculpture Park	120,000	2-acres		Capacity for 3,000 with infrastructure for events.
30 Existing Galleria	60,000	1.4 acres		Total area "x-y" axis including plaza overlooking park.
31 Linear Green(s)	22,000	.5-acres		
32 Arts Promenade	48,000	1 acre		Approx. 800'x60'
33 Urban Square	22,000	.5-acres		
34 Arts Plaza	22,000	.5-acres		
35				
Connections				
36				Type, mix, and total area TBD.
37 DPAC-CCC Link(s)				Colorado Convention Center connections.
38 13th Street Extension / Plaza				May include a combination of elevated infrastructure and at-grade streetscape.
39 Pedestrian Bridge				Could include Spear Blvd. bridge to Auraria Campus.
40 Others				TBD.

Program “Kit of Parts”



Programmatic Concepts

Given the twelve-acre Arts Complex and its immediate context, ideas were solicited to locate the physical program on the four development parcels ('A'–'D') identified in parallel with off-site opportunities. During a planning workshop with the ELT participants generated five approaches with numerous others garnered from public open houses and focus groups. Ideas were generated using H3's "Julia Child's" method where participants are provided scaled program volumes to locate on an aerial site plan base with cutout connectivity and activation markers. The scaled "kit of parts" facilitates a wide range of ideas to be quickly explored in the context of adjacent buildings and the surrounding neighborhood.

PLANNING KIT OF PARTS INCLUDED:

- Scaled aerial base (1 piece)
- Arts + Culture (9 pieces)
- Commercial development (10 pieces)
- Parking (14 pieces)
- Public Spaces (12 pieces)
- Connections (6 pieces)

ELT WORKSHOP AND DESIGN CHARRETTE OVERVIEW

Keeping in mind the seven forces and trends affecting arts and culture and the five programmatic opportunities (see page 94) identified for the Arts Complex and its surroundings, the ELT located the programmatic concept blocks ("kit of parts") on and/or off-site. Employing the Development Strategies outlined above, participants were asked to remain conscious of the Vision Plan's overriding directive to enliven, diversify, and sustain DPAC.

ELT members made recommendations for catalytic initiatives outlining near term (activation ideas) and sequenced public-private capital projects.

An expert panel participated in the charrette workshop and provided feedback:

- Marilee Utter**, Executive Director, Urban Land Institute
- Tom Gougeon**, President, Gates Family Foundation
- Andrea Fulton**, Deputy Director, Denver Art Museum
- Michael Samuelian**, Senior VP, Related Companies
- Chris Wineman**, Principal, Semple Brown Design
- Brad Buchanan**, Executive Director, Denver Community Planning & Development

Five programmatic conceptual approaches resulted from the ELT workshop held on Wednesday, 11 June 2015. Thematic highlights of each team's presentation of ideas include:

1. "Hotel, a park, and parking"

- Existing parking structure to be removed.
- New parking structure to be located underground with at-grade green space on top.
- Performance space (1,200 seat music hall) on top of Sculpture Park with a live outdoor performance area.
- Hotel on a new park connected with an elevated walkway to convention center.

2. "Distribute the park"

- Remove parking garage and include residential towers - make DPAC a place to live.

- Construct a School of the Arts on Auraria Campus directly across Speer Boulevard.
- Maximize the vertical with 1,200 seat music hall, and convention hotel on Sculpture Park including outdoor event/concert space.
- Locate digital media center, studio incubator, and interactive spaces at the core of DPAC.
- Create a new activity space/plaza at 14th and Arapahoe Streets that opens up the site and reveals Ellie's historic facade.

3. "Art stack"

- Develop a convention center hotel next to a new music hall with rehearsal center on the Boettcher Concert Hall / 1245 Champa Street site.
- Create a pedestrian bridge crossing Speer Boulevard to the Auraria Campus.
- Need a 500 seat hall in the Arts Complex.
- Build a 100-seat black box theater and roof green/event space on the roof of the Bonfils Theatre Complex targeting younger audiences like LCT3 at Lincoln Center.
- Provide a new connection to the CCC across Champa Street.
- Include "Nordstrom's" type retail anchors on upper levels of commercial development.
- Include a mix of retail, residences, and other commercial uses to fund public spaces and make a neighborhood.

4. "Maximize the spine"

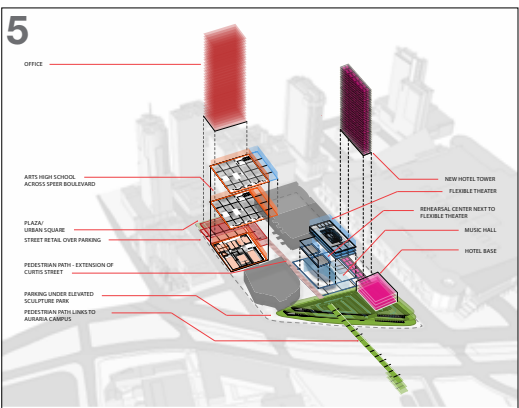
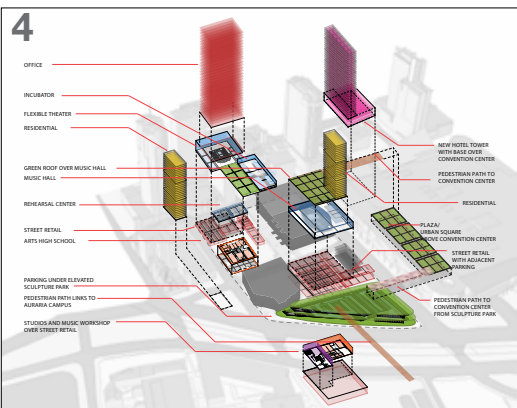
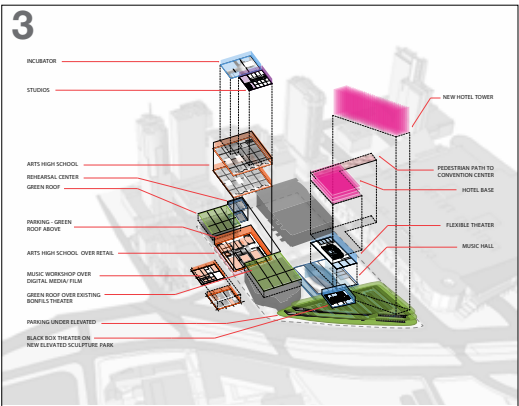
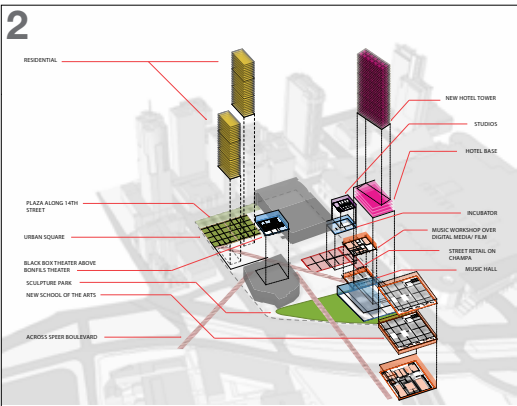
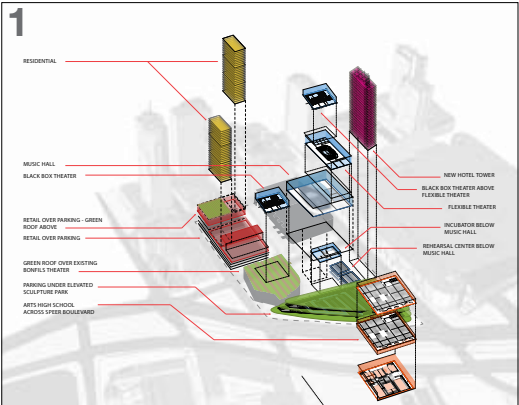
- Develop a cultural/recreational trail from the 16th Street Mall along Curtis Street (festival street) through to Cherry Creek.
- Create a 13th Street connection to the CCC with a new elevated Sculpture Park over Champa Street's right-of-way with views to mountains. A new "outdoor porch" shared by the Convention Center and DPAC.
- Develop the Boettcher Concert Hall site with a new music hall and residential Complex.
- Locate a major node anchored with a 500-seat theater, incubator, and rehearsal center at the center of DPAC at the intersection of 13th and Curtis Streets.
- Develop a residential tower on DCPA's "triangle" west of the Tramway Building.
- Infill an arts high school eastward of the Bonfils Theatre Complex.

5. "Art and promenade"

- Develop an active spine that continues through the Galleria to the Auraria Campus with 24-7 activity. Diverse and transparent activities are to line the spine and include restaurants, retail, arts labs, and a School of the Arts.
- All performance venue lobbies should be juxtaposed with active retail/food uses.
- Develop a hotel on Champa Street with a direct link to the CCC with views to the mountains.
- Demolish parking and infill with a mixed-use office tower setback with a plaza from 14th Street.
- Construct new a parking garage beneath Sculpture Park and extend an upper level across Speer Boulevard onto the Auraria Campus.

Common themes from the ELT workshop were:

- Transform the park and connect to Auraria
- Distribute parking to multiple locations
- Include a new Music Hall
- Add commercial uses to site
- Partner with other institutions

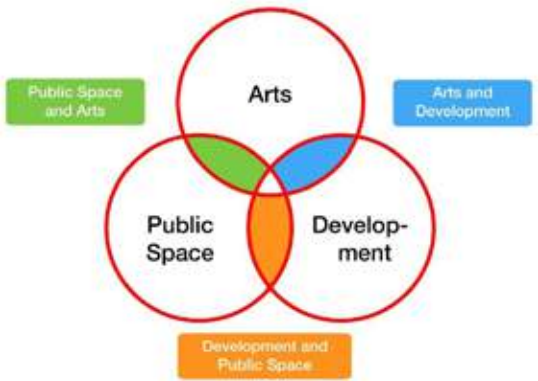


A CREATIVE RANGE OF UNIQUE IDEAS INCLUDED:

- Develop a “stepped” hotel building cascading from the Colorado Convention Center.
- Break up the park into smaller urban plazas distribute throughout the Arts Complex.
- Transform Boettcher Concert Hall into an Arts Incubator.
- Design “Instagram” moments.
- Emphasize an Arts Promenade with highly visible activity.

Taking into consideration ideas garnered from public input and recommendations made by the ELT, the Consulting Team generated three programmatic planning approaches for accommodating an arts-focused mixed-use redevelopment on DPAC. Focus of the alternatives was to better understand the Arts Complex’s:

- **Capacity** of the 12-acres to accommodate new development.
- **Blend** of arts, commercial, and open space uses.
- **Adjacencies** of uses for synergistic effects and/or complementary activities.



APPROACH A:
Arts and Development Emphasis

Approach ‘A’ maintained the existing Sculpture Park with a School for the Arts across Speer Boulevard and fronted by a new arts hub on the Boettcher Concert Hall site. The arts hub offered shared support and front-of-house spaces with a 500-seat theater opening onto the Park with a Music Workshop, Studios, and 100-seat Experimental Theater above. A new Music Hall, rehearsal Center and Incubator atop a 70,000 square foot retail base replaces the existing parking garage. New parking is built below-grade on the Boettcher Concert Hall site and former above grade parking deck. Above the retail base and “arts sandwich” podium are residential and commercial office towers. Overall site organization remains largely intact with the Galleria left in place. Preliminary development yields estimated:

- New arts and cultural uses on-site: 205,000 SF
- New arts and cultural uses off-site: 150,000 SF
- Commercial development: 1,250,000 SF
- Parking: 300,000 SF
- Park: 2.5 acres / 109,000 SF



APPROACH B:
Public Space and Arts Emphasis

Approach ‘B’ elevated Sculpture Park and extended it across Speer Boulevard creating a “bridge park”. In effect, the Galleria extended into the park continuing to the Auraria Campus with a mixed-use arts development lining its entire Champa Street edge. The northeastern corner of Speer Boulevard and Champa Street is anchored at park-level by a new Music Hall adjacent to a School for the Arts. Below, the Champa street edge is fronted by entry lobbies and active retail space. An “Arts Stack” of uses dedicated towards emerging arts disciplines and community organizations was proposed to replace the existing parking garage at 14th and Arapahoe Streets. A retail base with an arts incubator is topped with a music workshop, Digital Media Center, rehearsal spaces, 500-seat flexible theater, and a 100-seat experimental theater. The mixed-use Complex included a midrise residential tower along its entire 600’ Arapahoe Street edge. Preliminary development yields estimated:

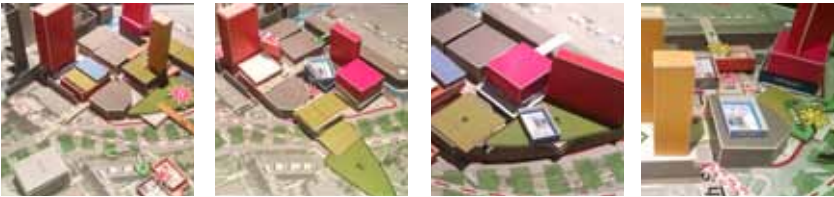
- New arts and cultural uses on-site: 355,000 SF
- New arts and cultural uses off-site: None
- Commercial development: 475,000 SF
- Parking: 330,000 SF
- Park: 3.0 acres / 130,000 SF



APPROACH C:
Development and Public Space Emphasis

Approach ‘C’ proposed significant expansion of Sculpture Park by elevating it and extending it across Champa Street to the Convention Center's edge. The alternative suggested a means to more seamlessly combine convention and arts-related uses vis-à-vis a new public space. Performance pavilions were located in the park’s center forming a smaller-scaled plaza at the terminus of the Galleria. The elevated park connected to the Auraria Campus with a pedestrian bridge terminating in an arts incubator across Speer Boulevard. New retail space and a food hall line the western edge of the Buell Theatre establishing an active park edge. A hotel development on the Champa Street edge was integrated into the park retail space and rehearsal center below. Preliminary development yields estimated:

- New arts and cultural uses on-site: 175,000 SF
- New arts and cultural uses off-site: 185,000 SF
- Commercial development: 1.9 million SF
- Parking: 335,000 SF
- Park: 4.0 acres / 175,000 SF

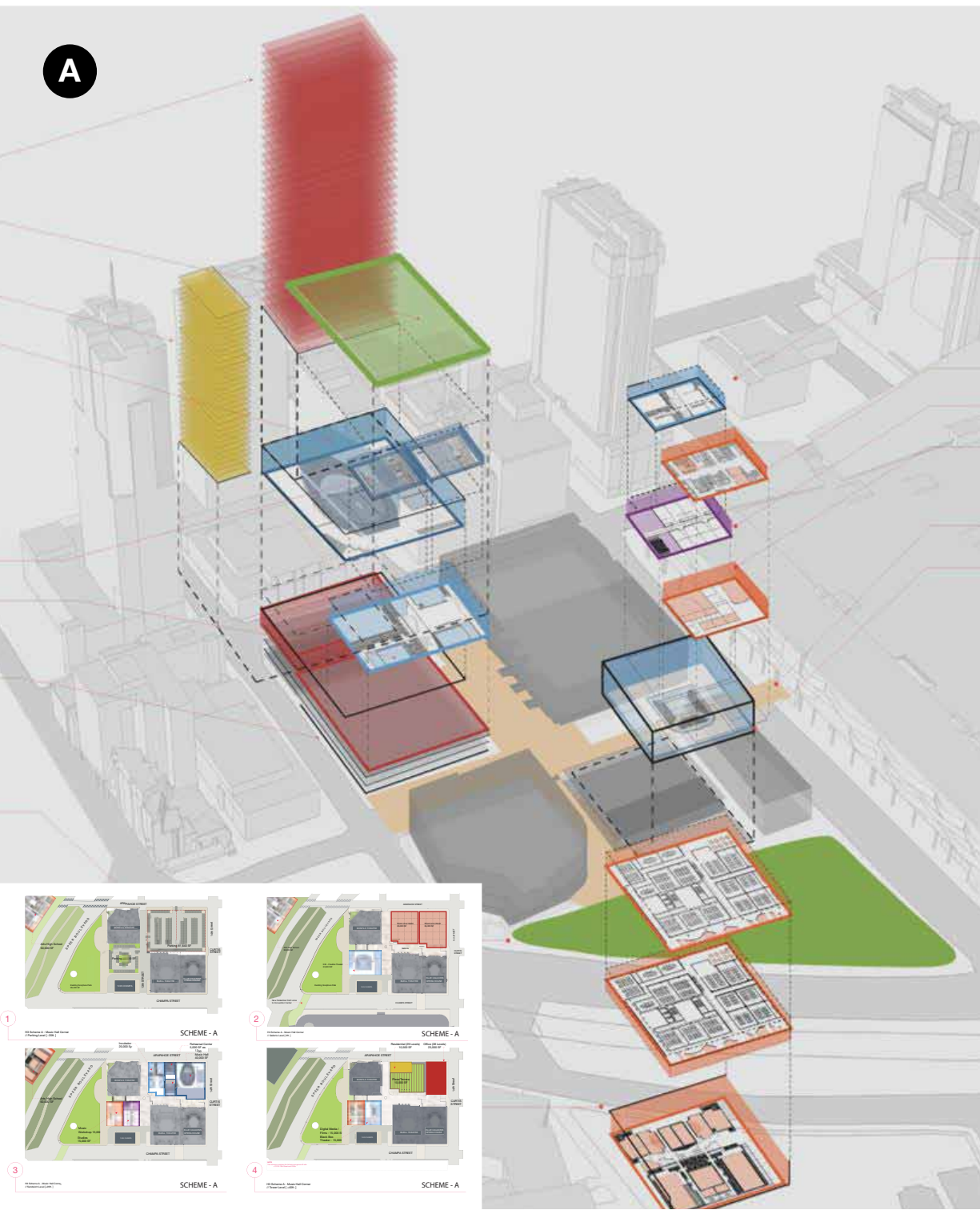


ABOVE: EXECUTIVE LEADERSHIP TEAM GENERATED IDEAS - PLANNING WORKSHOP

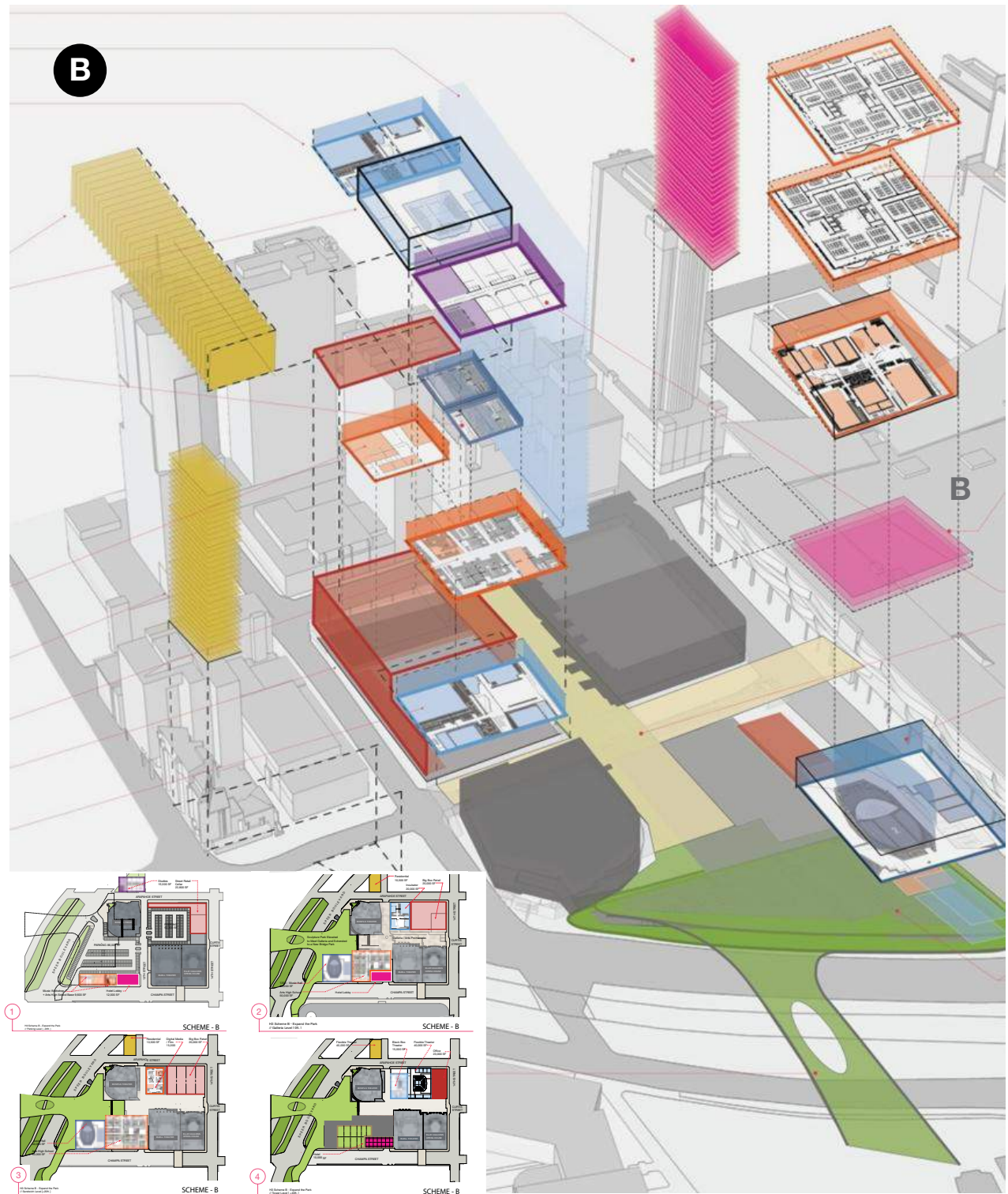
BELOW: PLANNING APPROACHES DEVELOPMENT YIELDS COMPARISON

	Footprint (SF)	Area (SF)	Seats Units	Notes
A				
Art + Development				
1 ARTS + CULTURE				DSoA off-site.
2		205,000		Off-site: 150,000
3 COMMERCIAL				
4		1,618,600		Off-site: 470,000
5 PARKING		242,000	756	Off-site: 0
6 Development		2,085,600		
7 Public Space		90,000	2.1	Off-site: 0
8 Total on-site		2,155,600	49.5	
9 Total Development		2,685,600		
10 Parking Demand				
11 Existing Demand				FTH to determine.
12 New Demand				FTH to determine.
13 Additional Spaces Required				Number of additional spaces required based on planning approach.
B				
Art + Public Space				
14 ARTS + CULTURE				DSoA on-site.
15		345,000		Off-site: 0
16 COMMERCIAL				
17		1,210,500		Off-site: 378,000
18		204,000	638	Off-site: 0
19 PARKING				
20 Development		1,759,500		
21 Public Space		127,200	2.9	Off-site: 0
22 Total on-site		1,886,700		
23 Total Development		2,137,500		
24 Parking Demand				
25 Existing Demand				FTH to determine.
26 New Demand				FTH to determine.
27 Additional Spaces Required				Number of additional spaces required based on planning approach.
C				
Public Space + Development				
28 ARTS + CULTURE				DSoA off-site.
29		170,000		Off-site: 185,000
30 COMMERCIAL				
31		1,886,600		Off-site: 378,000
32		334,000	1044	Off-site: 0
33 PARKING				
34 Development		2,390,600		
35 Public Space		177,120	4.1	Off-site: 0
36 Total on-site		2,567,720		
37 Total Development		2,953,600		
38 Parking Demand				
39 Existing Demand				FTH to determine.
40 New Demand				FTH to determine.
41 Additional Spaces Required				Number of additional spaces required based on planning approach.

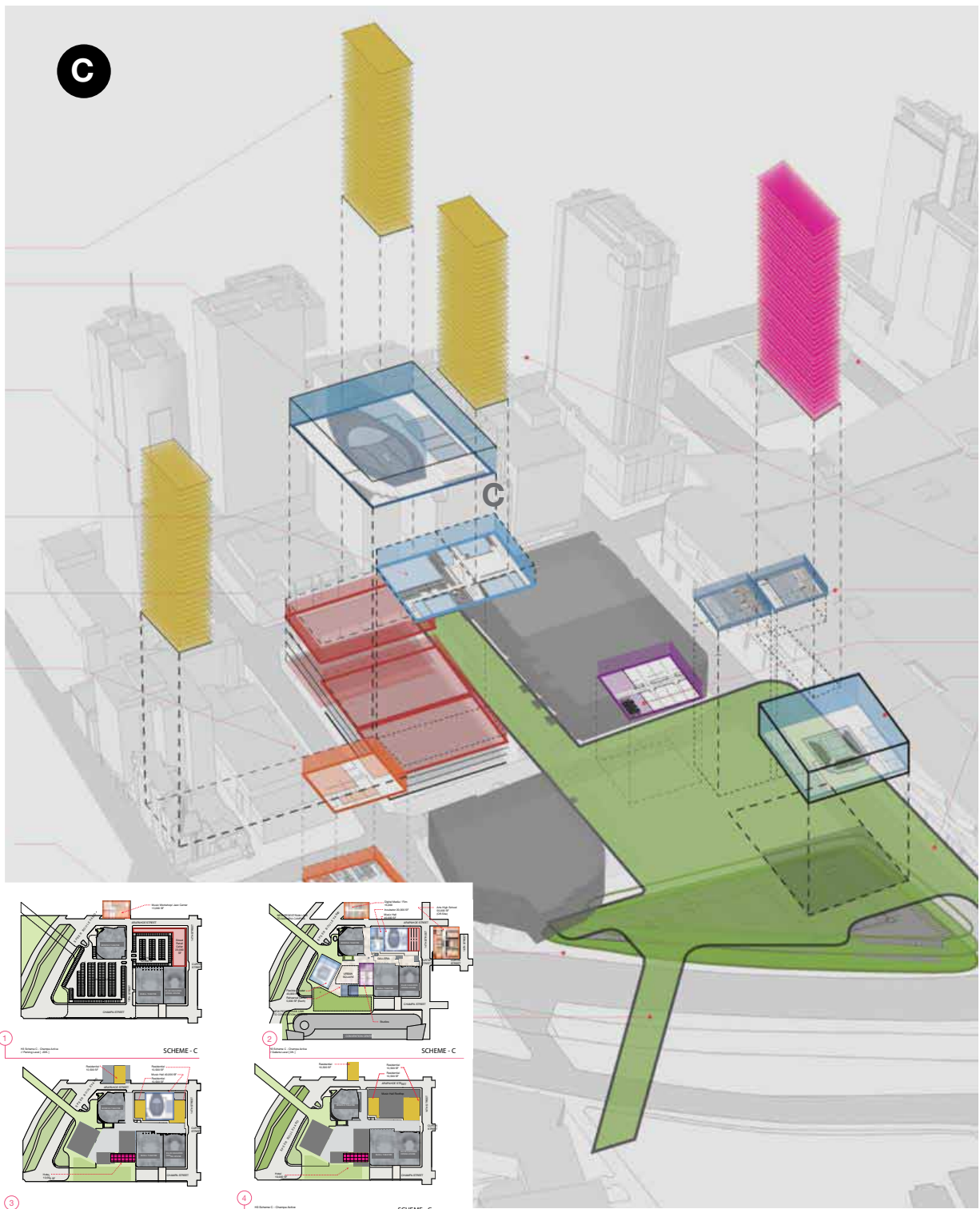
ARTS AND DEVELOPMENT EMPHASIS



PUBLIC SPACE AND ARTS EMPHASIS



DEVELOPMENT AND PUBLIC SPACE EMPHASIS



Alternative Concept Plans

Based on findings from the three programmatic approaches presented, three alternative concept plans with greater specificity were developed adhering to the following assumptions:

- 1. Locate a new Music Hall for +/-1,200 seats.
- 2. Extend Curtis Street.
- 3. Create a 13th Street link to Auraria and Larimer Square.
- 4. Ensure Sculpture Park remains whole with modifications.
- 5. Plan with an art and development focus.
- 6. Include “finer grain” arts uses.
- 7. Maintain parking count.
- 8. Pursue offsite extensions to create a district / neighborhood.

As planning progressed, consideration was given to include a School of the Arts, elevating a portion of Sculpture Park, improving connections to Auraria and the Colorado Convention Center, and including affordable office and incubator space for community arts organizations. The alternative concept plan examined ways to distribute new buildings and open spaces and open the Arts Complex to its downtown surroundings. Plan differentiation focused on the size of development parcels; types and frequency of connections to adjacent blocks; shape and configuration of open spaces; and overall organizing principles.

THE STITCH

The “Stitch” concept alternative extended multileveled tentacles from DPAC as a means of improving connections to its immediate context. Multiple types of pedestrian links between 10’ and 20’ in width navigate between existing and proposed buildings. Two pedestrian bridges cross Champa Street and one Speer Boulevard from an elevated Sculpture Park at existing Galleria level (+/-19’). Openings puncture the main Galleria level providing visibility and natural light to the cellar or at-street level below. A new entry arcade facing Arapahoe Street bisects development parcels ‘A’ and ‘B’ curving towards the existing Chambers Grant Salon at the Ellie Caulkins Opera House. This precision-like connection is indicative of the “Stitch’s” conceptual approach.

THE WEDGE

The “wedge” scheme was a simple solution to penetrating the enclosed Arts Complex with light, views, and open space. A grand wedge is forged into the site from Speer Boulevard as a ceremonial gateway facing the Auraria Campus and Front Range. Open space increases by nearly 1-acre with Sculpture Park extending into the Galleria. The southern portion is elevated in line with the existing Galleria forming a space to support active uses including outdoor performances. Remaining portions of open space to the north cascade in green terraces from the Galleria to Speer Boulevard level providing outdoor space for neighborhood uses and passive recreation. Fronting 14th

and Curtis Streets is a smaller wedge-shaped opening with an urbane gesture towards downtown. The two openings intersect at DPAC’s approximate midpoint creating a nexus of forms and activity aligned with the 13th Street corridor. A series of four new access incisions (right-of-ways) parallel to 13th and 14th Streets provide new “street” frontages for the Arts Complex and increase its overall porosity.

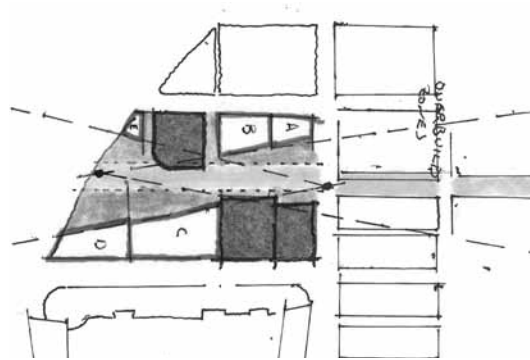
THE GRID

Finally, the “grid” proposed returning the entire Arts Complex to its original at-grade street level extending the downtown grid onto the site. A new 12th Street is introduced between the existing Sculpture Park and the Bonfils Theatre Complex and a new development parcel ‘C’ on the Boettcher Concert Hall location. All segments of the iconic Galleria roof are removed allowing DPAC to return to the 1908 condition at the time the Ellie Caulkins Opera House (then the Auditorium Theater) was constructed. 13th and Curtis Streets extend on-site with the former terminating in an interior arcade market place connected to the Colorado Convention Center. The arcade adjoins development parcel ‘C’ illustrated with an arts hotel development including a wide range of new performance venues. A pedestrian bridge crosses Speer Boulevard to the Auraria Campus emerging from an upper level terrace overlooking Sculpture Park.

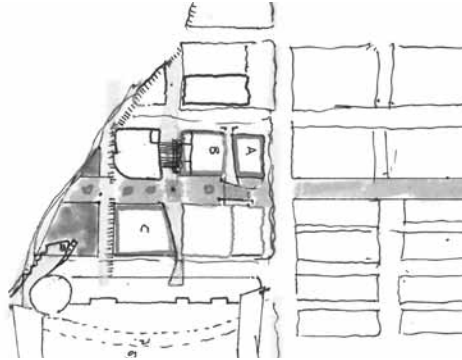
THE STITCH



THE WEDGE



THE GRID



GOLDMAN SACHS ALLEY, NEW YORK, NY



MORE LONDON PASSAGE TO CITY HALL



ROCKEFELLER CENTER, NEW YORK, NY



STONE STREET, NEW YORK, NY

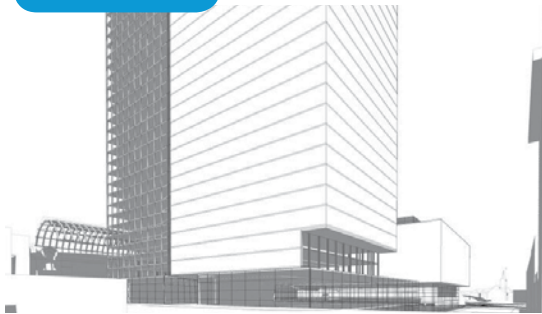


VANCOUVER LIBRARY SQUARE

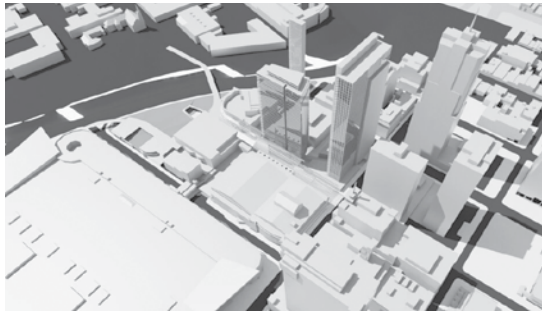


PARC DE LA VILLETTE, PARIS

THE STITCH

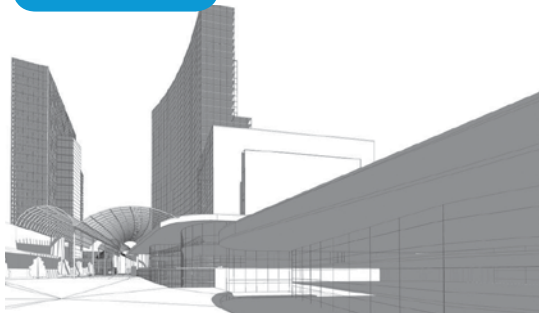


LEFT:
"SKETCH" MASSING
STUDY - 14TH AND
ARAPAHOE

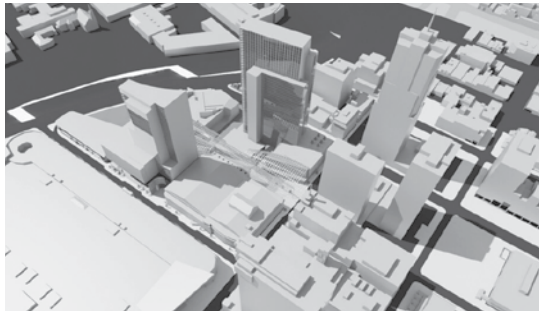


LEFT:
"SKETCH" MASSING
STUDY - AERIAL
VIEW

THE WEDGE

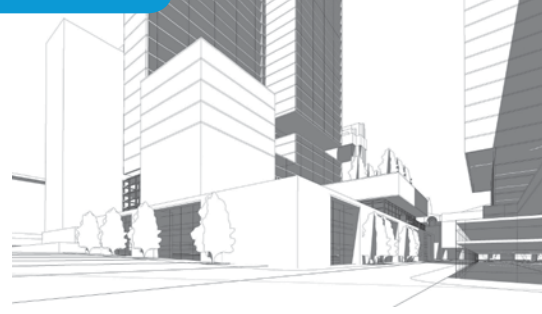


RIGHT:
"SKETCH" MASSING
STUDY - EXPANDED
GALLERIA OPENING
TO SCULPTURE
PARK

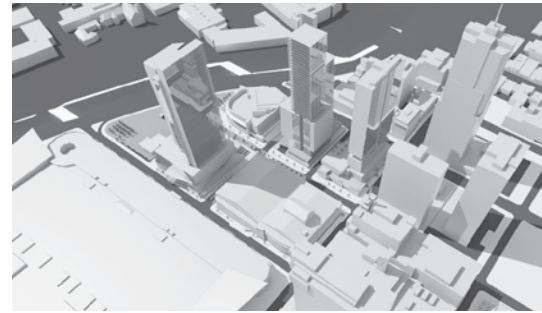


RIGHT:
"SKETCH" MASSING
STUDY - AERIAL
VIEW

THE GRID



LEFT:
"SKETCH"
MASSING STUDY
- NEW STREET
AT ARAPAHOE
BETWEEN 13-14TH
STREETS



LEFT:
"SKETCH" MASSING
STUDY - AERIAL
VIEW



Evaluation of Alternatives

Preference for the “Wedge” alternative concept plan was widespread and nearly uniform among the project Steering Committee, Mayor’s Executive Leadership Team, civic leadership groups, Denver’s design and development community, focus groups, and those participating in the public process. Of those individuals providing feedback, a common theme was regard for the concept’s clarity and simplicity.

Discussion of each concepts’ strengths and weaknesses included their ability to be parceled into discrete developable sites with the capacity to house a large mixed-use building. Other key aspects revolved around issues of access and circulation with an importance placed on connecting the Arts Complex to the surrounding neighborhood. Flexibility was paramount in both adapting to changing real estate market forces and ongoing shifts in transportation.

BALANCED SCORECARD

In addition to those deliberations noted above, alternatives were evaluated using the balanced scorecard method. Developed by Robert Kaplan and David Norton, this approach converts an organization’s strategy (in this case The Next Stage) into objectives, measures, targets, and initiatives. It is based on four balanced perspectives, and links them together with the concept of cause (parameters of each alternative plan) and effect. The scorecard used a “four perspectives” with sub-criteria to evaluate each alternative plan use a numerical ranking from “1” for lower performance

to “10” for optimal. By isolating each of the four perspectives into their respective quadrants of sub-criteria cognitive biases in the decision making process are reduced. These perspectives were used in the evaluation process:

1. Neighborhood

- a. Catalyzes development
- b. Visibility from Speer Boulevard
- c. Connectivity
- d. Daytime amenities
- e. Nighttime amenities

2. Identity

- a. Site topography
- b. Emerging disciplines and community organizations
- c. Permeability
- d. Noise
- e. Brand

3. Access

- a. Parking
- b. Service and loading
- c. Public transportation
- d. Pedestrian and bicycle access
- e. Circulation

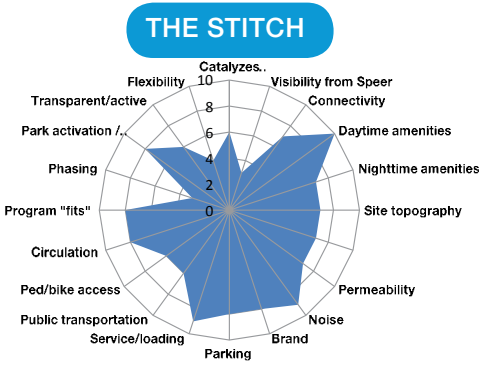
4. Building

- a. Program “fit”
- b. Phasing and sequencing
- c. Park activation and integration
- d. Transparent and active
- e. Flexibility

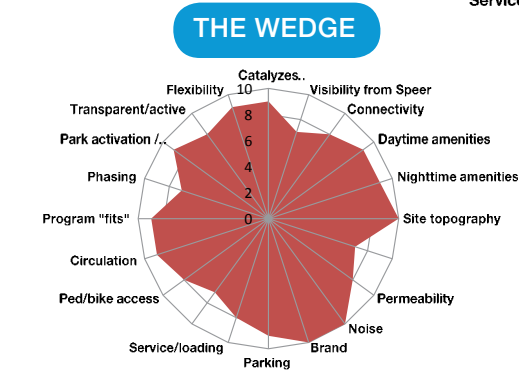
The “Wedge” concept plan scored a 128 out of a possible 200 points. The plan’s higher performance was also noted as a measure of its concentric graphing pattern. Criteria in each quadrant were more evenly “hit” (referring to the numeric scale of “10” forming a perfect circle) compared with the other schemes.

BALANCED SCORECARD EVALUATION

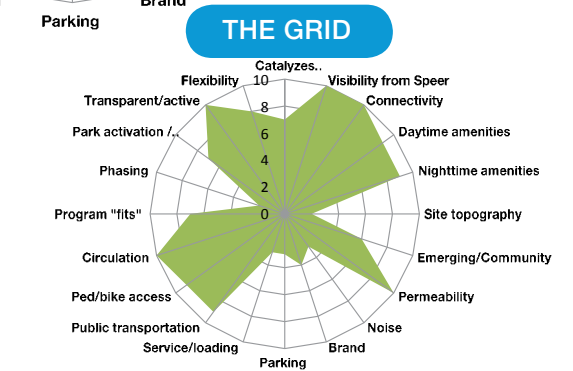
Category	Criteria	A	B	C
NEIGHBORHOOD	Catalyzes development	6	9	7
	Visibility from Speer	3	7	10
	Connectivity	7	8	10
	Daytime amenities	10	9	9
IDENTITY	Nighttime amenities	7	9	9
	Site topography	7	10	2
	Emerging/Community	7	7	6
	Permeability	7	8	10
	Noise	9	10	3
ACCESS	Brand	8	10	4
	Parking	8	9	3
	Service/loading	9	8	3
	Public transportation	6	7	9
BUILDING	Ped/bike access	6	8	9
	Circulation	8	9	10
	Program "fits"	8	9	7
	Phasing	3	7	2
	Park activation / integration	8	9	7
	Transparent/active	6	8	10
	Flexibility	4	9	8
		104	128	93



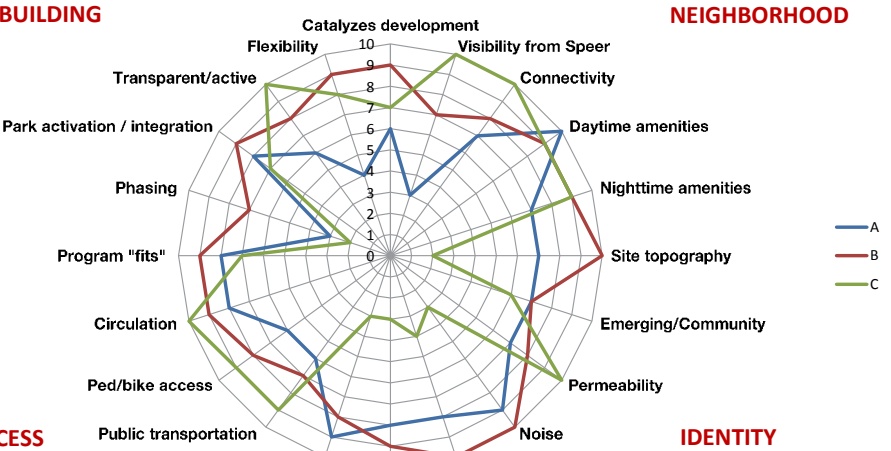
- MULTIPLE CONNECTION POINTS / TYPES.
- NAVIGATES EXISTING BUILDINGS AND ELEVATIONS.
- MAXIMIZES UTILIZATION OF EXISTING SPACES.

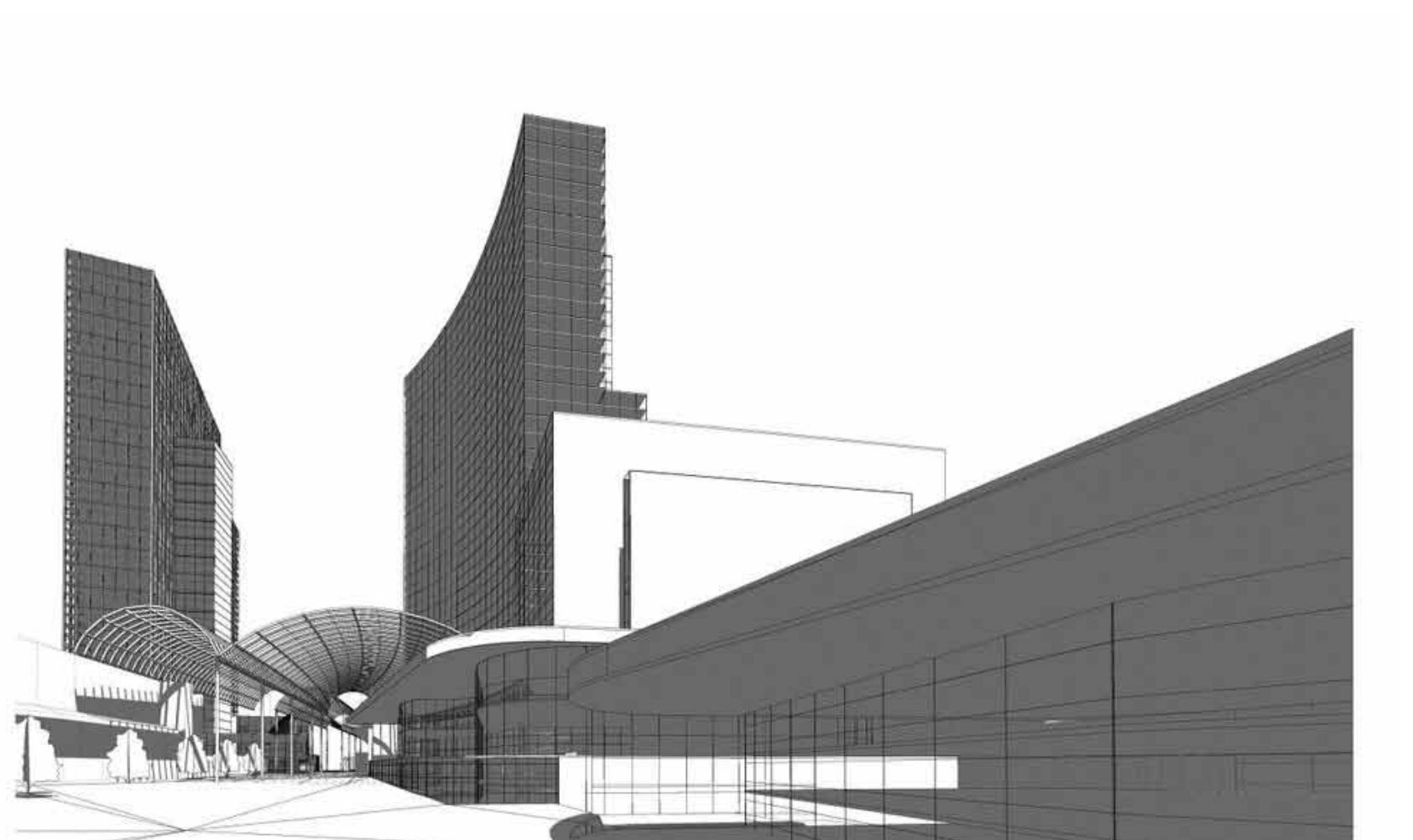


- PROVIDES FRONT AND REAR “YARDS”.
- LARGE PARCELS ASSEMBLED.
- DELINEATES DESTINATION AND NEIGHBORHOOD USES.



- FULLY INTEGRATES ENTIRE SITE WITH DOWNTOWN.
- MAXIMIZES FLEXIBILITY OF PUBLIC SPACE AND ROW'S.
- MAINTAINS SCULPTURE PARK AT EXISTING ELEVATION.





CONCEPT PERSPECTIVE, ALTERNATIVE STUDIES FOR INCREASING LIGHT,
VISIBILITY, AND OPEN SPACE TOWARDS THE CENTER OF THE ARTS COMPLEX

RECOMMENDATIONS

Vision Plan Recommendations

In order to accommodate a mix of new arts programming, commercial uses, increased parking, and additional open space, significant physical changes are recommended for the Arts Complex. Foremost of these changes is the phased creation of four development parcels (illustrated in the plan diagram as ‘A’ through ‘D’) totaling 286,900 SF, of which 178,000 SF have been identified as mixed-use building sites. The remainder of the area is to be a remade Sculpture Park. Boettcher Concert Hall and the seven-level parking garage at the corner of 14th and Arapahoe Streets are slated for demolition. Removal of these buildings is necessary to remedy performance and experiential deficiencies. Their footprints will provide needed area to diversify land uses and extend hours of activity, while keeping in place the historic Ellie Caulkins Opera House, Buell Theatre, and Bonfils Theatre Complex.

With construction of up to 2-million SF of residential and commercial in addition to growth of the Arts Complex’s vital activities generated by four resident organizations, connections to the 12-acre site are to be dramatically enhanced. Increased access to the development parcels and their integration into the downtown circulation network requires the designation of new public right-of-ways. In addition, the creation of entry points and provision of view corridors are key to facilitating growth and removing physical barriers to the surrounding area.

Two intersecting “wedges” cut into the Arts Complex form a new organizational spine along the Curtis Street axis. The wedges, akin to cones of vision or “fields of vision”, originate at the midpoint of DPAC

extending toward downtown and the Front Range of the Rocky Mountains. Each wedge is intended to increase the facility’s visibility, while maximizing natural light. Six perpendicular openings provide new physical and visual linkages to the Art Complex’s core from Champa and Arapahoe Streets, completing an open space framework. Parcels ‘A’, ‘B’, ‘C’ and ‘D’ are defined by the framework sized to ensure a wide range of discrete development opportunities.

- Parcel ‘A’ is located at 14th and Arapahoe Streets with a total area of 42,000 SF.
- Parcel ‘B’ is adjacent to the Bonfils Theatre Complex fronting on Arapahoe Street with a total area of 55,000 SF.
- Parcel ‘C’ includes the 1245 Champa Street building and Boettcher Concert Hall with a footprint of 78,000 SF.
- Parcel ‘D’ includes 2.5-acres of designated parkland and an adjacent DPAC area of 17,000 SF.



Vision Plan Metrics

COMMERCIAL DEVELOPMENT

The addition of commercial development to the Arts Complex will help economically sustain existing facilities and make it financially feasible to add new artistic venues. The recommended proportion of new commercial to arts-related uses is approximately 5 square feet to 1. It is anticipated this level of for-profit development will provide significant resources for capital arts projects and public amenities including new public plazas. Heightened activity from potential new residents, workers, visitors, new audiences, and existing patrons will also improve the fiscal climate at the Arts Complex.

+1,000 RESIDENTS CALLING DPAC HOME

Provisions have been made in the Plan to ensure DPAC could house up to 1,000 residents pending the successful completion of the entitlement process mid 2016. A text amendment to the existing PUD overlay is recommended to include lifting of a 200’ height restriction permitting new construction contextual with adjacent properties. Residential overbuilds are illustrated on Parcels ‘A’ and ‘B’ at heights of 500’ and 320’ respectively.

TRIPLE THE PEDESTRIAN + MODES OF ACCESS

Several new pedestrian, bicycle, and vehicular access points have been proposed to eliminate barriers to the site. In particular, the pedestrian experience is to be dramatically improved to encourage movement to and from DPAC. Increased circulation within the neighborhood is

critical to shifting from an arts center to an arts-centered neighborhood. Ultimately, such a shift in combination with changing demographics and community preferences will reduce on-site parking demands, freeing space for higher and better uses. DPAC should improve and/or accomodate a wide range of access including:

- Bike parking and Denver B-cycle
- Multiple valet locations
- Taxi and shared ride stands (i.e., Uber/ Lyft)
- Reserved premium parking
- Stacking lane for bus drop-off

1-ACRE OF ADDITIONAL OPEN SPACE

It is envisioned that an elevated Sculpture Park will be enlarged by three-quarters of an acre (.75-acres) of contiguous open space extending towards the center of the Galleria. An additional quarter-acre (.25) new plaza will be added to the Galleria opening facing 14th and Curtis Streets. A total contiguous area of 4.3 acres of open space will stretch from 14th Street to Speer Boulevard through the Galleria. Additional courtyards, small plazas, building terraces, and green roofs on new buildings will provide new opportunities for indoor-outdoor activities.

2,100 TO 2,800 NEW PARKING SPACES DISTRIBUTED ACROSS THE DEVELOPMENT

In addition to replacement of the existing 1,700 parking spaces, up to 1,100 new on-site parking spaces will be provided. The existing garage is to be demolished making way for development opportunities that will

include parking facilities. When final phases of the Plan are completed, there will be a total of approximately 2,100-2,800 parking spaces. Parking is described in greater depth in the Transportation section later in this report.

52% INCREASE IN SF FOR ARTS + CULTURAL FACILITIES

Existing Complex arts venues total 715,000 SF of total interior building area. Recommendations include 372,500 SF of new facilities in support of emerging disciplines and community organizations in tandem with the four resident organizations. With the removal of Boettcher Concert Hall the combined total of existing and proposed performance venues is 935,800 gross square feet. An additional area of 30,000 SF has been planned for outdoor performancess.

14TH STREET ENTRY PLAZA THE WIDTH OF ONE-HALF A CITY BLOCK

A proposed Curtis Street Gateway at 14th Street will widen the Galleria’s pedestrian opening from 42’ to 150’ or 3.5x’s its current size. This enlarged street-level opening will form a plaza fronting the historic 1908 Ellie Caulkins Opera House and extend opportunities for more expansive 14th Street retail to wrap into the Galleria.

QUINTRUPLING THE ACTIVE EDGES

Of the +/-2,700 linear feet of peripheral street-level building area +/-200’ contains

active uses. An additional 150’ includes entryways and venue lobbies. On the interior facing edges there are approximately 75’ of retail space. When fully transformed, the Arts Complex will offer 5X’s the active pedestrian-level frontages compared with existing levels. Upwards of 1,000 linear feet will face surrounding city blocks with nearly 800’ winding through the Arts Complex’s interior “streets”. Planning has included a wide range of retail uses, including larger format activities such as a food hall, marketplace, and sporting club. In addition to pedestrian-level space, mezzanine levels will offer flexible loft-like areas.

IMPROVED SERVICE ACCESS AND NEW BACK-OF-HOUSE SUPPORT

Replacement of the existing parking garage, demolition of Boettcher Concert Hall, and the elevation of Sculpture Park will enable improved service access to facilities. Some changes may be limited to enhanced visual screening, while others will include reconfiguration of loading docks and other service access points. The phased removal of the parking garage and Boettcher Concert

Hall along with the elevation of Sculpture Park will provide opportunities to provide servicing of new facilities at the 13th Street level and integration or improvement to existing back-of-house areas. However, it is not envisioned that significant changes will be made to servicing of the Ellie Caulkins Opera House or Buell Theatre off of Champa Street. Three overhead door service ways on the 13th Street facade of the Buell are expected to remain active. With the termination of 13th Street into a plaza at Arapahoe, the Bonfils Theatre Complex service access points are to be modified. In addition, nine service stalls located between Boettcher and the Bonfils in the 13th Street tunnel will require relocation.

Detailed plans will be developed during the next phase of planning and design work with regard to improving service access and minimizing its impact on the pedestrian experience. Efforts should be made to minimize interruption of street facing building facades with service or parking access. Greater continuity of active edges will be

critical in encouraging pedestrian movement and greater integration into adjacent downtown growth. As such, planning should continue to be extensive for below-galleria-level service access and parking. Below-galleria-level area encompasses a total footprint of 263,000 SF or 6-acres, offering extraordinary flexibility in meeting future demands. Future below-galleria-level areas include:

- 13th Street Service Corridor 28,000 SF
- Galleria 15,000 SF
- Parcels ‘A’ and ‘B’ 105,000 SF
- Elevated Sculpture Park 115,000 SF



DPAC FROM SCULPTURE GARDEN, NEARLY AN ACRE OF NEW OPEN SPACE WILL BE ADDED



14TH STREET ENTRANCE TO GALLERIA AT CURTIS IS TO PRESENT A NEW 150’ OPENING TO DOWNTOWN





- A. Mixed-use Development Opportunity Tower anchored with **Music Hall** and **Rehearsal Center**
- B. Mixed-use Development Opportunity Tower anchored with **Incubator/Studios**, **Digital Media Center**, & **Music Workshop**
- C. Mixed-use Development Opportunity Tower anchored with **School of the Arts**
- D. **Art Park** and Theater Park Pavilions

SPACES AND PLACES

ART PARK

Sculpture Park, renamed Art Park, will transform the 2.5-acre designated parkland into 3.5 acres of dynamic contiguous open spaces. With the addition of 1-acre of new open space, DPAC will become one of Downtown’s largest parks. Designed to complement the Arts Complex’s indoor venues, Art Park will extend the character of live performance and active use to the outdoors. Formal destination-oriented event space will be available for enhanced outdoor programming in tandem with passive neighborhood recreational uses. A direct link below Speer Boulevard from the Cherry Creek recreational corridor via Art Park to the 16th Street Mall will offer a Downtown portal for an expanding bicycle and pedestrian network. Planning for a pedestrian bridge from Lobby ‘D’ of the expanded Colorado Convention Center and a potential new physical connection to the Auraria Campus will place Art Park at a critical crossroads. Three new park pavilions are to provide support for heightened levels of use, bringing together of hub of new community life.

NEIGHBORHOOD PARK

The northern half of the park rises in a gentle slope up from Speer Boulevard, creating a handicapped accessible path up to the existing Galleria. Neighborhood oriented activities line the path, with possibilities including a children’s play area, swings, a climbing structure, and a dog run. On axis with the Galleria, Jonathan Borofsky’s sculpture “The Dancers” will be relocated to provide a vertical focal point for the park’s urban design. Anchoring the lower end, the Bike House will be a locus of activity at the corner of Speer and Arapahoe Streets.

Accommodating bike storage, repair, and rentals, the Bike House connects the Arts Complex with the adjacent streets and the Auraria Campus beyond. A proposed connection from the Bike House under the eastern lanes of Speer Blvd would directly link Art Park with the recreational trails and bike paths along Cherry Creek.

PERFORMANCE PARK

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

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



BIKE HOUSE

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



BICYCLE STATION AT THE ICE BAHNHOF
ERFURT, GERMANY



BIKE HOUSE / RAMP
AMSTERDAM, NETHERLANDS

ILLUSTRATED SPREAD: CONCEPTUAL SKETCH RENDERING OF THE BIKE
HOUSE (FOREGROUND) AT ART PARK

14TH STREET ANCHOR

The corner is as central a place for urban life as the public square. Corners require a conscious set-aside of assembled space or heightened levels of activity and are critical to the way residents and visitors cognitively map a city. Arapahoe and 14th Streets will become a celebrated intersection and anchor for DPAC’s next thirty years. It is planned to be the Arts Complex’s “100 percent corner” with multi-street exposure showcasing a new music hall and rehearsal center above a marketplace and retail space designed for today’s consumers. Above it all the Plan envisions a substantial commercial overbuild opportunity of up to 500’ that may respond to continued demand for downtown living or a boutique hotel to accommodate Denver’s growing tourism industry. The tower’s footprint is located away from the long column-free spans of the Music Hall and positioned perpendicular to 14th Street to minimize obstruction of downtown views to the Front Range.

ILLUSTRATED RIGHT: AN “ARTS SANDWICH” OR MIXED-USE COMMERCIAL DEVELOPMENT WITH A MUSIC HALL BETWEEN ACTIVE STREET LEVEL USES AND A TOWER ABOVE.



CURTIS STREET GATEWAY

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

The Gateway Plaza will gently incline from the 14th Street elevation to the existing Galleria level, eliminating a series of stairs seen today. Widening the entryway from 42’ at street-level to 150’ will provide adequate area for a plaza aligning with Curtis Street and plans for it to become a festival-like street.



**13TH STREET PLAZA AND THE
“BLENDER BLOCK”**

An improved 13th Street corridor will directly connect Larimer Square and the academic and event event “greens” at Auraria Campus terminating in a plaza between the Bonfils Theatre Complex and Parcel ‘B’. The 13th Street underpass will be closed, ending in a new intersection at Arapahoe Street tunnel currently extending beneath the Arts Complex form an intersection at Arapahoe Street with a terraced plaza leading up to the existing Galleria level. Plans for parcel ‘B’, the Blender Block, include arts and culture uses dedicated to emerging discipline and community organizations. A mixing of performing and visual arts with spaces for making and doing will extend the Arts Complex’s reach to new audiences. An arts terrace wraps the base of the development providing a place for incidental exchange of ideas essential for the shared economy. Also planned is a footprint for commercial overbuild (tower) that can accommodate residential, hotel, or moderately size commercial floor plates.



THE NEXUS

The intersection of the “wedge” openings in the Arts Complex along the Curtis Street axis forms a nexus of activity. Located at the midpoint of the Arts Complex, the Nexus connects to the 13th Street Plaza as a centrally located array of retail and fitness uses opening onto an expanded Galleria. Pedestrian level uses include a “culture garage” housing exhibit space for the Studio/Incubator with opportunities for pop-up shops. Outdoor space is intended to include an intimate courtyard for screening digital media, a bosque of trees, and a video wall facing Art Park. Parcel ‘C’ abutting the southern edge of the Nexus is planned to contain a potential new home for the Denver School of the Arts and up to 1,100 students and faculty.



DEVELOPMENT

Sustainable Development

As planning and design progress, consideration should be given to ensuring development is economically and environmentally sustainable. Given its large size, the 12-acre Arts Complex offers scales-of-magnitude that may support shared services and other conservation methods not available to typical downtown commercial projects. Preparation of infrastructure to support green development will enhance future branding efforts and secure higher land value. Initiatives for larger scale urban redevelopment projects to further study might include:

- Adherence to LEED certification guidelines, including sustainable construction practices
- Organic waste management
- On-site energy generation from waste heat and distributed solar (which can be used as an architectural design element)
- Geothermal heat pumps to augment space heating and cooling
- On-site energy storage to reduce peak demand charges to tenants
- Coincident demand billing for sub-metered tenants to receive savings on utility transmission and distribution costs
- Central outside air (OA) tempering distributed to tenant floor air handling units (AHU) to minimize moisture and reduce biological growth
- High efficiency lighting and daylight harvesting
- Modulated parking garage exhaust fans (if required) based on carbon monoxide levels
- Regenerative elevator motors
- Stormwater capture and reuse, gray-water systems and other water efficient fixtures

Leverage City Assets

Ultimately, maximizing city land value will provide the greatest opportunity for transforming DPAC as a neighborhood anchored by arts and culture. Increasing land value and partnering with Denver's public and private sectors will be pivotal in providing necessary resources to improve existing patron experience and pave the way for new audiences. Public investment is needed for a ten-year phased development, with only \$17 million currently available for direct investment by Denver Arts & Venues. Additional funding will be required for:

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

Development Phasing

The Next Stage's Plan for repositioning DPAC may be executed in discrete development packages phased over time. The Arts Complex is to remain operational throughout the construction process with resident organizations continuing to entertain their patrons. The Colorado Symphony Orchestra will be directly impacted with the eventual removal of Boettcher Concert Hall along with DCPA's Garner Galleria Theatre located in the existing parking garage. It is envisioned that Boettcher Concert Hall will remain operational until after completion of the Music Hall to be the centerpiece of parcel 'A' at 14th and Arapahoe Streets. Construction of the new Music Hall prior will allow the CSO to continue performances at DPAC with minimal interruption. The phasing of a cabaret theatre replacement for the Garner is to be determined as the plan advances.

At the completion of phase one, parcel 'A' may be cleared of the existing parking garage for development of a mixed-use building housing the Music Hall and Rehearsal Center. At completion of the 14th Street Anchor, parcel 'C' can be prepped for redevelopment with the demolition of the Concert Hall. Development of 'C' will include additional parking connected to Art Park facilitating the removal of the remaining above-grade parking on the Complex.

Leveraging City assets and partnering with Denver's private sector will be pivotal in providing necessary resources to improve existing patron experience and pave the way for new audiences.



Partnerships

Partnerships will provide significant contributions towards implementation of the Plan. A funding and governance task force will be convened in 2016 to determine land values and establish expectations for partnerships.

- A.** Partnerships will elevate the project's stature and share resources.
- B.** Engagement with community organizations will cultivate social capital and attachment to place.
- C.** Activity of students, artists, and innovators will change perception of the existing Arts Complex aiding in asset repositioning.
- D.** Many organizations have already expressed interest in the project including Denver Public Schools, which has initiated a more formalized relationship with execution of a memorandum of understanding.

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

- Contributions fill funding gaps for public amenities and cultural projects.
- Infill of new uses for living, working, and recreating including 1,000 new residents on-site, creating community and economic value
- Implementation will direct economic impact well beyond the \$141 million the site generates today.



Transportation Planning and Parking

Transportation Goals

The Next Stage outlines a land use and placemaking vision for DPAC that builds on its rich history and prepares it for generations to come. The transformations of public space, performing venues, and creation of a 24-hour place could dramatically alter the transportation and parking demands at DPAC. Likewise, the City and County of Denver is experiencing unprecedented population growth that is resulting in new thinking about how to efficiently move people into, around and out of downtown Denver. This includes new goals, funding sources, and priorities that could expand rail transit access, safer streets, protected bikeways, intelligent transportation systems, car sharing, and smart parking solutions. The following goals could support the vision identified in The Next Stage, while also building on the city’s transportation vision for an increasingly connected and vibrant downtown.

GOAL #1: WORK TOWARD AN IMPROVED ARRIVAL EXPERIENCE FOR ALL VISITORS

More DPAC guests in the future might begin their “night out”, “Wednesday night stroll” or “weekend get-a-way” a few blocks from DPAC. There are several transportation investments that can make their experience more welcoming and enticing. This could include signage that guides them to daily art attractions, protected bikeways to the bike house, welcoming grand passenger areas with public art near RTD stops, and smart parking information that allows efficient

parking within a few blocks of DPAC and Colorado Convention Center. The following outlines planning strategies to meet the first transportation goal.

- Plan for infrastructure near DPAC that enhances walking, bicycling, and transit arrival
- Identify possible wayfinding signage for all travelers within 1 mile of DPAC
- Plan for a joint parking reservation system at DPAC/CCC
- Outline a management plan for the DPAC/CCC parking garages as a shared resource
- Identify policies that manage parking as a primary resource for visitors and public
- Identify policies that manage parking as a secondary resource for staff and employees

GOAL #2: IDENTIFY STRATEGIES THAT PREPARE DPAC FOR THE FUTURE OF TRANSPORTATION

The new facilities and uses outlined in the Vision Plan could create a place that is vibrant during many seasons and different times of day. It could have spaces and places that might bring in new groups of people from adjacent neighborhoods and the region. This could create excitement and energy that peaks the interest of the anticipated 150,000 additional Denver residents forecasted to move into the city over the next decade. Such initiatives might include procurement in new transportation technologies and modes that are cost effective in supporting the land use and

placemaking goals of The Next Stage. Investing in smart parking, great streets, valet stations, protected bikeways, and grand transit stations could also prepare DPAC for success as the transportation demands in the Denver region evolve. The following outlines planning strategies to meet the second transportation goal.

- Meet the needs of current users while adapting to needs of new users
- Plan for the needs of current users while adapting to needs of new users
- Identify systematic and incremental updates to the transportation system every year
- Study new transportation technology to support rideshare/taxi/drop-off
- Reevaluate the adjacent streets as DPAC redevelopment occurs

GOAL #3: IDENTIFY POLICIES THAT MANAGE PARKING TO MEET THE ACTUAL SHARED DEMAND

The future performance venues, public spaces, and scheduled events at DPAC may have different parking demands compared to the current DPAC site. Likewise, Denver’s changing regional population could have more active baby boomers and millennials over the next decade. These groups have demonstrated an ability to walk to DPAC from adjacent neighborhoods, ride bicycles to annual events, utilize regional RTD light rail to access seasonal performances, and use modern rideshare technologies to avoid parking their own cars at DPAC or CCC. These changes could continue to alter the

parking demands at DPAC over the next 25 years (typical life of a parking structure). This combination could also require DPAC to further evaluate the reconstruction of the current parking supply. This may include additional evaluation of how parking could be managed by a district that meets the new shared-peak demands of both facilities. The following outlines planning strategies to meet the transportation goal.

- Create a DPAC Access and Parking entity (funds and manage transportation options)
- Identify possible strategies and actions for a Shared Access and Parking District
- Study new parking technologies for private and public parking supplies near DPAC
- Consider new private and public finance options for on-site parking

Background Parking Information

The current transportation and parking trends provide insight on how people are traveling to and from DPAC. This information provides a basis for current conditions and can be used to forecast future conditions. However, Denver’s transportation system and population are experiencing dramatic change. Over that last five years approximately 40 people a day have been moving into the City and County of Denver. Likewise, RTD has opened two new rail lines that connect the region and the East Rail line that connects downtown Denver to Denver International Airport is scheduled to open in the Spring of 2016. This is in conjunction

with CDOT’s new managed lanes, Arapahoe Street protected bikeway, and completed pedestrian safety projects in and around DPAC. These investments are changing how people travel to and from downtown Denver. Therefore, the data that is outlined in the existing conditions presentations should not be taken as a direct corollary to the future needs at DPAC (see the electronic appendix). They provide a baseline for comparisons and should be updated on an annual basis to determine trends and conditions.

The current DPAC peak season parking demand is approximately 3,700 parking spaces. This is based on prior field study and travel behavior observations. This also suggests that approximately 65% of guests travel to DPAC with another guest in their car, ride transit, ride share, walk up or bicycle to peak season events. The result is an effective parking rate of 1 parking space for every 2.6 seats at DPAC.

DPAC PARKING STRUCTURE

The DPAC parking structure has approximately 1,700 parking spaces with access points on 13th Street and Arapahoe Street. This multilevel parking structure has direct access to the DPAC Galleria and most parking spaces are within 1,000 feet of the front door of DPAC venues. This parking facility is managed by the City and County of Denver Public Works Parking Division. The following provides a summary of the key use and conditions.

- December is the peak parking month during evening and matinee performances
- Most DPAC spaces are occupied during Friday afternoon and Saturday evenings
- Approximately 330 days a year the parking garage does not reach 65% utilization
- At peak parking times up to 142 performers are parking with discount passes
- The DPAC parking structure is nearing the end of its service life and needs rehabilitation or replacement

CCC PARKING STRUCTURE

The CCC parking structure has approximately 1,000 parking spaces with access points on Champa Street and Speer Boulevard. This multilevel parking structure has access to the DPAC Galleria via a skyway over Champa Street. Most parking spaces in the CCC structure are within 2,500 feet of the front door of DPAC venues. This parking facility is managed by the Colorado Convention Center. The following provides a summary of the key use and conditions. See the electronic appendix for technical details.

- Parking is not required for 70% of the scheduled events at CCC
- Approximately 330 days a year the parking garage does not reach 60% utilization
- At peak parking times up to 150

performers/commuters are parking with discount passes

- The CCC parking structure is in the middle of its service life
- The single helix ramp that connects the levels presents challenges to drivers

PRIVATE PARKING ADJACENT TO DPAC

There are currently 6,400 publicly accessible paid parking spaces within a 10-minute walk of the front door of DPAC. Some of these locations are undergoing change as they are redeveloped into new mixed-use developments. These new mixed-use developments include multi-level parking structures that offer some form of paid parking. However, not all mixed-use developments are replacing parking at historic supplies, given the transportation and population changes forecasted in the Denver region. The following provides a summary of the key uses and conditions. See the electronic appendix for technical details.

- DPAC patrons utilize approximately 1,600 private spaces in December peak times
- An additional 3,500 private parking spaces are available during December peak times
- Private parking spaces are charging \$2-3 more during events (compared to DPAC/CCC)

DPAC Future Transportation and Parking Considerations

Previous sections of The Next Stage provided the programmatic changes to the uses at DPAC. These changes include the introduction of new offices (780,000 square feet), retail (65,000 square feet), and upwards of 700 residential units. Each of these complement the new cultural and arts uses that are programmed for new and existing facilities within DPAC. The following provides an overview of how the future on-site parking supply could be reconstructed and managed to meet the overall DPAC transportation goals.

1. The future parking demand for the mixed-use DPAC site is estimated at 4,100 peak parking spaces in multiple shared parking facilities on-site, across the street at CCC parking structure, and within a five minute walk of DPAC. This assumes that the parking demand for arts and cultural events at DPAC could be 5% lower than the current demands. This is likely given the 2,600 seats at the Boettcher Concert Hall are replaced with venues that have fewer seats and smaller audiences. Likewise, smaller outdoor spaces for major events might not draw the peak crowds that Boettcher Concert Hall once did. Moreover, new guests who are attending these new events might not all be “in heels” or driving to events.

2. The parking structure at DPAC could be rebuilt with up to 2,800 additional shared parking spaces (currently there are 1,700 spaces). This could include the use of

automated and stacked parking spaces for residences that have lower parking garage turnover rates. This parking supply could also utilize new curbside valet to maximize all possible spaces and provide a premium guest experience. All parking could be owned and managed by the DPAC/CCC parking and transportation district that shares all parking between users and possible. The 2,100 to 2,800 parking spaces at DPAC could be integrated with smart parking systems that provide seamless direction and pricing information in conjunction with nearby private parking facilities.

3. Strategies to address guest’s multi-modal access needs should be further evaluated. This could include identifying locations for ride-sharing stations around DPAC, art and signage at RTD light rail stations, future access to reconfigured rail and bus circulators on 14th Street, bike valet and storage at the new on-site bike house, and possible changes to “living streets” around DPAC as redevelopment occurs.

4. Employees could be offered other mobility options funded by a potential DPAC/CCC district. This could include off-site nearby parking options within a 5 minute walk, annual RTD transit passes, car-share memberships, Bcycle membership, and other discounted ridesharing services.



BICYCLING



WALKING



CAR SHARING



CAR SERVICES SUCH AS UBER



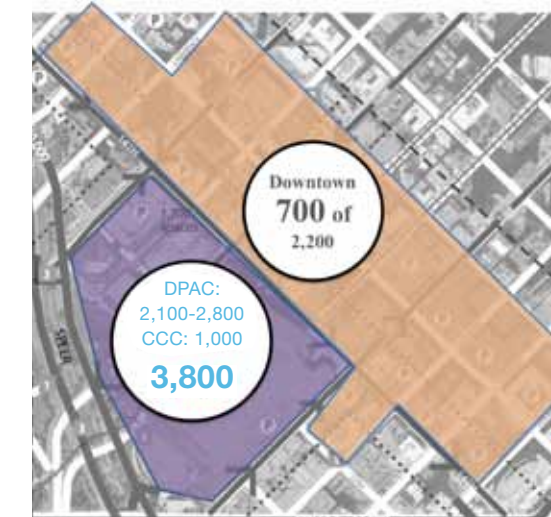
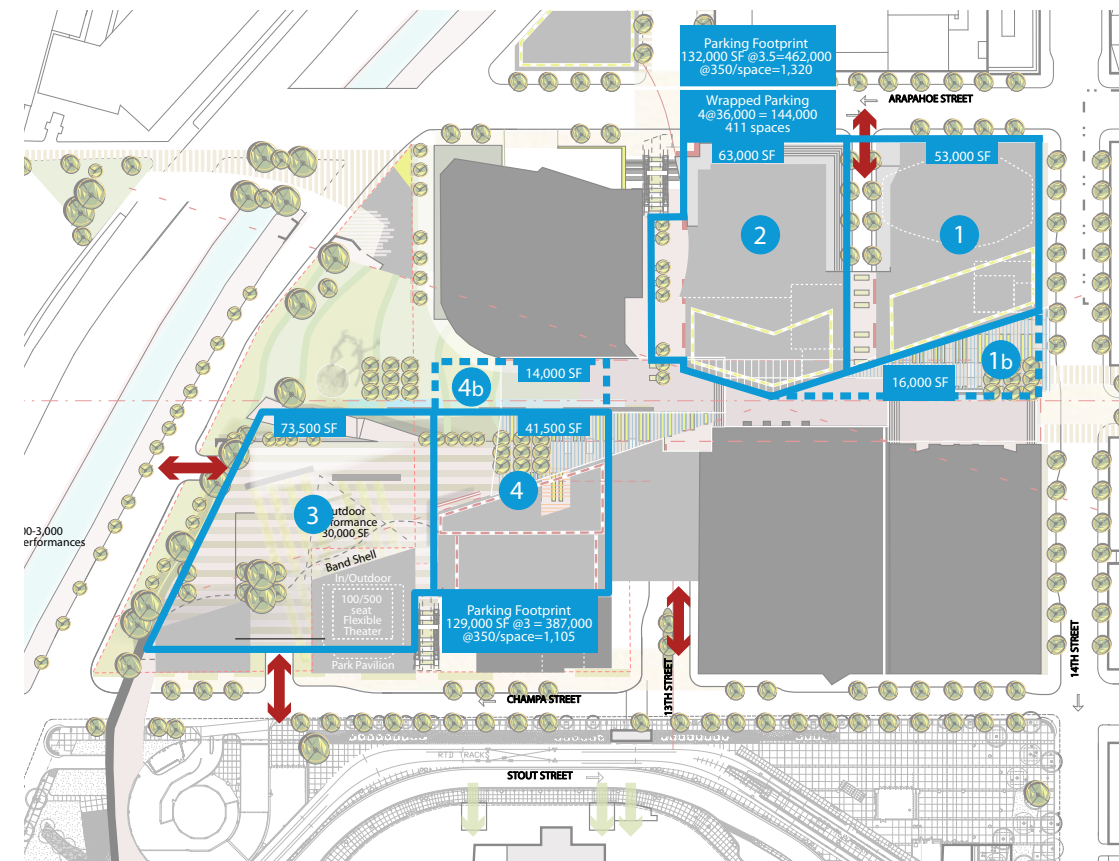
VALET PARKING AND RIDE SHARING



PUBLIC MASS TRANSIT SUCH AS THE RTD LIGHT RAIL

LEFT:

Evolving Modes of Transportation to be Accommodated at the Arts Complex



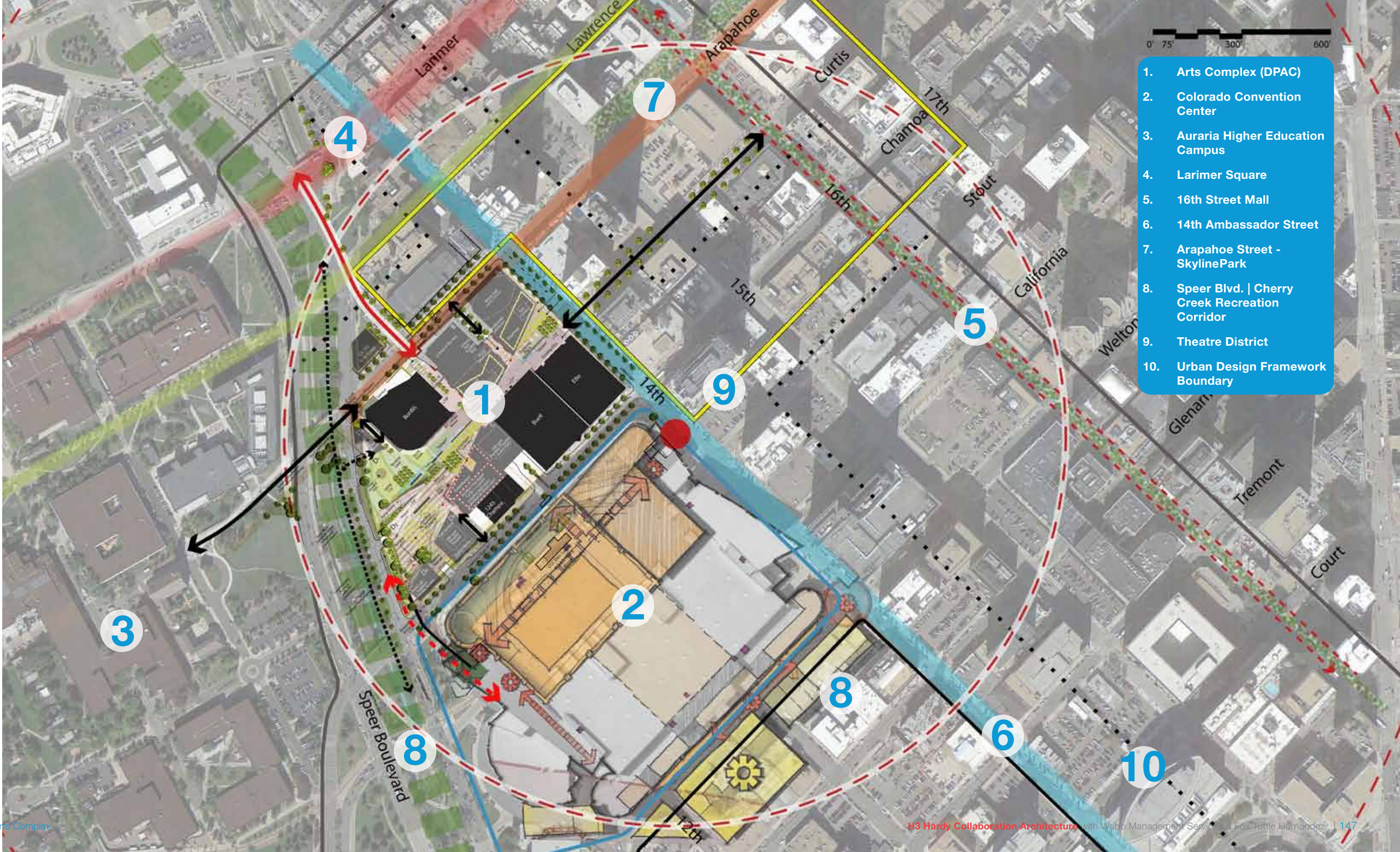
FUTURE PARKING CAPACITY

Theatre District Neighborhood

Fitting in the Framework

The DPAC/CCC Urban Design Framework Plan described how broader connectivity in the area around DPAC and the CCC could facilitate development. In particular it examined how both City assets could work together in the context of their larger neighborhood they anchor. Issues and opportunities were cataloged relating to urban design, transportation, and programming. Thematic approaches to key downtown corridors were recommended as a means of directing resources towards enabling specific uses and activities. In addition, infill, redevelopment, and edge activation opportunities were mapped. Six goals were identified to achieve the framework's vision and were subsequently integrated into The Next Stage planning process:

- 1. Enhance arrival and departure. Foster reasons to stay and play.
- 2. Expose and celebrate existing programs and uses.
- 3. Strengthen and create physical and functional connections.
- 4. Diversify and maximize a mix of uses and potential visitors.
- 5. Build on and leverage economic development opportunities.
- 6. Integrate and respect Colorado's natural environment.



Downtown Corridors

Successful urban downtowns rely on their streets for vibrancy. Streets are the lifeline of cities where residents and visitors come together on common ground. Public right-of-ways provide channels to move people by transit, car, bicycle, foot, and other alternative means. An important aspect of directly connecting downtown through a transformed center for the city’s creative and economic life are neighboring streets. The Next Stage has outlined key neighborhood connections and their characteristics that include:

ARAPAHOE STREET

Arapahoe Street has a greater propensity for change given properties along its edge are capable of housing vibrant street-level uses. The impact of The Next Stage’s implementation will have a significant impact on the corridor giving over 500’ of blank garage walls to mixed-use development. Three new access points (rights-of-way) from the Arts Complex will help re-knit the fractured street grid increasing the import of the street. With the presence of Skyline Park there are additional opportunities for remaking Arapahoe into a livelier new street for “everyday” use.

CURTIS STREET

Land use along Curtis Street from the 16th Street Mall to DPAC is unlikely to change in the near to mid-term time frames. However, given existing levels of activity including the Curtis Hotel, opportunities for

accommodating festivals and events may occur. Given appropriate planning and communication, large-scale events could extend from 16th Street to a transformed Galleria to Art Park.

14TH STREET

Recent improvements have transformed 14th Street into a welcoming passageway with an enhanced pedestrian experience. The Vision Plan will reinforce objectives of the “Ambassador Street” with improved livability and new opportunities for the arts, retail, and business. Bicycle-friendly amenities including new bike racks should be extended on-site with a means to cross DPAC to the Cherry Creek Recreation Corridor through the Bike House.

CHAMPA STREET

Champa between the Colorado Convention Center and Arts Complex will likely become a street for traversing. Proposed changes will facilitate greater ease of use for the Stout Street Light Rail Station and improve connectivity between both venues. Champa Street will continue to provide service access to existing and proposed facilities. Modifications to Champa Street will lead to better access to the “Arrival Street” including provisions for the potential Denver School of the Arts.



SPEER BOULEVARD

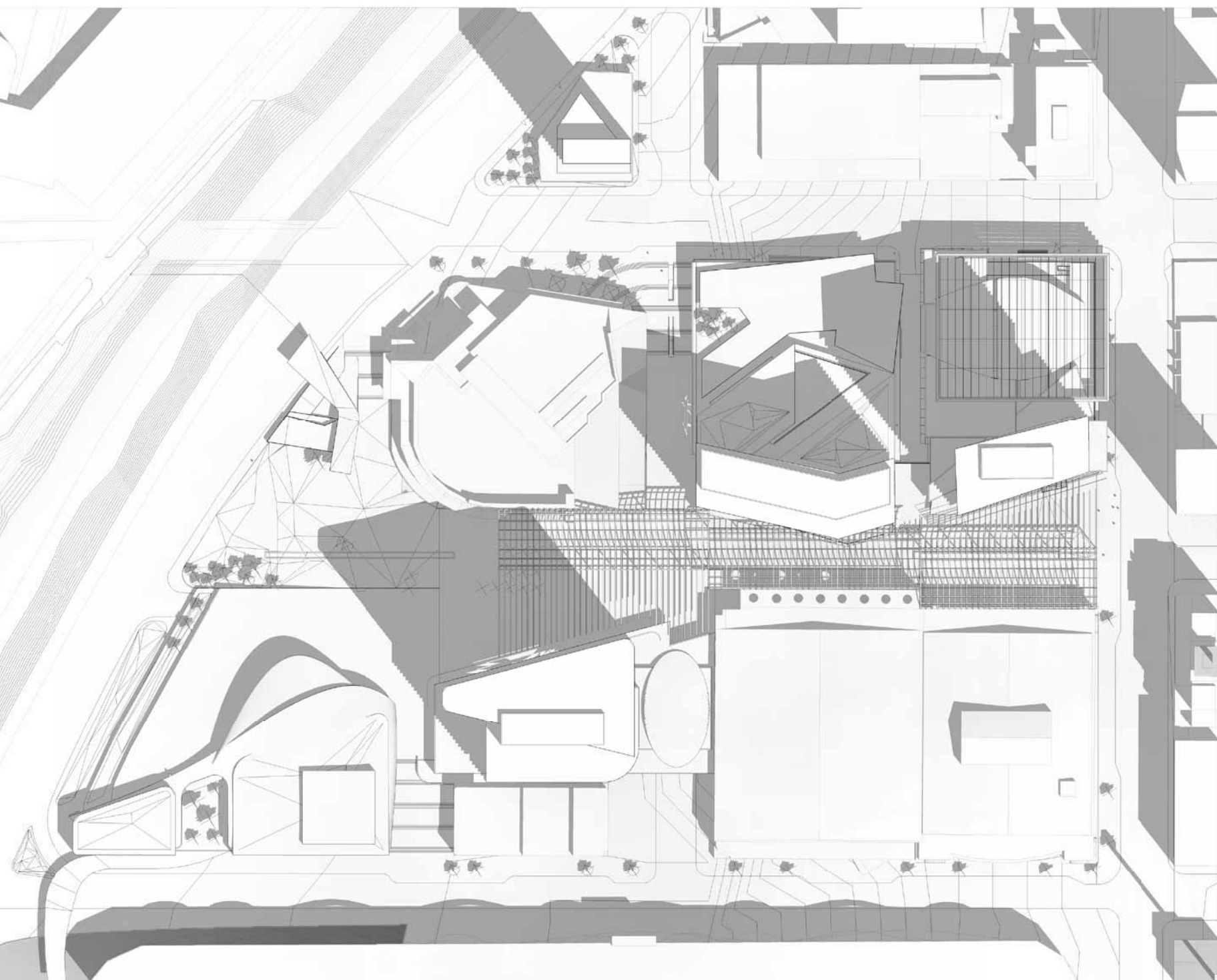
The Boulevard was named after Robert Speer, referred to as Denver’s “City Beautiful” Mayor. Speer believed strongly in the power of civic space and culture to strengthen the City’s sense of community. During his tenure as Mayor, he started a series of free Sunday concerts in 1908 at the Municipal Auditorium - now the Ellie Caulkins Opera House. Treatment of the Art Complex’s Speer Boulevard edge should remain in keeping with the Mayor’s civic vision celebrating open space, tree planting, and the arts. A 15 to 20’ greenway is proposed at street-level permitting paths for biking, jogging, and running with adequate space for plantings setback from the roadway.

Art Park Illustrated:
Currently, grade transitions from the existing Galleria to the park are challenging. Raising the park elevation to accommodate a new parking garage will alleviate this with a seamless connection. Edges around the new Art Park, specifically along Speer Boulevard, will be pedestrian/bicycle friendly, comfortable and inviting at a human scale, and accessible to and from Cherry Creek. It is intended to function as a “frontyard” to DPAC.



Elevating Sculpture Park is critical to enabling sequenced demolition and infill development of parcels 'A', 'B', and 'C'. This first phase project will provide critical infrastructure to service future facilities, support an outdoor performance venue, and provide replacement parking for the existing garage. As a result Art Park will become a downtown destination with a neighborhood green and event plaza extending into the center of the Galleria. Three pavilions will house park-related uses including support services, storage, restaurant and cafe. While it is recommended that the pavilions be constructed during the first phase, site pads may be prepped for their addition thereafter. A determination will be made as to sequencing of the proposed pedestrian bridges to the Colorado Convention Center and further exploration of the Auraria Campus during the next stage of planning and design work.





ABOVE: 3D PLAN VIEW

BUSINESS PLANNING

Business Planning

The success of The Next Stage depends on a strategic approach to access and inclusivity, programming, governance, operations and financial sustainability. Working in three subcommittees — Programming and Activation, Access and Outreach, and Governance and Operations — the Executive Leadership team and Webb Management Services further explored and developed recommendations that will transform the Arts Complex beyond the built environment and physical design.

Programming & Activation Strategy

Programming and activation in The Next Stage will intentionally create a vibrant and hyper-active cultural hub for downtown Denver. Starting with the principle of supporting core programs of resident organizations, phasing will then extend to attracting and supporting a wide array of new programming at the Arts Complex, both indoors and outdoors.

PROGRAMMING AND ACTIVATION CHALLENGES AT DPAC

- Lack of consistent activation
- No common or central ownership of activation
- No oversight body with adequate staffing or funding for activation
- Treated as a space, not a place
- Multiple barriers to entry for emerging arts groups
- Confusing naming/branding of Arts Complex, resident companies, Theatre District, and more

GOALS FOR FUTURE PROGRAMMING AND ACTIVATION

- Maximize utilization through consistent activation
- Create a dynamic internal/external environment, tied to existing programming
- Generate repeat visits by all ages and individual interests
- Bring the indoors and the outdoors into congruency
- Create better access for smaller arts organizations
- Appeal to diverse audiences
- Enhance capabilities of current resident companies

PROGRAMMATIC THEMES

The community raised many programmatic ideas at public meetings, and through online surveys and focus groups. The ELT’s Programming and Activation committee categorized and further developed the concepts into several activation themes for short- and long-term recommendations.

- Eat** = better/more food and drink
- Work** = places to work and gather
- Learn** = educational opportunities for the public, places for students to study
- Play** = art and activities, free or ticketed, open to the public
- Exercise** = fitness classes, ways to track fitness in the Complex, outdoor gym
- Unwind** = use of classical music, shade, calming features to create a serene space
- “+1”** = in addition to your existing plans for the night (theatre AND drinks, Dinner AND dancing)

Short Term Programming Recommendations

Defined as 2016 calendar year, short-term programming recommendations include:

- Eat**
Partner with popular local chefs, restaurants, farms, or brands to do sampling events in the Galleria. Host on dark nights and schedule around existing programming (pre-event).
Expand existing food options by either bringing in pop-up vendors or working with Centerplate.

- Work**
Establish simple places to work and gather. Improve the wireless connection, and then advertise it as a unique, outdoor place to get work done.

- Add additional seating, workspace, and table options in the Galleria. Market to a variety of downtown tenants and audiences who utilize larger or unique spaces to work and socialize.

- Learn**
Provide educational opportunities for the public. Example: low-cost or free “behind the scenes” tours around existing performances.
Create places for students to study. Play the CSO live recordings (or other instrumental music, like jazz or downtempo electronic) throughout the venue.

- Partner with Auraria Colleges and Universities to provide seminar space in a lobby, for example, or offer other unused space as a classroom and/or performance opportunity (ex. teach under The Dancers, or second floor Buell lobby). Music or theatre classes could meet in traditional venues on dark days.

- Increase partnerships between educational organizations and the resident companies.
Promote use of space during vacant times for small, public lectures and rentals. Limited capacity, simple production speaking engagements. Similar to events currently hosted at McNichols, but in a room properly sized for anticipated attendance.

- Play**
Host art-related activities, free or ticketed, open to the public. Increase frequency from current levels of activity.

- Enhance pre/post theatre show activity, using entertainment of all styles. Pilot turning Chambers-Grant Salon into a post-show “nightclub,” working with the resident companies to appeal to their audiences and determine price point.

- Tie to physical arts districts, especially River North, Golden Triangle, and the Arts District on Santa Fe. Provide wayfinding, showcase art/artists, extend outreach.

- Exercise**
Provide ways for people to track fitness in the Arts Complex, starting with those who already use it for fitness. Create signage listing workout ideas, number of stairs, calories burned per activity, etc. Pilot RFID or similar tech options for tracking.

- Turn dead spaces into fitness zones like an outdoor gym. Example - put a pull up bar in the nook between parking stairwell and Garner Galleria signage (by east elevator).
Host fitness in the Galleria.

- Unwind**
Use of classical or instrumental music, shade, calming features to create a serene

- space for hanging out.
Book programming that can relax audiences, schedule around key times when certain groups are stressed, like college finals week or tax season. Example – Tibetan singing bowls concert.

- “+1”**
Offer simple-to-understand activity that is viewed by consumer as an addition to your existing plans for the night (ex. theatre AND drinks, dinner AND dancing).
Offer more face-to-face interactions with staff, characters from plays, musicians/ artists, and others outside of theatre shows.

Long Term Programming Recommendations

Post-construction, the Arts Complex will be a destination that is attractive, accessible, and open. A space that welcomes lingering and generates repetitive everyday activity. Long term programming recommendations include:

Eat

Offering better food/drink options is the most important change. This includes quick lunches or lunchtime stopovers. Destination restaurants mixed with fast options when you’re late to a theatre show.

Use the food hall concept and turn DPAC into an incubator for chefs.

Create opportunity for other local restaurants to setup “pop-up dinners”, blurring the boundary with the greater neighborhood.

Work

Create real places to work and gather. Include a small copy-center bodega to provide resources missing from other public work areas (also a revenue stream).

Turn cool, unique areas into rentable workspace, like the Buell 3rd floor balcony. Create a process for professionals to rent workspace.

Offer high speed WiFi.

Open rentable studio space in unused storefronts or other locations, offering free use of the space in exchange for working event, providing entertainment to the public, or other trade.

Learn

Create places for students to study that are unique and desirable, such as a study area with a window into CSO rehearsal room that streams in classical music.

Improve accessibility of rehearsals, behind the scenes, and more to local schools K-12 and college.

Play

Host art and activities, free and/or ticketed, open to the public. Consistency and number of activations need to be increased. Will include full series, branding, and name-recognition.

Feature performances by small or emerging arts organizations in Galleria space prior to evening or matinee shows in theaters.

Create unique and attractive specific performance and installation locations onsite, like a spot with a small (12’x12’) permanent concrete stage.

Partner with students from the Auraria colleges and universities to practice music outdoors during daytime hours, create art in a public setting (ex. paint a picture), or host other performances throughout the daytime.

Enhance pre/post theatre show activity by creating a space that becomes the de-facto gathering spot with access to food and drink. Turn Chambers-Grant Salon into this space or create a new space during the rebuild.

Encourage year-round engagement with the resident companies. Enhance the connections to physical arts districts, especially River North, Golden Triangle,

and the Arts District on Santa Fe. Provide way finding, showcase art/artists, extend outreach. Use new site and create “paths” linking to each district (example – path leading out towards Speer encourages you to keep going to Santa Fe Arts District).

Establish DPAC version of McNichols Cultural Partner Program: Offer to groups looking to program the more traditional venues (ex. The Studio Loft).

Provide discounted rates on lobby-only rentals for groups to program.

Exercise

Provide infrastructure to encourage people to do their morning exercise at the Arts Complex.

Create permanent signage to educate the public and define the space. Incorporate RFID or emerging tech options for tracking. Discourage use during peak times (ex. around Theatre shows) by deactivating technology or blocking fitness assets with other activity.

Create a fun, artistic outdoor gym spread out amongst the campus and add modular additional amenities during the mornings, like a juice/smoothie bar.

Offer organized, professional fitness classes hosted at DPAC in the mornings, similar to Red Rocks fitness programming. create deals with professional groups/instructors who could lead the classes. Work with groups in advance of the rebuild to ensure we design the best possible space.

Unwind

Increased use of instrumental music, shade, calming features to create a serene space. Build in “quiet areas” into the Arts Complex redesign.

Incorporate relaxing programming into the calendar, for example a consistent “hour to meditate”.

Program lobbies as casual hangout spots, an escape from the summer heat or winter’s snow. Add furniture, amenities, art and signage.

“+1”

Ticketing can be activation. Create a portal to ticket sales, showing inventory and offering discounts, to draw in the last-minute ticket buyer (ex. patron looking for a post-dinner activity).

Other Amenities

Centralize ticketing or provide main kiosk paired with an Information Booth. Could also be a “headquarters” for other activation management, like the Fitness or Work concepts.

Have staff go out into the wider Downtown area to hype all events with giveaways, tickets, and answer questions, and encourage engagement.

Lighting could be robust and be both programmatic and a décor component. Invite artists to pair technology with music, dance, or other types of performances.

Improve bike accessibility and parking. Establish way finding in the neighborhood focused on bikers.

Timing of Activity

Frequency of programming should increase over time. However, during the initial startup phases it is important to establish consistent timing of activity. Initial times/seasons are under consideration are:

- Outdoor programming, focus on spring shoulder, summer, fall shoulder
- Focus on busy Arts Complex days outside of the sure-fire seasons (ex. opening nights for major Broadway tours, or nights when 5000+ attendees are expected at the Arts Complex)
- Program live activity
 - Mornings 6am or 8am (or as late as 10am)
 - Lunch 11am – 2pm (in later phases of programming, not initially)
 - Afternoons/nights 4pm – 11pm or midnight (adhering to city ordinances)

Funding

Free programming should be the focus of many of the activities at the Arts Complex but revenue-generating activity and private marketing rentals are also appropriate. To properly fund all of the new, free programming and activation, encourage:

- Proactive revenue sharing model for food and beverage related to activation. If there is a band playing in the Galleria and people are enjoying it, a portion of bar sales should go back into funding future programming.
- Master insurance policy to be held by umbrella group to simplify systems
- Utilize side-bookings and other revenue streams such as:
 - Weddings
 - Convention audiences looking for off-site gathering space
 - Consumer show vendors (ex. Ski Industry Expo activation)
 - Program sponsors, performance space sponsors, series sponsors
 - VIP experience for a premium such as access to bathrooms, choice seating, drinks, discount valet, other components to make every time you visit the Arts Complex a special experience. A “season pass” you could sell.
- Incorporate a program like the McNichols Cultural Partner Program to support diverse programming for in-venue and outdoor programming.

Evaluation & Measurement

Success will be measured in a number of ways:

- New audiences brought into DPAC (numbers and demographic makeup)
- Revenue generated through food, drink, ticket sales, and sponsorship
- Media response to programming and activations
- Value seen by resident companies and local stakeholders
- Increased name-recognition of the Arts Complex, individual venues, offerings, and more
- Consistent foot traffic and venue utilization

Marketing

Focus areas for marketing are:

- Attract communities of color, millennials and boomers
- Cross-marketing strategy with the constituents
- Attract downtown residents year-round
- Attract downtown workers before/after work (morning and evenings)
- Reasons to attend at all legal hours (fitness equipment for 5am early birds)
- Cross marketing with emerging or diverse arts groups

Technology Requirements

Short-term:

- A&V to buy and rent (or provide for free) basic sound and lighting gear

- Improve public WiFi access
- Basic power accessibility at workstations, or place workstations around existing power.
- Pilot an RFID or similar tech system for personal fitness tracking

Long-term:

- Build technological infrastructure based on final “Next Stage” plan
- Incorporate digital signage for calendars, advertising, way finding, and more.
- Add all sorts of fitness tech, able to be turned off during busy times to dictate use
- Significant lighting installation which can be programmed as activity (Ex. artists time it to a live musical performance)

Potential Partners

Programming should begin with more established/professional arts groups, slowing bringing in more and younger organizations as part of the growth plan. Although the space should be open to anyone who would want to partner, a few key organizations/ locations to initially consider are:

- Denver Theatre District
- Downtown Denver Partnership
- Colleges and universities at Auraria
- 14th St Ambassadors
- SCFD Tier III organizations
- Mexican Cultural Center and similar organizations
- Larimer Square

Accessibility & Inclusion Strategy

As part of The Next Stage community outreach, the Accessibility and Outreach committee held several focus groups of millennials, students and minority communities who were asked to provide ideas and feedback to increase diversity, inclusion and access at the Arts Complex. Participants identified goals, challenges and ideas that were common across the focus groups.

GOALS

- Provide culturally diverse programming to appeal to wider patron base because “audiences follow programming.”
- Create marketing initiatives to reach diverse communities including social media, in-language marketing and onsite promotion.
- Plan for more accessibility for patrons.
- Partner with various community organizations to connect with diverse communities.
- Provide a variety of options at different price points.

CURRENT CHALLENGES/WEAKNESSES

- Lack of diverse programming
- Lack of access for diverse communities
- Lack of diverse staff and patrons
- Minimal partnerships within the community
- Lack of marketing to reach diverse communities
- Cost prohibitive programming for diverse audiences

GENERAL BRANDING AND THEMES

Through the focus groups, five general themes were identified to reach a broad and diverse community: Entice, Enter, Engage, Exit and Extend.

Entice

The thought behind this theme is to create more relevant themed performances to encourage culturally diverse groups to attend the Arts Complex. This would include different types of offerings for different groups. Some suggestions include:

- Casual performances that speak to the millennials
 - New takes on classics
 - New programming
- Culturally relevant programming including Latino and African American targeted performances
- Family-friendly options for all communities
 - Cost friendly
 - Day-time programming (i.e., activities for preschoolers and caregivers)
 - Outside spaces for interactive programming

Enter

Common challenges are that residents don’t know what programming is offered, consider the venues uninviting, and find current programming cost prohibitive. Some suggestions include:

- Social and grassroots marketing to reach wider audiences
 - Twitter

- Facebook
- Auaria campus
- Improved signage

· Create an environment reflects the audience

- Hire diverse ushers
- Create approachable spaces for changing demographics

· Discounts for teachers and student

· Cross promotions with various community partners

· Transportation that is easy to access

Engage

Respondents felt that there isn’t enough interactive programming, a welcoming environment or mingling opportunities with other patrons. Create a more engaging experience on-site to promote and celebrate diverse patrons such as:

· Engage ethnically diverse staff and ushers to welcome patrons

· Create opportunities to discuss and converse what was just witnessed or talk backs after performance

· Offer tours of the facilities

· Offer mingling opportunities

- Resident companies’ staff or artists interact with patrons
- Volunteers from different community partnerships to provide friendly cross cultural discussions

· Offer ethnic food options on-site to promote multiculturalism

· Allow beverages inside the hall at every performance

Extend

Extend the experience beyond the performance itself by adding platforms for patrons to interact after the performances and encourage future visits.

- “First-Friday” type of interaction where companies open up and mingle with patrons with drinks after the performance
- Facebook, Text, Selfie’s campaigns that prolong the experience
- See the show again with others (i.e., bounce back offers)
- Link the experience to restaurants in the district
- Engage culturally relevant partners to continue the conversation (i.e., chambers, community leaders, discussion opportunities

Governance & Operations Strategy

Building, programming and sustaining the new Arts Complex will require a strong governing and operating organization with a clear mandate and access to financial resources.

Currently, the Arts Complex is operated by the Arts & Venues Division of the City of Denver, as a part of their portfolio of civic facilities under management. The current structure and skills of the Division are appropriate to the Arts Complex today, but it is possible that an alternative form of governance will be required in order to bring the necessary resources to bear on the development and operation of new facilities. That new form of governance will

be a function of the scale of the project, the preferred role of the City in its operation, how it is to be integrated with other downtown projects, the role of commercial development to fund the next version of the Arts Complex, and the additional need of private sector philanthropy to support capital and operating requirements.

It is also the case that the governing organization can and should evolve with the project, through planning, design, fundraising, construction and operations.

The reimaged Denver Performing Arts Complex must have a governing and operating structure that advances The Next Stage Vision Statement: *The Denver Performing Arts Complex will be an enlivened, vibrant, thriving, public regional center of cultural activity in the heart of downtown. It will attract diverse audiences, celebrate a variety of art forms, contribute to the city’s economic vitality, enhance Denver’s urban fabric, integrate with neighboring amenities, including the Colorado Convention Center, and serve as an innovative model for sustainable cultural and civic investment.*

The mission of the governing/operating entity will be to create, manage and program a world class collection of facilities that will form the core of a vibrant, interconnected arts district supporting excellence in programming by existing and new performing arts organizations for the benefit of the citizens of the region.

The governing/operating entity will ensure that DPAC has the following characteristics:

- DPAC will be a regional hub for the performing arts
- DPAC will embrace innovation
- DPAC will incubate new programming and welcome new and diverse audiences
- DPAC will provide an exceptional patron experience
- DPAC will have a 24/7 vibe
- DPAC will be connected with its neighbors who live, work or attend class downtown
- DPAC will be a place for lifelong learning about and through the performing arts

The governing/operating entity will have the following core competencies:

- Project Finance, Project Management, Design and Construction Management Experience
- Community, Customer and Stakeholder Engagement
- Strategic Planning
- Philanthropic Fundraising

Operational Competencies

- Performing Arts Facilities Management
- Arts Programming Development and Production
- Arts Programming Presentation
- Ticketing
- Parking Management
- Food and Beverage Operations
- Marketing/Branding
- Sponsorships
- Fundraising
- Labor Relations/Management

- Financial Management
- Investment Management
- Arts Education

- Community, Customer and Stakeholder Engagement
- Access/Transit
- Collaboration
- Efficiencies/LEAN principles

Given the significant redevelopment work that will need to be done to accomplish The Next Stage’s ambitious goals, including working through a public-private partnership, and DPAC’s enhanced operational mission that will follow, the ELT recommends that additional work be done to determine the appropriate governance and operating structure moving forward some early stage programming and activation needs to occur now to begin to re-brand DPAC and build anticipation for what is to come. As a result, the core competencies required for the development of DPAC and for the operation of DPAC will be required simultaneously.

Following are some initial thoughts about possible alternatives.

Governance Alternatives

OPTION A: RETAIN THE CURRENT A&V/DCPA SHARED MANAGEMENT MODEL

- A&V manages the Ellie, the Buell, the new music hall and common areas of DPAC
- DCPA manages the Bonfils Theatre Complex
- A&V books venues, contracts for

maintenance, stagehands, ushers

- A&V contracts for management and maintenance of parking facilities
- A&V contracts for ticketing services and food and beverage services
- Denver’s Public Works Department serves as project manager for redevelopment of DPAC and oversees the design and construction of The Next Stage

Pros

- Continuity of management staff
- Perception of stability
- City funding sources readily available
- Fewer political hurdles than if the governance model changes
- Community arts groups may perceive that a governmental entity will be more mission-driven than a private entity would be
- Resident companies may be more comfortable with known model than with a radical reorganization



Cons

- Perception of complacency and lack of customer service
- Divided management leads to inconsistency in patron experience – sometimes the buck stops nowhere
- Private development companies hesitant to partner with governmental entity whose leadership and mandate subject to significant change with subsequent mayoral administrations and city council shifts
- Resident companies and other arts groups have expressed an interest in exploring a new operational model
- City management less nimble (or perceived to be less nimble) because all city processes – purchasing/procurement rules, contracting requirements and career service employment rules - apply
- City overhead costs remain (e.g., stagehands contract)
- Prospective donors may be hesitant to make philanthropic gifts to governmental entity
- Public Works contracting and project management rules will apply
- Risk of political interference, cronyism or favoritism
- Responsible for other venues so attention not focused exclusively on DPAC

OPTION B: A&V PLUS PRIVATE 501C(3) MODEL

- A&V will continue to own and manage most of the venues at DPAC
- DCPA will continue to manage Bonfils Theatre Complex
- A&V will book venues, contract for maintenance, stagehands, ushers
- A&V will contract for management and maintenance of parking facilities
- A&V will contract for ticketing services and food and beverage services
- A&V will use a private 501c(3) entity for private fundraising
- Public Works manages design and construction of The Next Stage

Pros

- Continuity of management staff
- Perception of stability
- City funding sources readily available
- Fewer political hurdles than if we change the governance model
- Community arts groups may perceive that a governmental entity will be more open to subsidizing the use of DPAC than a private entity would be
- Resident companies may be more comfortable with known model than with a radical reorganization

Cons

- Perception of complacency and lack of customer service
- Private development companies hesitant to partner with governmental entity whose leadership and mandate subject to significant change with subsequent

mayoral administrations and city council shifts

- Resident companies and other arts groups have expressed an interest in exploring a new operational model
- City management less nimble (or perceived to be less nimble) because all city processes – purchasing/procurement rules, contracting requirements and career service employment rules - apply
- City overhead costs remain (e.g., stagehands contract)
- Public Works contracting and project management rules will apply
- Risk of political interference, cronyism or favoritism
- Responsible for other venues so attention not focused exclusively on DPAC

OPTION C: NEW ENTITY (NEW OR EXISTING 501C(3) OR GOVERNMENTAL AUTHORITY)

- Possible that there could be two new entities – one with development competencies and one with operational competencies and both should be identified early in the process so that the entity that will operate DPAC will have a voice in the design and construction of The Next Stage
- New entity manages DPAC
- New entity will also be fundraising entity for DPAC



- New entity responsible for booking, ticketing, ushers, stagehands, food and beverage, parking, maintenance and capital construction
- New entity also could be a presenting organization

Pros

- Energy of “the new”
- Resident companies and other arts groups have expressed an interest in exploring a new operational model
- Branding and naming opportunities easier to accomplish
- Shared decision-making among stakeholders
- New entity will be more nimble (or perceived to be more nimble) because all city processes – purchasing/ procurement rules, contracting requirements and career service employment rules – would no longer apply to DPAC
- Public Works contracting and project management rules may no longer apply
- Conforms to community perception that DPAC really is the SCFD Tier I DCPA
- Private developers more likely to partner with an entity that follows the Union Station and National Western Center governance models
- Single mission focus

Cons

- Fewer city funding sources readily available
- Resident companies may be more comfortable with known model than with a radical reorganization

- Concern by resident companies and other non-profits that the DPAC entity will be competing for philanthropic gifts
- Community arts organizations may feel less welcomed by entity not accountable to the voters
- Political challenges and public perceptions around “privatization”
- Many existing City contracts

In 2016, the city will launch a funding and governance committee to develop the most effective mission-driven governance model for future DPAC. This next phase of due diligence is described further in the Critical Path section. In this next phase, the ELT recommends the working group address the following topics and questions:

- If there is decision to move to a new entity, decide whether two new entities are needed – one for development and one for operations.
- How do you phase the redevelopment of DPAC without disrupting the patron experience and financial viability of the resident companies?
- Look at the long list of potential funding sources developed by the ELT and vet the list depending on the optimal governance model and look at innovative ways to utilize city funding sources.
- Look at stagehands cost issue as a bar to innovation and entry of new performing arts groups.
- How can the project achieve aspirational, inspiring, excellence in architectural design?
- Make sure there is a public art component even if the project is not

subject to the city’s 1% for public art rules.

- Look at Pittsburgh and Houston models as examples of good governance and operational structures.
- Determine if there is a funding gap that needs to be filled by private philanthropy and question whether the Denver community has the capacity to fill the gap.
- What is funding capacity of resident companies, the city and other stakeholders to invest in the redevelopment of DPAC?
- What guardrails should/can be put in place on the private redevelopment side to ensure the public mission for DPAC?
- Look at the trade-offs between restrictions on private development and the dollars to be gained from private developers – important to get the right balance.

Operations | Proforma/Operating Budget

However the reimagined Arts Complex is to be governed, it must be operated in such a way that there is a low cost of access for resident companies and others, and that those organizations are motivated to cooperate, collaborate and even consider the consolidation of operations.

The governing organization will have the opportunity to pursue economies of scale and operating efficiencies across a larger set of facilities, but there must also be operating policies and procedures that are manageable for a broad set of artists and arts organizations in Denver.

Financial Sustainability

In 2015, the Arts Complex is projected to generate revenues of \$12 million against expenses of \$11 million, leaving a surplus of \$1 million and also generating FDA tax of \$4.1 million for the City. If the facilities recommended for the reimagined Arts Complex were operating today under the same management structure, only a small reduction in the net operating surplus, offset by a comparable increase in the FDA tax collected is expected.

Critical Paths

In 2016, the City will undertake additional due diligence and next steps to realize the full potential of this transformative vision plan.

Funding & Governance Committee

Successfully establishing the Vision has raised a number of important issues to address in the coming year.

- How much will the market support here?
- Complete a real estate market scan and high level financial feasibility analysis for office, residential and retail uses.
- What are City assets worth?
- Provide a residual land value estimation by parcel with a sensitivity analysis for tax abatements and other incentives and/or offsets.
- Where best to start?
- Alternative phasing strategies can affect longer term return on public investments. Upfront City investments may yield higher returns in later phases of private sector investment.
- How does the City maximize the impact of public funding?
- Financial strategies such as public-private-partnership structures and special tax assessments should be studied.
- Who can get it done?
- Redevelopment leads should be established within the City in partnership with civic, business, and institutional guarantors.
- What should the City contribute?
- Complete an economic and fiscal impact analysis.

With the Vision Plan in place, a working group of city agency leadership and key stakeholders will convene to address these issues and explore cost estimating, sources and uses of funds needed to execute The Next Stage Vision Plan. Four key activities will occur: site analysis and valuation, and market feasibility to attract and negotiate from a position of strength for private sector development and other partnerships, resulting in a Request for Qualifications for the first phase of design, development and/ or public-private partnership.

Entitlements

All of DPAC’s campus, excluding the 2.5 acres of designated parkland, is zoned D-TD (Downtown Theater District) under Article 8, Downtown Neighborhood Context, of the Denver Zoning Code. Parallel with the 2016 Funding and Governance Committee’s work, an adjustment will be needed to the zoning map and a text amendment to the existing PUD overlay. In addition to increasing height limits contextual with adjacent properties, adjustments should be made to the code in support of the Vision Plan. Zoning tools for encouraging and enhancing arts and cultural uses should be reviewed, including bonus provisions. Clarity of expectations and predictability are paramount for participation of City partners. It is anticipated entitlement will be a six month process.

Pre-Design and Technical Survey

Physical planning and design should be advanced in order to provide needed

information for the funding/governance committee, entitlement, and developer public request for proposals. To that extent, a technical survey as part of a detailed feasibility study should coincide with Next Steps for the Next Stage. The objective of progressing the plan in unison is to avoid the punitive cost for approaching the private sector without the highest level of “clarity” possible.

TECHNICAL FEASIBILITY

- Below-grade infrastructure
- Geo-technical review
- Traffic and congestion mitigation
- Engineering and environmental risk assessment
- Construction risk assessment
- Cost estimates

PRE-DESIGN

- Site and parcel plans
- Advanced massing and form
- Program development
- Design guidelines including building heights/envelopes, open space/ circulation/, parking plans, and facade treatments/signage.
- Cost estimates

Funding & Governance Committee



SITE LEVERAGE	PUBLIC FINANCE	SPONSORSHIP & PARTNERSHIPS	GOVERNANCE & POLICY
<ul style="list-style-type: none">• Proformas• Entitlements• Partners• Phasing	<ul style="list-style-type: none">• Public capacity• Options (GO bonds - park, Parking district)• A&V onsite revenue	<ul style="list-style-type: none">• Denver Civic Arts Foundation• Philanthropy• Sponsorship• Capital Campaing• Naming rights	<ul style="list-style-type: none">• CCD Role• Requirements/Must Haves• Phasing for public purpose (i.e., parking district)

The Next Stage NOW

There is no need to wait to try new program and activation strategies until a new Arts Complex is fully realized. Strategies to attract new audiences and engage a broader community can start now to show Denver that exciting changes are happening at the Arts Complex.

Arts & Venues, in partnership with other stakeholders, will begin prototyping and testing activation models in 2016 that can inform long-term strategies that enliven the Arts Complex and diversify current offerings and audiences. Programming concepts will be sourced from the ideas and recommendations presented by the community and ELT.

To keep the community informed and engaged in The Next Stage, Arts & Venues will continue to communicate with community members at key milestones and to share new programs and activities that can be enjoyed at the Arts Complex.

Nearer-term Capital Project Ideas

BUELL BALCONY CAFE

- 250 seats
- Cabaret space with for diverse programming each night
- Reclaim existing Mezzanine level of Buell Theater lobby
- Active lobby space for events during the day
- Excellent visibility throughout the Galleria

SALON STAIR

- New glass stair and elevator down to the Chambers Grant Salon.
- Increases visibility of underutilized public space.



CHAMBERS GRANT SALON, ELLIE CAULKINS OPERA HOUSE



CHAMBERS GRANT SALON STAIR IDEA, ELLIE CAULKINS OPERA HOUSE



SUPERIMPOSED BAM CAFE, BROOKLYN ACADEMY OF MUSIC, NEW YORK, NY

In Summary

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

ENLIVEN

DIVERSIFY

SUSTAIN



Executive Leadership Team

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Marilee Utter

Members

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Diane Barrett
Gil Boggs
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Tami Door
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