ARTS & VENUES
PEAK PERFORMANCE 2.0 REVIEW
MAY 13, 2014
RE-IMAGINING DENVER’S
CULTURAL & ENTERTAINMENT ASSETS
Arts & Venues Mission:
To enhance Denver’s quality of life and economic vitality through premier public venues, arts, and entertainment opportunities.

Strategic Intent:
To inspire Denver residents and visitors with transformative arts and entertainment.

Critical Priorities:
• Ensure safe and attractive venues
• Provide transformative programming
• Recruit, train, motivate and retain staff
• Improve the financial model
• Ensure proper profile and level of influence with key groups
2014 Strategic Initiatives

Arts
• IMAGINE 2020 – Launch and implementation of Denver’s Cultural Plan
• Cultural Programs development

Venues
• McNichols Building activation and future
• Denver Coliseum and the NDCC
• Red Rocks Park & Amphitheatre update
• Denver Performing Arts Complex Master Vision Plan
• Colorado Convention Center revenue

Finance & Agency Innovation
• New revenue generation
• Cultural Bond Program
• Employee engagement
• Sustainability
Denver’s first cultural plan in 25 years

Selection of top priorities:

- Support DPS arts education plan
- Maximize Denver365.com website
- Increase visibility of local talent
- Address barriers to participation
- Develop “Culture Cash” gift card
- Inventory availability of arts and culture in every neighborhood, noting cultural deserts
- Increase availability of live/work spaces for creative entrepreneurs
• More than 5,000 people contributed to the plan
• 803 participated in scientific phone survey:
  • 76% participated in some form of arts and culture
  • Biggest barrier to participation is lack of time
• Survey will be repeated in years 4 & 7 of implementation
We’re expecting 20,000 fans at the 11th annual Five Points Jazz Festival this Saturday.

- Denver Public Art excellence
  - Celebration of 25th anniversary
  - National award from Americans for the Arts in 2013
  - NEA grant of $30,000 for the Urban Arts Fund
- Launched the “P.S. You Are Here” creative placemaking grant program
- Supporting ArtSpace study in RiNo to develop live-work spaces for creative entrepreneurs.
- Ongoing support of art and cultural districts including Art District of Santa Fe, Golden Triangle Museum District and others
• Compares the creative vitality of a region using a per capita methodology

<table>
<thead>
<tr>
<th>Year</th>
<th>CVI</th>
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<tbody>
<tr>
<td>2007</td>
<td>2.69</td>
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<tr>
<td>2008</td>
<td>2.50</td>
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<td>2009</td>
<td>2.51</td>
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<td>2010</td>
<td>2.65</td>
</tr>
<tr>
<td>2011</td>
<td>2.68</td>
</tr>
<tr>
<td>2012</td>
<td>2.74</td>
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Denver Comparative CVI to U.S. 2007-12

<table>
<thead>
<tr>
<th>Year</th>
<th>Jobs</th>
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<tr>
<td>2007</td>
<td>18,045</td>
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<tr>
<td>2008</td>
<td>18,025</td>
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<td>19,109</td>
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<td>2010</td>
<td>18,836</td>
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<td>2011</td>
<td>20,398</td>
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<td>2012</td>
<td>19,204</td>
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Denver Creative Sector Jobs, 2007-12
More than 67,000 people have attended exhibitions and special events at the McNichols Building since Arts & Venues opened it in late 2012.

• Downtown Denver’s hub for arts and culture
• 6,217 visitors in April; more than 120 events YTD
• Cultural Partner Program showcases artistic diversity
• Closing in 2015 to restore some of its original splendor
The Coliseum sits at what one day will be a grand entrance into downtown

Denver Coliseum & NDCC

- $1.6 million investment in long-range planning effort
- Re-imagines the Coliseum and its role in the neighborhood
- Mayor Hancock announced the feasibility study this morning
- A&V providing leadership on plan development
Red Rocks Amphitheatre

One of the world’s most beloved concert venues

• Named “Best Amphitheatre in the U.S.” by *Rolling Stone* in 2013
• Developing long-range plan
• Development of Colorado Music Hall of Fame, Trading Post improvements and wastewater project
• Continued implementation of patron- and neighbor-friendly policies involving sound limits, marijuana and group exercise
Bookings 2011-2014

<table>
<thead>
<tr>
<th>Year</th>
<th>Bookings</th>
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<tbody>
<tr>
<td>2011</td>
<td>87</td>
</tr>
<tr>
<td>2012</td>
<td>106</td>
</tr>
<tr>
<td>2013</td>
<td>111</td>
</tr>
<tr>
<td>2014*</td>
<td>115</td>
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Attendance 2011-2014

<table>
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<tr>
<th>Year</th>
<th>Attendance</th>
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<tbody>
<tr>
<td>2011</td>
<td>593,919</td>
</tr>
<tr>
<td>2012</td>
<td>715,826</td>
</tr>
<tr>
<td>2013</td>
<td>750,097</td>
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<tr>
<td>2014*</td>
<td>805,000</td>
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*Projected
Re-imagining how this important downtown landmark is utilized and integrated into the neighborhood

A&V spearheaded study of similar models in Columbus and Pittsburgh

Development of a Master Vision Plan
  • Vision for Shared Services
  • Provides recommendations on everything from parking and venue operations to concessions and sponsorship

Evaluating the future of Boettcher

Partnering with Bonfils-Stanton Foundation on several key initiatives

The Master Vision Plan calls for an arts complex that is bright, open and integrated into the neighborhood
Bright Lights, Big City?

**Bookings 2011-2014**

- 2011: 420
- 2012: 539
- 2013: 485
- 2014*: 443

*Projected

**Attendance 2011-2014**

- 2011: 704,179
- 2012: 894,751
- 2013: 781,441
- 2014*: 730,900

*Projected
The Colorado Convention Center hosts more than 1 million visitors annually.

- Centerplate contract driving massive revenues
- Economic driver for downtown
- Future integration with Arts Complex and NDCC
- New vehicle urgently needed for funding capital improvements
## ARTS & VENUES DENVER
**FUND 15815**

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<tbody>
<tr>
<td>TOTAL REVENUES</td>
<td>$20,679,000</td>
<td>$22,885,000</td>
<td>$28,652,000</td>
<td>$31,456,000</td>
<td>52%</td>
<td>11%</td>
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### TOTAL REVENUES

![Graph showing total revenues from 2010 to 2013](image-url)
New Revenue Generation

Sponsorship Development
• Expanded for 2014
• Most comprehensive municipal marketing program in U.S.

Citywide program includes:
• Arts & Venues
• Denver International Airport
• Denver Public Library
• General Services
• Office of Economic Development
• Office of Human Resources
• Public Works
• Technology Services

Preferred Ticketing Provider
• Bold initiative to implement citywide system
• Only set of venues without preferred provider
• Contract with AXS begins summer 2014
<table>
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<tr>
<th>Facility/Project</th>
<th>Budget</th>
<th>Status</th>
<th>Dollars spent</th>
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<tbody>
<tr>
<td>Management</td>
<td></td>
<td>• With Bond Office, established project management team and semi-weekly progress meetings</td>
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<tr>
<td>Boettcher Concert Hall</td>
<td>$16.8M</td>
<td>• Evaluating highest and best use of Boettcher bond funds</td>
<td>N/A</td>
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</table>
| Champa Street Bridge at 13th Street | $2.5M  | • Project will be treated as a "daughter" to Boettcher due to connectivity to building  
• Spring 2014, performed remedial repairs to maintain pedestrian safety until project begins | $44,200 (non-bond money) |
| McNichols Building               | $5.5M   | • A&V relocated administrative offices to building in July 2013  
• Coordinating with Civic Center Conservancy on fundraising  
• Architect selected in January 2014; construction start expected Q1 ’15. | $471,592      |
| Red Rocks                        | $2.8M   | • Exploring options for perpetual water source  
• Working with Town of Morrison for mutually beneficial wastewater solution | N/A           |
• Introduced PATH
• Formed internal communications group
• Rotating staff meetings at our various venues
• Employee poll to establish what training or equipment would help them be more effective

2013 Employee Engagement
• Citywide = 15.1
• A&V = 26.1

• City had highest ever participation rate in the history of the survey at 63%
• The A&V response rate was 92%
• Topped agency goal of 65% participation
Progress on Minority and Women Owned Business

• Ensure compliance with existing construction ordinance and new Executive Order 101 & purchasing ordinances.
• Continue working with Public Works and DSBO to establish goals for all construction and professional services contracts
• Director of Finance, Controller, Accountant and Public Art staff have attended EO 101 and purchasing ordinance trainings
• Establish internal protocol with CAO to engage DSBO prior to advertising new service contracts
• Work with General Services/Purchasing to utilize newly established purchasing programs
• Partner with OED on quarterly reporting of contractor inclusiveness data
• Continually support the Mayor’s diversity and inclusiveness provisions moving into 2015
• Agencywide sustainability plan drafted
• Partnerships with Alpine Waste & Recycling and EcoProducts
• Working toward 90 percent diversion at Red Rocks and 75 percent at Coliseum
• Convention Center
  – Just awarded LEED Gold certification
  – Continued support of Blue Bear Farm
  – Denver named top U.S. city for green meetings by GreenBiz
• Organics collection implemented at McNichols
  – Composting in staff/meeting areas
  – Working toward to providing zero waste events
Artwork by Sandra Fettingis

Photography by Paul Brokering

Image courtesy of NINE dot ARTS®, art consultants for the Colorado Convention Center.