2017 GENERAL OBLIGATION BOND PROJECT SUMMARIES

July 2017
CITY-OWNED FACILITIES
Project Summaries
2017 General Obligation Bond Project Proposal

**Project Name:** Americans with Disabilities Act (ADA) Projects related to pending Department of Justice Project Civic Access (PCA) Settlement Agreement

**Agency Contact Person:** Aisha Rousseau

**City Council District:** All

**Location:** Citywide

**Project Statement:**
Project Civic Access, is a wide-ranging effort by the U.S. Department of Justice Civil Rights Division to ensure that counties, cities, towns, and villages comply with the Americans with Disabilities Act, passed in 1990, by eliminating physical and communication barriers that prevent people with disabilities from participating fully in community life.

The City and County of Denver currently has a pending Project Civic Access (PCA) Settlement Agreement with the U.S. Department of Justice under the Americans with Disabilities Act (ADA). Funding the pending projects would allow Denver to continue to lead the charge as an example of a major U.S. city fulfilling a Department of Justice PCA settlement agreement. The projects identified in the settlement agreement are multi-year projects divided into two phases.

**Phase 1** - began in 2016
1. Remove 750+ identified barriers within the established timeframes of 6 months to 4 years.
   - Funding was identified from multiple sources by the Budget Management Office and approved through City Council for the first 2.5 years of projects plus consultant fees.
2. Complete a Self-evaluation.
   - A self-evaluation is a comprehensive report of the structural deficiencies/barriers of every facility belonging to the City and County of Denver. The City currently has approximately 580+ facilities in its portfolio.
   - *The self-evaluation of the facilities is currently in progress and due to be completed by Fall 2017. Cost projections coinciding with the self-evaluation will be established by each City agency/department by Winter 2017.*
   - Begin evaluating the City’s programs and services to ascertain program accessibility and effective communication for people with disabilities.
3. Develop a Transition Plan.
   - A Transition Plan is a document required of all local government entities by the Department of Justice to identify barriers to facilities, programs and services to individuals with disabilities. The document must provide detailed methods to remove barriers along with scheduled due dates and estimated budget projections.

**Phase 2**
1. Address the deficiencies identified in the Transition Plan.
2. Continue the ongoing evaluation of City programs and services to ascertain program accessibility and effective communication for people with disabilities.

These projects are coordinated across multiple agencies and departments through the Office of Disability Rights.

Funding this project strategically supports the following goals and strategies of the Agency for Human Rights and Community Partnerships via the following means:

**Goal 1.00 Advocacy**
**Strategy 1.01** Ensure compliance with city/state/federal law
**Strategy 1.06** Provide research and analysis for the basis of advocacy position and initiatives
Goal 2.00 Capacity Building
Strategy 2.06 Provide research and analysis to identify and fill capacity and city service gaps

Goal 3.00 Collaboration
Strategy 3.02 Develop collaborative efforts to positively impact constituencies
Strategy 3.05 Utilize internal and external research as a tool for building collaborative partnerships.

Goal 5.00 - Direct Services
Strategy 5.02 - Provide complaint resolution process for discrimination and ADA
Strategy 5.03 - Oversee the City's Compliance of the ADA

Estimated Cost:
Phase 1 is in progress, so definitive cost projections are not available. The estimated projection is $58-67 million. $10M is requested from the 2017 GO bond.

Project Readiness
What is the level of project preplanning? Check all that apply.
☐ Conceptual idea only with some discussions
☒ Facilities study and programming
☒ Conceptual and/or schematic design
☐ Final design completed
☐ Land option identified and/or already acquired (e.g., existing city property)
☒ Other - Describe: Negotiations with U.S. Department of Justice

Describe the anticipated duration for each of the following major phases in months (e.g., planning is anticipated to take 6 months, design 9 months, and implementation, 18 months);
• Planning (programming, land acquisition, citizen process): Currently in progress, anticipating another 6 – 9 months.
• Design: approximately 1 – 2 years
• Implementation: 5 years

Funding Leverage
Are matching funds being sought for this project (e.g., grant, district, private, other)? ☐ Yes ☒ No

Have the funds been awarded? ☐ Yes ☐ No.
• If yes, are they immediately available (obligated/committed)?
• If no, what is the process (timing, approvals needed, etc.) to obtain the funds?

Please describe the amount and source of matching funds: N/A

Describe if the funds are a continuation of a previous investment? ☐ Yes ☐ No
• If yes, please describe.
2017 General Obligation Bond Project Proposal

Project Name: City Facilities Infrastructure Preservation Deferred Maintenance

Agency Contact Person: Kevin O’Neil

City Council District: City-wide

Location: Citywide

Project Statement: Provide a clear and concise statement describing the scope, need, benefit, and challenges associated with the project. Things to consider highlighting in your response include, but are not limited to, whether the project:

- Supports city/agency plan, mayoral and or council priorities, public demand/support, etc.
- Improves or address needs associated with customer service, infrastructure preservation, sustainability, community and economic development, recreation and cultural opportunities, health, safety, accessibility, mobility, etc.
- Can be phased with independent utility, has scope alternatives, improves asset life cycle costs and or operations, etc.
- Has known risks or challenges with implementing the project (e.g., environmental remediation, community, cost, legal, regulatory approvals, right-of-way acquisition, etc.)

In support of the Mayor’s priorities regarding Public Safety, Customer Experience and Sustainability, Facilities Management (FM) Division is responsible for the management, operation, repair, maintenance and non-structural improvements of 114 City facilities with over 5,500,000 square feet. Our facilities play a crucial role in supporting government business operations for the citizens, elected officials, courts, guests and City agencies. The City has recently utilized the Facility Condition Assessment Program (FCAP) to prioritize deferred maintenance and capital projects to enhance the accuracy of benchmarking and forecasting maintenance. In addition to FCAP, the City hired an independent engineering firm (Jacobs) to evaluate our deferred maintenance requirements and to make recommendations for capital investments. Through the combined efforts of these studies a list of bond eligible facilities related capital projects was developed for core and shell, HVAC, plumbing, electrical and parking. These capital investments will ensure the City of Denver meets the needs of today, and ensuring a safe, clean and energy efficient future for tomorrow.

Estimated Cost: Provide total estimated cost (should match project management plan). If the project can be phased, provide cost estimate for each independent phase (should match the described provided in the Project Statement section).

$7.44M

Project Readiness

What is the level of project preplanning? Check all that apply.

☒ Conceptual idea only with some discussions
☐ Facilities study and programming
☐ Conceptual and/or schematic design
☐ Final design completed
☐ Land option identified and/or already acquired (e.g., existing city property)
☒ Other - Describe: Projects will require Public Works involvement and estimating.

Describe the anticipated duration for each of the following major phases in months (e.g., planning is anticipated to take 6 months, design 9 months, and implementation, 18 months):

- Planning (programming, land acquisition, citizen process): 6 months
- Design: 3 months
- Implementation: 12 months
Funding Leverage

Are matching funds being sought for this project (e.g., grant, district, private, other)? ☐ Yes ☒ No

Have the funds been awarded? ☐ Yes ☒ No.
  • If yes, are they immediately available (obligated/committed)?
  • If no, what is the process (timing, approvals needed, etc.) to obtain the funds? TBD

Please describe the amount and source of matching funds: None

Describe if the funds are a continuation of a previous investment? ☐ Yes ☒ No
  • If yes, please describe.
Project Name: Athmar Park Branch Library Renovation

Agency Contact Person: Michelle Jeske, City Librarian, 720-865-2100, mjeske@denverlibrary.org

City Council District: District 7

Location: 1055 S. Tejon St., Denver, CO 80223

Project Statement:

The library wants to ensure that the Athmar Park Branch Library continues to be a welcoming and useful facility that serves southwest Denver well for generations to come. Athmar Park Branch Library requires significant changes in order to provide the community with current and future library services. A key component of a successful modern library requires creative design approaches for individuals and groups to learn, make and create. Changes in customer usage, technological advances and functionality necessitate a renovation and addition for a flexible community gathering/library programming space and staff work space.

The scope includes increasing square footage with an addition; addressing site issues including landscaping, sidewalk and exterior lighting; exploring redesign of entrances; creating views into the community room from the entrance; improving heating, ventilation, air conditioning (noise) and temperature controls; repairing and restoring existing facade; redesigning and/or relocating existing exterior book drop; adding a staff restroom; updating and refreshing restroom partitions, lighting, vanity counters and flooring; meeting current fire alarm codes; installing surveillance and access control; updating the main electrical distribution and branch circuit panel; improving data, power and communication systems; updating ambient lighting; redesigning the service point for current technology and service models; updating the community room with lighting, power, data, temperature controls and technology; exploring new arrangements for flexible learning spaces; redesigning the entire children’s area; exploring existing material shelving arrangement to obtain optimum customer use and convenience; redesigning staff workroom, breakroom and office for better efficiency and better lighting; exploring new arrangements for public access computers and access for mobile device use; providing new interior finishes including paint, carpet, tile and ceilings; providing new interior furniture and fixtures; providing new wayfinding, digital signage and code required signs; complying with current ADA requirements; and updating IT, data and telecommunications capabilities.

The Athmar Park Branch Library was originally built as a church in 1971 and last remodeled in 1993. Critical building components and architectural features are original and have exceeded life expectancy; many components are obsolete. There are significant water infiltration issues due to poor windows, inadequate roof drainage, landscape grading and issues with the facade. The building is too small for the population of the community and lacks community gathering spaces, learning spaces and adequate staff work areas.

Additionally public use of the building has evolved. Key metrics that drive the need for a larger, improved library facility include poor kindergarten readiness for reading, low third grade reading scores and low high school graduation rates. In addition, the Athmar Park population includes many community members without access to high speed internet and a significant number of immigrants and refugees. The library provides critical resources and services for these community members. Walkable access is important to the branch to ensure services and amenities are easily accessible.

The community has requested an improved Athmar Park Branch Library with better amenities. During the GO Bond community meetings, people commented on the need for Athmar Park library improvements including: “I support the
Library Projects, especially the Athmar and Ross Branch projects” In addition, many people commented on the need for general library improvements, suggestions such as “Let’s continue to improve the libraries for people will continue to use them and they don’t get closed down.”

In addition to public demand, this project aligns with the Mayor’s current goals of Neighborhood Engagement and Safe and Welcoming Communities and City Council’s priorities of Housing and Homelessness and Economic Development. The Athmar Park Branch Library renovation is a stated priority of Councilman Clark.

The City and County of Denver and Denver Public Schools (DPS) are focused on improving academic achievement in Denver. With a significant improvement in space for children and families, this project supports the Birth to Eight Roadmap and the DPS Denver Plan 2020.

The project is included in the Denver Public Library’s Activate!Denver Facilities Master Plan.

The Athmar Park Branch Library renovation project meets all the prioritized criteria for 2017 GO Bond projects including project readiness, bond eligibility, sustainability, community and economic development, recreation and cultural opportunities, health, safety, accessibility and mobility.

**Estimated Cost:** $2,416,000

**Project Readiness**

**What is the level of project pre-planning? Check all that apply.**

- [X] Conceptual idea only with some discussions
- [X] Facilities study and programming
- [ ] Conceptual and/or schematic design
- [ ] Final design completed
- [ ] Land option identified and/or already acquired (e.g., existing city property)
- [ ] Other - Describe: Click here to enter text.

**Describe the anticipated duration for each of the following major phases in months** (e.g., planning is anticipated to take 6 months, design 9 months, and implementation, 18 months):

- Planning (programming, land acquisition, citizen process): 6 months
- Design: 8 months
- Implementation: 18 months

**Funding Leverage**

**Are matching funds being sought for this project** (e.g., grant, district, private, other)? [ ] Yes  [X] No

**Have the funds been awarded?** [ ] Yes  [X] No

- If yes, are they immediately available (obligated/committed)? Click here to enter text.
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds? Click here to enter text.

**Please describe the amount and source of matching funds:** N/A

**Describe if the funds are a continuation of a previous investment?** [ ] Yes  [X] No

- If yes, please describe.  Click here to enter text.
2017 General Obligation Bond Project Proposal

Project Name: Ross-Barnum Branch Library Renovation

Agency Contact Person: Michelle Jeske, City Librarian, 720-865-2100, mjeske@denverlibrary.org

City Council District: District 3

Location: 3570 West 1st Avenue, Denver, CO 80219

Project Statement:

The library wants to ensure that the Ross-Barnum Branch Library continues to be a welcoming and useful facility that serves southwest Denver well for generations to come. Ross-Barnum Branch Library requires significant changes in order to provide the community with current and future library services. A key component of a successful modern library requires creative design approaches for individuals and groups to learn, make and create. Changes in customer usage, technological advances and functionality necessitate a renovation for a flexible community gathering/library programming space and staff work space.

The scope includes making the basement accessible with elevator installation and life safety improvements; addressing site issues including landscaping, sidewalk and exterior lighting; exploring redesign of entrances; improving heating, ventilation, air conditioning (noise) and temperature controls; repairing and restoring existing facade; redesigning and/or relocating existing exterior book drop; updating and refreshing restroom partitions, lighting, vanity counters and flooring; meeting current fire alarm codes; installing surveillance and access control; updating the main electrical distribution and branch circuit panel; improving data, power and communication systems; updating ambient lighting; redesigning the service point for current technology and service models; updating or relocating the community room with lighting, power, data, temperature controls and technology; exploring new arrangements for flexible learning spaces; redesigning the entire children’s area; exploring existing material shelving arrangement to obtain optimum customer use and convenience; redesigning staff workroom, breakroom and office for better efficiency and better lighting; exploring new arrangements for public access computers and access for mobile device use; providing new interior finishes including paint, carpet, tile and ceilings; providing new interior furniture and fixtures; providing new wayfinding, digital signage and code required signs; complying with current ADA requirements; and updating IT, data and telecommunications capabilities.

Originally built in 1954 and renovated in 1973 and 1994, many of Ross-Barnum's critical building components and architectural features are original; some components are obsolete. Entry walkways and the parking lot present safety issues making foot traffic in and around the library hazardous. The entire basement level is not used as access and proper fire protection are inadequate.

Additionally, public use of the building has evolved. Key metrics that drive the need for a larger, improved library facility include poor kindergarten readiness for reading, low third grade reading scores and low high school graduation rates. In addition, the Barnum population includes many community members without access to high speed Internet and a significant number of immigrants and refugees. The library provides critical resources and services for these community members.

The community has requested an improved Ross-Barnum Branch Library with better amenities. During the GO Bond community meetings, people commented on the need for Barnum library improvements including: “Better heat and air distribution; parts of building are hotter/colder than others and HVAC system is loud.” and “Barnum Library.” In
addition, many people commented on the need for general library improvements, suggestions such as “I love DPL! OMG Give them anything they want! Especially elevator maintenance and other features that improve access for the people with disabilities. Central, Ross, Eugene Field, Decker”

In addition to public demand, this project aligns with the Mayor’s current goals of Neighborhood Engagement and Safe and Welcoming Communities and City Council’s priorities of Housing and Homelessness and Economic Development.

The City and County of Denver and Denver Public Schools (DPS) are focused on improving academic achievement in Denver. With a significant improvement in space for children and families, this project supports the Birth to Eight Roadmap and the DPS Denver Plan 2020.

The project is included in the Denver Public Library’s Activate!Denver Facilities Master Plan.

The Ross-Barnum Branch Library renovation project meets all the prioritized criteria for 2017 GO Bond projects including project readiness, bond eligibility, sustainability, community and economic development, recreation and cultural opportunities, health, safety, accessibility and mobility.

Estimated Cost: $2,261,000

Project Readiness
What is the level of project pre-planning? Check all that apply.

- Conceptual idea only with some discussions
- Facilities study and programming
- Conceptual and/or schematic design
- Final design completed
- Land option identified and/or already acquired (e.g., existing city property)
- Other - Describe: Click here to enter text.

Describe the anticipated duration for each of the following major phases in months (e.g., planning is anticipated to take 6 months, design 9 months, and implementation, 18 months):

- Planning (programming, land acquisition, citizen process): 6 months
- Design: 8 months
- Implementation: 6-9 months

Funding Leverage
Are matching funds being sought for this project (e.g., grant, district, private, other)? ☐Yes XNo

Have the funds been awarded? ☐Yes X No

- If yes, are they immediately available (obligated/committed)? Click here to enter text.
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds? Click here to enter text.

Please describe the amount and source of matching funds: N/A

Describe if the funds are a continuation of a previous investment? ☐Yes X No

- If yes, please describe. Click here to enter text.
Project Name: Blair-Caldwell African American Research Library Renovation

Agency Contact Person: Michelle Jeske, City Librarian, 720-865-2100, mjeske@denverlibrary.org

City Council District: District 9

Location: 2401 Welton St., Denver, CO 80205

Project Statement:

The library wants to ensure that the Blair-Caldwell African American Research Library continues to be a welcoming and useful facility that serves the Five Points Denver neighborhood well for generations to come and continues to be a stellar historical and cultural center for African-Americans in the Rocky Mountain West. While keeping the integrity of the design, Blair-Caldwell requires significant changes in order to provide the community with current and future library services. A key component of a successful modern library requires creative design approaches for individuals and groups to learn, make and create. Changes in customer usage, technological advances and functionality necessitate a renovation.

The scope would include addressing site issues such as landscaping, sidewalks and parking lots; improving heating, ventilation, air conditioning and temperature controls; replacing rooftop HVAC units; redesigning book return to alternate interior space; updating and refreshing restroom partitions, lighting, vanity counters and flooring; meeting current fire alarm codes; improving surveillance and access control; updating the main electrical distribution and branch circuit panel; improving data, power and communication systems; updating ambient lighting; redesigning the service point for current technology and service models; updating the conference and community rooms with lighting, power, data, temperature controls, technology; refreshing the entire children’s area; exploring existing material shelving arrangement to obtain optimum customer use and convenience; redesigning staff workroom, breakroom and office for better efficiency and better lighting; exploring new arrangements for public access computers and access for mobile device use; providing new interior finishes including paint, carpet, tile and ceilings; providing new interior furniture and fixtures; complying with current ADA requirements including replacement of ADA door operator; providing new wayfinding, digital signage and code required signs; and updating information technology, data and telecommunications capabilities.

Blair-Caldwell's critical building components and architectural features are over 14 years old and ineffective. Space for events, exhibits and community gathering are inadequate. There is noticeable wear and tear due to high use. Due to safety issues, state-of-the-art surveillance must be continually enhanced. The current location of the book return creates safety issues for customers and visitors. Security and environmentally-stable conditions need to be maintained in order to preserve and provide access to important archival materials.

Additionally, public use of the building has evolved. This branch library serves a very diverse population. The service area population has grown by 9.3 percent in the past decade and is expected to grow another 6 percent in the next five years. The neighborhood’s age demographics are shifting, too, with more and more young adult and seniors populating the area.

The community has requested an improved Blair-Caldwell library with better amenities. During the GO Bond community meetings, people commented for the need for Blair-Caldwell library improvements including: “Blair Caldwell needs some funds to meet increased future usage.” In addition, many people commented on the need for general library
improvements, suggestions such as “Let’s continue to improve the libraries for people will continue to use them and they don’t get closed down.”

In addition to public demand, this project aligns with the Mayor’s current goals of Neighborhood Engagement and Safe and Welcoming Communities and City Council’s priorities of Housing and Homelessness and Economic Development. The City and County of Denver and Denver Public Schools (DPS) are focused on improving academic achievement in Denver. With a significant improvement in space for children, teens and families, this project supports the Birth to Eight Roadmap and the DPS Denver Plan 2020.

The project is included in the Denver Public Library’s Activate!Denver Facilities Master Plan and supported by the Friends of Blair-Caldwell African American Research Library. Recently, advocates and supporters of this library including Wilma Webb, Rosemary Marshall, Landri Taylor and Albus Brooks met with staff to discuss the needs of Blair-Caldwell.

The Blair-Caldwell African American Research Library renovation project meets all the prioritized criteria for 2017 GO Bond projects including project readiness, bond eligibility, sustainability, community and economic development, recreation and cultural opportunities, health, safety, accessibility and mobility.

**Estimated Cost:** $2,891,000

Cost covers first and second floors only.

**Project Readiness**

**What is the level of project pre-planning? Check all that apply.**

- ✔ Conceptual idea only with some discussions
- ✔ Facilities study and programming
- ☐ Conceptual and/or schematic design
- ☐ Final design completed
- ☐ Land option identified and/or already acquired (e.g., existing city property)
- ☐ Other - Describe: Click here to enter text.

**Describe the anticipated duration for each of the following major phases in months** (e.g., planning is anticipated to take 6 months, design 9 months, and implementation, 18 months):

- ✔ Planning (programming, land acquisition, citizen process): 6 months
- ✔ Design: 8 months
- ✔ Implementation: 6-9 months

**Funding Leverage**

**Are matching funds being sought for this project** (e.g., grant, district, private, other)? X Yes  No

**Have the funds been awarded?** ☐ Yes  X No

- ✔ If yes, are they immediately available (obligated/committed)? Click here to enter text.
- ✔ If no, what is the process (timing, approvals needed, etc.) to obtain the funds? Work would begin in conjunction with our Friends Foundation upon notice the project is GO Bond approved

**Please describe the amount and source of matching funds:** To be determined

**Describe if the funds are a continuation of a previous investment?** ☐ Yes  X No

- ✔ If yes, please describe. Click here to enter text.
Project Name: Ross-Broadway Branch Library Renovation

Agency Contact Person: Michelle Jeske, City Librarian, 720-865-2100, mjeske@denverlibrary.org

City Council District: District 10

Location: 33 E. Bayaud Avenue, Denver, CO 80209

Project Statement:

The library wants to ensure that the Ross-Broadway Branch Library continues to be a welcoming and useful facility that serves south central Denver well for generations to come. Broadway Branch Library requires significant changes in order to provide the community with current and future library services. A key component of a successful modern library requires creative design approaches for individuals and groups to learn, make and create. Changes in customer usage, technological advances and functionality necessitate a renovation and addition for a flexible community gathering/library programming space and staff work space.

The scope includes increasing square footage with an addition; addressing site issues including landscaping, sidewalk and exterior lighting; exploring redesign of entrances; improving heating, ventilation, air conditioning (noise) and temperature controls; repairing and restoring existing facade and original oak window frames; redesigning and/or relocating existing exterior book drop; enhancing the staff restroom; updating and refreshing restroom partitions, lighting, vanity counters and flooring; meeting current fire alarm codes; installing surveillance and access control; updating the main electrical distribution and branch circuit panel; improving data, power and communication systems; updating ambient lighting; redesigning the service point for current technology and service models; updating the community room with lighting, power, data, temperature controls and technology; exploring new arrangements for flexible learning spaces; redesigning the entire Children’s area; exploring existing material shelving arrangement to obtain optimum customer use and convenience; redesigning staff workroom, breakroom and office for better efficiency and better lighting; exploring new arrangements for public access computers and access for mobile device use; providing new interior finishes including paint, carpet, tile and ceilings; providing new interior furniture and fixtures; providing new wayfinding, digital signage and code required signs; complying with current ADA requirements; and updating IT, data and telecommunications capabilities.

Originally built in 1951, Ross-Broadway was designed by noted Denver architect Victor Hornbein and is widely considered an architectural gem. It was recently listed in the National Register of Historic Places. Critical building components and architectural features are original and have exceeded life expectancy; many components are obsolete. The service area population has grown significantly and the demographics and diversity of the neighborhood have changed as well. Additionally public use of the building has evolved. The Ross-Broadway Branch Library is too small for the service area population and lacks space for community gathering, library programs and staff functions.

The community has requested an improved, larger Ross-Broadway Branch Library with better amenities. During the GO Bond community meetings, people commented on the need for Broadway library improvements including: “Reinvestment into existing city owned buildings. Reuse and rehabilitation of out facilities, specifically Broadway library.” and “I support the Library Projects, especially the Athmar and Ross Branch projects.” In addition, many people commented on the need for general library improvements, suggestions such as “I love DPL! OMG Give them anything they want! Especially elevator maintenance and other features that improve access for the people with disabilities. Central, Ross, Eugene Field, Decker”
In addition to public demand, this project aligns with the Mayor’s current goals of Neighborhood Engagement and Safe and Welcoming Communities and City Council’s priorities of Housing and Homelessness and Economic Development. The Broadway Branch Library renovation is a stated priority of Councilman Clark.

The City and County of Denver and Denver Public Schools (DPS) are focused on improving academic achievement in Denver. With a significant improvement in space for children and families, this project supports the Birth to Eight Roadmap and the DPS Denver Plan 2020.

The project is included in the Denver Public Library’s Activate!Denver Facilities Master Plan.

The Ross-Broadway Branch Library renovation project meets all the prioritized criteria for 2017 GO Bond projects including project readiness, bond eligibility, sustainability, community and economic development, recreation and cultural opportunities, health, safety, accessibility and mobility.

**Estimated Cost:** $2,386,000

It’s possible the recent listing in the National Register of Historic Places could increase renovation costs.

**Project Readiness**

**What is the level of project pre-planning? Check all that apply.**

- ☑ Conceptual idea only with some discussions
- ☑ Facilities study and programming
- ☐ Conceptual and/or schematic design
- ☐ Final design completed
- ☐ Land option identified and/or already acquired (e.g., existing city property)
- ☐ Other - Describe: [Click here to enter text.]

**Describe the anticipated duration for each of the following major phases in months** (e.g., planning is anticipated to take 6 months, design 9 months, and implementation, 18 months):

- Planning (programming, land acquisition, citizen process): 6 months
- Design: 8 months
- Implementation: 18 months

**Funding Leverage**

**Are matching funds being sought for this project** (e.g., grant, district, private, other)? ☑Yes ☐ No

It’s possible there could be some historic preservation funding available; we’ll evaluate cost/benefit.

**Have the funds been awarded?** ☑Yes ☐ No

- If yes, are they immediately available (obligated/committed)? [Click here to enter text.]
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds? [Click here to enter text.]

**Please describe the amount and source of matching funds:** N/A

**Describe if the funds are a continuation of a previous investment?** ☑Yes ☐ No

- If yes, please describe. [Click here to enter text.]
2017 General Obligation Bond Project Proposal

**Project Name:** Byers Branch Library Renovation

**Agency Contact Person:** Michelle Jeske, City Librarian, 720-865-2100, mjeske@denverlibrary.org

**City Council District:** District 3

**Location:** 675 Santa Fe Drive, Denver, CO 80204

**Project Statement:**

The library wants to ensure that the Byers Branch Library continues to be a welcoming and useful facility that serves central Denver well for generations to come. Byers Branch Library requires significant changes in order to provide the community with current and future library services. A key component of a successful modern library requires creative design approaches for individuals and groups to learn, make and create. Changes in customer usage, technological advances and functionality necessitate a renovation.

The scope includes addressing site issues including landscaping, sidewalk and exterior lighting; exploring redesign of entrances to provide better flow of foot traffic and enhance the safety of customers and staff; modernizing the existing elevator; improving heating, ventilation, air conditioning (noise) and temperature controls; repairing and restoring existing facade; redesigning and installing book return to the interior; adding a staff restroom; updating and refreshing restroom partitions, lighting, vanity counters and flooring; meeting current fire alarm codes; installing surveillance and access control; updating the main electrical distribution and branch circuit panel; improving data, power and communication systems; updating ambient lighting; redesigning the service point for current technology and service models; updating the community room with lighting, power, data, temperature controls and technology; exploring new arrangements for flexible learning spaces; redesigning the entire Children’s area; exploring existing material shelving arrangement to obtain optimum customer use and convenience; redesigning staff workroom, breakroom and office for better efficiency and better lighting; exploring new arrangements for public access computers and access for mobile device use; providing new interior finishes including paint, carpet, tile and ceilings; providing new interior furniture and fixtures; providing new wayfinding, digital signage and code required signs; complying with current ADA requirements; and updating IT, data and telecommunications capabilities.

Originally built in 1918, the Byers Branch Library is a historic Carnegie library. Critical building components and architectural features are original and have exceeded life expectancy; many components are obsolete. The stone and terra-cotta facade is deteriorating and requires repair and tuckpointing. Community gathering spaces and staff work spaces are inadequate. There are multiple safety and security concerns.

Additionally public use of the building has evolved. Key metrics that drive the need for an improved library facility include poor kindergarten readiness for reading, low third grade reading scores and low high school graduation rates. In addition, the diverse population Byers serves includes community members without access to high speed internet as well as new residents, many of whom are creatives and artists.

The community has requested an improved Byers Branch Library with better amenities. During the GO Bond community meetings, people commented on the need for Byers library improvements including: “Buyers (sic) Library.” and “Strengthen the branches arts programs. Perhaps greater participation in the Arts District.” In addition, many people commented on the need for general library improvements, suggestions such as “Renovate 10 branch libraries not covered in 2007.”
In addition to public demand, this project aligns with the Mayor’s current goals of Neighborhood Engagement and Safe and Welcoming Communities and City Council’s priorities of Housing and Homelessness and Economic Development.

The City and County of Denver and Denver Public Schools (DPS) are focused on improving academic achievement in Denver. With a significant improvement in space for children and families, this project supports the Birth to Eight Roadmap and the DPS Denver Plan 2020.

The project is included in the Denver Public Library’s Activate!Denver Facilities Master Plan.

The Byers Branch Library renovation project meets all the prioritized criteria for 2017 GO Bond projects including project readiness, bond eligibility, sustainability, community and economic development, recreation and cultural opportunities, health, safety, accessibility and mobility.

**Estimated Cost:** $1,474,000

**Project Readiness**

What is the level of project preplanning? Check all that apply.

- X Conceptual idea only with some discussions
- X Facilities study and programming
- ☐ Conceptual and/or schematic design
- ☐ Final design completed
- ☐ Land option identified and/or already acquired (e.g., existing city property)
- ☐ Other - Describe: Click here to enter text.

Describe the anticipated duration for each of the following major phases in months (e.g., planning is anticipated to take 6 months, design 9 months, and implementation, 18 months):

- Planning (programming, land acquisition, citizen process): 6 months
- Design: 8 months
- Implementation: 6 - 9 months

**Funding Leverage**

Are matching funds being sought for this project (e.g., grant, district, private, other)? ☐Yes XNo

It's possible there could be some historic preservation funding available; we'll evaluate cost/benefit.

Have the funds been awarded? ☐Yes XNo.

- If yes, are they immediately available (obligated/committed)? Click here to enter text.
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds? Click here to enter text.

Please describe the amount and source of matching funds: N/A

Describe if the funds are a continuation of a previous investment? ☐Yes XNo

- If yes, please describe. Click here to enter text.
2017 General Obligation Bond Project Proposal

**Project Name:** Central Library Renovation

**Agency Contact Person:** Michelle Jeske, City Librarian, 720-865-2100, mjeske@denverlibrary.org

**City Council District:** District 10

**Location:** 10 West 14th Avenue Parkway, Denver, CO 80204

**Project Statement:**

The scope includes addressing significant safety and security issues, correcting deferred maintenance and reconfiguring the building to allow for modern library programs, services and resources. This phase of the project concentrates on infrastructure and deferred maintenance throughout the 540,000-square-foot building but reconfiguration of spaces for safety, security and programs in the basement and first floors only.

The Central Library is the epicenter of all Denver Public Library operations; the premier public library and research facility in Colorado; the branch library for the changing and growing communities of Capitol Hill, Golden Triangle and Downtown Denver; a significant resource for researchers from around the world; and a tourist attraction and cultural center. The Central Library is the most publicly accessible and visited civic building in Denver, hosting approximately one million visitors each year. It must remain functional, welcoming and preserved for future generations.

The Broadway entrance design contributes to a poor interior environment for the entire building, causing dramatic temperature variations and discomfort throughout the building. To address climate control and accessibility issues, the east entrance and the Broadway pedestrian and curb infrastructure would be enhanced to include revolving doors, a steel and glass pergola on both sides of the portico and a curb cut off Broadway for passenger loading and unloading.

As the operational hub for the 26 building system and two bookmobiles, the Central Library serves as a delivery point for most materials, equipment and mail; however, the loading dock has a very restrictive height in addition to water issues, limiting the delivery trucks that can access the building.

The high volume of use has caused excessive wear and tear and the original system and layout design did not anticipate the eventual needs of and uses by the community. Current major building systems, such as HVAC, conveyance, fire alarm, data, telecommunications and electrical have been operating every day for over 22 years. Some systems and their components are obsolete and parts are increasingly difficult to obtain. The library frequently depends on refurbished equipment rather than new components for essential systems. Elevators and escalators are frequently out of service, sometimes trapping customers and staff, and limiting customer access through the building. The elevators would be replaced with energy efficient models, challenging escalators would be removed and new open stairs installed to access floors one through four.

The building was designed in the early 1990s, long before the internet was a common and everyday functional necessity. Electricity and technology infrastructures would be modernized and updated to accommodate the 21st century uses of the library. Restrooms are in various states of disrepair and have outdated fixtures that are difficult
to clean and replace. Public restrooms would be updated with modern, easy-to-clean fixtures and plumbing infrastructure would be replaced. Enhancements would allow easier monitoring for increased safety while improving accessibility.

Sightlines and visibility are compromised throughout the building, placing customers and staff at risk. The Security Department would be brought to the first floor and centrally located for better access to staff and customer needs both inside and outside the building. Security systems would be expanded. In addition, shelving heights would be reduced and reconfigured for improved sightlines throughout the first floor.

The area dedicated to children's services would be moved to a larger, more secure and visible area on the first floor for enhanced, safe programming. This frees up space needed to create a much larger event center than the one currently located in the basement, on the first floor for easier accessibility and visibility to the public. This flexible space could accommodate double the participants, allowing the library to extend its own programs significantly, provide the community and partners much needed free or affordable community gathering spaces and provide revenue for the library. Currently, the basement event center is difficult to access via a very small elevator and challenging to find by elevator or stairs. It’s poorly configured and too small for both library and community needs. In particular, customers using strollers and wheelchairs have a difficult time accessing the event space.

In 2016, the Denver Public Library created a Central Library Vision Plan, with the help of Humphries Poli Architects and gkkworks, to develop a solid and sustainable roadmap for the library to continue providing vital services. The library received numerous, significant comments from stakeholders, community members and staff in over 70 meetings and focus groups. Comments to the question “What do you like least about the Central Library?” include: “B2 CONF. inflexible/does not work” and “Cannot use stairs.” In addition, many people commented on the need for library improvements including the Central Library during the GO Bond community meetings. Comment requests include: “Improve interiors downtown library. We need better places for teens and children. Also, improved electronics throughout the building.” and “I love DPL! OMG Give them anything they want! Especially elevator maintenance and other features that improve access for the people with disabilities.” and “Central library is an incredibly important facility that is starting to fall apart. Time to renovate!”

In addition to public demand, this project aligns with the Mayor’s current goals of Neighborhood Engagement and Safe and Welcoming Communities and City Council’s priorities of Housing and Homelessness and Economic Development. It supports the Golden Triangle Neighborhood Plan and the Golden Triangle Partnership’s plans to improve public programming, wayfinding and other amenities in the neighborhood.

The City and County of Denver and Denver Public Schools (DPS) are focused on improving academic achievement in Denver. With significant improvements in spaces for children, teens and families, this project supports the Birth to Eight Roadmap and the DPS Denver Plan 2020.

The Central Library renovation project meets all the prioritized criteria for 2017 GO Bond projects including project readiness, bond eligibility, sustainability, community and economic development, recreation and cultural opportunities, health, safety, accessibility and mobility.

**Estimated Cost:** $38,000,000

If necessary, the project could be scaled back in multiple ways.

**Project Readiness**

What is the level of project pre-planning? Check all that apply.
- Conceptual idea only with some discussions
- Facilities study and programming
- Conceptual and/or schematic design
- Final design completed
- Land option identified and/or already acquired (e.g., existing city property)
- Other - Describe: Click here to enter text.

**Describe the anticipated duration for each of the following major phases in months** (e.g., planning is anticipated to take 6 months, design 9 months, and implementation, 18 months):
- Planning (programming, land acquisition, citizen process): 9 months
- Design: 9 months
- Implementation: 18 - 24 months

**Funding Leverage**

**Are matching funds being sought for this project** (e.g., grant, district, private, other)?
- Yes
- No

**Have the funds been awarded?**
- Yes
- No

- If yes, are they immediately available (obligated/committed)? Click here to enter text.
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds? Work would begin in conjunction with our Friends Foundation upon notice the project is GO Bond approved. It’s possible there could be some historic preservation funding available; we’ll evaluate cost/benefit.

**Please describe the amount and source of matching funds:**
- To be determined

**Describe if the funds are a continuation of a previous investment?**
- Yes
- No

- If yes, please describe. Click here to enter text.
Project Name: Eugene Field Branch Library Renovation

Agency Contact Person: Michelle Jeske, City Librarian, 720-865-2100, mjeske@denverlibrary.org

City Council District: District 6

Location: 810 S. University Blvd, Denver, CO 80209

Project Statement:

The library wants to ensure that the Eugene Field Branch Library continues to be a welcoming and useful facility that serves southeast Denver well for generations to come. The Field Library requires significant changes in order to provide the community with current and future library services. A key component of a successful modern library requires creative design approaches for individuals and groups to learn, make and create. Changes in customer usage, technological advances and functionality necessitate a renovation. The redesign will include an improved entrance, walkways and book return to address safety concerns as well as a larger community gathering/library programming space.

The scope includes addressing site issues including: parking, landscaping, sidewalks, and exterior lighting; reconfiguring and repaving the parking lot; creating an exterior storage area exploring opportunities to relocate exterior book return; redesigning the entrance and display area; creating views into the community room from the entrance corridor; improving heating, ventilation, air conditioning and temperature controls, reducing air noise; updating and refreshing restroom partitions, lighting, vanity counters and flooring; meeting current fire alarm codes; installing surveillance and access control; updating the main electrical distribution and branch circuit panel; improving data, power and communication systems to include creating a bona-fide data closet that is securable; updating ambient lighting; redesigning the service point for current technology and service models; removing soffit and ceiling above the service point; updating the community room with lighting, power, data, technology; installing projector and sound system in community room; exploring new arrangements for flexible learning spaces; refreshing the entire children’s area; exploring existing material shelving arrangement to obtain optimum customer use and convenience; redesigning staff workroom, breakroom and office for better efficiency and better lighting; exploring new arrangements for public access computers and for mobile device use; providing new interior finishes including paint, carpet, tile and ceilings; providing new interior furniture and fixtures; complying with current ADA requirements; providing new wayfinding, digital signage and code required signs; and updating IT, data and telecommunications capabilities.

Built in 1970, Eugene Field Branch Library's critical building components and architectural features are original; many components are obsolete. Entry walkways and the parking lot present safety issues, making foot traffic in and around the library hazardous. The size of the current meeting room is inadequate. The branch lacks power and data for customer connectivity. Additionally, public use of the building has evolved with the changing demographics of the neighborhood. In the past decade, the number of children birth-19 has increased by 88 percent. The branch library is used extensively by young families and causes events such as Storytime to become overcrowded.

The community has requested an improved Field library with better amenities. During the GO Bond community meetings, people commented on the need for Eugene Field library improvements including: “Branch library needs improvements, it’s been decades. Also, electronics and Wi-Fi.” and “Field Library interior restorations.” In addition, many people commented on the need for general library improvements, suggestions such as “Anything to do with improving Denver Public Libraries would be great! Books, staff, hours, facilities.”
In addition to public demand, this project aligns with the Mayor’s current goals of Neighborhood Engagement and Safe and Welcoming Communities and City Council’s priorities of Economic Development. The City and County of Denver and Denver Public Schools (DPS) are focused on improving academic achievement in Denver. With a significant improvement in space for children and families, this project supports the Birth to Eight Roadmap and the DPS Denver Plan 2020.

The project is included in the Denver Public Library’s Activate!Denver Facilities Master Plan.

The Eugene Field Branch Library renovation project meets all the prioritized criteria for 2017 GO Bond projects including project readiness, bond eligibility, sustainability, community and economic development, recreation and cultural opportunities, health, safety, accessibility and mobility.

**Estimated Cost:** $2,145,000

**Project Readiness**

**What is the level of project preplanning? Check all that apply.**

- X Conceptual idea only with some discussions
- X Facilities study and programming
- ☐ Conceptual and/or schematic design
- ☐ Final design completed
- ☐ Land option identified and/or already acquired (e.g., existing city property)
- ☐ Other - Describe: Click here to enter text.

**Describe the anticipated duration for each of the following major phases in months** (e.g., planning is anticipated to take 6 months, design 9 months, and implementation, 18 months):

- Planning (programming, land acquisition, citizen process): 6 months
- Design: 8 months
- Implementation: 6 - 9 months

**Funding Leverage**

Are matching funds being sought for this project (e.g., grant, district, private, other)? ☐ Yes X No

Have the funds been awarded? ☐ Yes X No

- If yes, are they immediately available (obligated/committed)? Click here to enter text.
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds? Click here to enter text.

Please describe the amount and source of matching funds: N/A

Describe if the funds are a continuation of a previous investment? ☐ Yes X No

- If yes, please describe. Click here to enter text.
Project Name: Pauline Robinson Branch Library Renovation

Agency Contact Person: Michelle Jeske, City Librarian, 720-865-2100, mjeske@denverlibrary.org

City Council District: District 8

Location: 5575 E. 33rd Avenue, Denver, CO 80207

Project Statement:

The library wants to ensure that the Pauline Robinson Branch Library continues to be a welcoming and useful facility that serves northeast Denver well for generations to come. Pauline Robinson Branch Library requires significant changes in order to provide the community with current and future library services. A key component of a successful modern library requires creative design approaches for individuals and groups to learn, make and create. Changes in customer usage, technological advances and functionality necessitate a renovation and addition for a flexible community gathering/library programming space and staff work space.

The scope includes increasing square footage with an addition; addressing site issues including landscaping, sidewalk and exterior lighting; repaving and repairing the parking lot; replacing the main Air Handling Units, (AHU,HVAC); improving heating, ventilation, air conditioning (noise) and temperature controls; repairing and restoring existing facade; redesigning and/or relocating existing exterior book drop; adding a staff restroom; updating and refreshing restroom partitions, lighting, vanity counters and flooring; meeting current fire alarm codes; installing surveillance and access control; updating the main electrical distribution and branch circuit panel; improving data, power and communication systems; updating ambient lighting; redesigning the service point for current technology and service models; updating the community room with lighting, power, data, temperature controls and technology; exploring new arrangements for flexible learning spaces; redesigning the entire Children’s area; exploring existing material shelving arrangement to obtain optimum customer use and convenience; redesigning staff workroom, breakroom and office for better efficiency and better lighting; exploring new arrangements for public access computers and access for mobile device use; providing new interior finishes including paint, carpet, tile and ceilings; providing new interior furniture and fixtures; providing new wayfinding, digital signage and code required signs; complying with current ADA requirements; and updating IT, data and telecommunications capabilities.

Originally built in 1995, Pauline Robinson's critical building components are over 20-years-old and have exceeded life expectancy. Community gathering spaces and staff work areas are inadequate. Additionally, public use of the building has evolved. Key metrics that drive the need for a larger, improved library facility include poor kindergarten readiness for reading, low third grade reading scores and low high school graduation rates. In addition, the Northeast Park Hill population includes many community members without access to high speed internet. The Pauline Robinson Library serves a very diverse population.

The community has requested an improved, larger Pauline Robinson Branch Library with improved amenities. During the GO Bond community meetings, people commented on the need for Pauline Robinson library improvements including: “Library addition to Pauline Robinson, not just a renovation” and “Expand Pauline Robinson branch. Make it larger. More space for the kids. And add more space for the staff.” and “Modernize Pauline Robinson Library, develop partnerships with newest neighboring properties (Boys/Girls club, Roots Elementary), create indoor/outdoor connections.” In addition, many people commented on the need for general library improvements, suggestions such as “Amazing programming that had invited so many into the libraries. I love that there is staff social workers. How do we get more
improvements so that more can be supported? Dollars well spent.”

The library is a stakeholder in the Holly Area Redevelopment Project (HARP) revitalizing the six block area around the former shopping center. The library addition and renovation will add to the re-imaging and reinvestment taking place in the surrounding community.

In addition to public demand, this project aligns with the Mayor’s current goals of Neighborhood Engagement and Safe and Welcoming Communities and City Council’s priorities of Economic Development. The City and County of Denver and Denver Public Schools (DPS) are focused on improving academic achievement in Denver. With a significant improvement in space for children and families, this project supports the Birth to Eight Roadmap and the DPS Denver Plan 2020.

The project is included in the Denver Public Library’s Activate! Denver Facilities Master Plan.

The Pauline Robinson Branch Library renovation project meets all the prioritized criteria for 2017 GO Bond projects including project readiness, bond eligibility, sustainability, community and economic development, recreation and cultural opportunities, health, safety, accessibility and mobility.

**Estimated Cost:** $1,524,000

**Project Readiness**

*What is the level of project preplanning? Check all that apply.*

- X Conceptual idea only with some discussions
- X Facilities study and programming
- ☐ Conceptual and/or schematic design
- ☐ Final design completed
- ☐ Land option identified and/or already acquired (e.g., existing city property)
- ☐ Other - Describe: Click here to enter text.

**Describe the anticipated duration for each of the following major phases in months** (e.g., planning is anticipated to take 6 months, design 9 months, and implementation, 18 months):

- ● Planning (programming, land acquisition, citizen process): 6 months
- ● Design: 8 months
- ● Implementation: 18 months

**Funding Leverage**

*Are matching funds being sought for this project* (e.g., grant, district, private, other)? ☐Yes X No

- Have the funds been awarded? ☐Yes X No
  - ● If yes, are they immediately available (obligated/committed)? Click here to enter text.
  - ● If no, what is the process (timing, approvals needed, etc.) to obtain the funds? Click here to enter text.

**Please describe the amount and source of matching funds:** N/A

- Describe if the funds are a continuation of a previous investment? ☐Yes X No
  - ● If yes, please describe. Click here to enter text.
2017 General Obligation Bond Project Proposal

**Project Name:** Schlessman Family Branch Library Renovation

**Agency Contact Person:** Michelle Jeske, City Librarian, 720-865-2100, mjeske@denverlibrary.org

**City Council District:** District 5

**Location:** 100 Poplar Street, Denver, CO 80220

**Project Statement:**

The library wants to ensure that the Schlessman Family Branch Library continues to be a welcoming and useful facility that serves southeast Denver well for generations to come. Schlessman Family Branch Library requires significant changes in order to provide the community with current and future library services. A key component of a successful modern library requires creative design approaches for individuals and groups to learn, make and create. Changes in customer usage, technological advances and functionality necessitate a renovation and addition for a flexible community gathering/library programming space and staff work space.

The scope includes increasing square footage with an addition; researching and repairing the leaking titanium facade panels; replacing the roof; addressing site issues including landscaping, sidewalk and exterior lighting; exploring redesign of entrances; improving heating, ventilation, air conditioning (noise) and temperature controls; reducing the solar gain on the east and south curtain wall; updating and refreshing restroom partitions, lighting, vanity counters and flooring; reconditioning and paving the parking lot; meeting current fire alarm codes; installing surveillance and access control; updating the main electrical distribution and branch circuit panel; improving data, power and communication systems; updating ambient lighting; redesigning the service point for current technology and service models; updating or relocating the community room with lighting, power, data, temperature controls and technology; exploring new arrangements for flexible learning spaces; redesigning the entire children’s area; exploring existing material shelving arrangement to obtain optimum customer use and convenience; redesigning staff workroom, breakroom and office for better efficiency and better lighting; exploring new arrangements for public access computers and access for mobile device use; providing new interior finishes including paint, carpet, tile and ceilings; providing new interior furniture and fixtures; providing new wayfinding, digital signage and code required signs; complying with current ADA requirements; and updating IT, data and telecommunications capabilities.

Opened in 2002, the Schlessman Family Branch Library's critical building components and architectural features are nearing or past life expectancy; many components are obsolete. Windows leak. The metal siding needs restoration. The current design of the main entryway contributes to an uncomfortable interior climate and environment. The size of the building is not adequate for the service area population and high volume of use. Schlessman Family Branch Library is among the most used in the system. The service area population has grown significantly and the demographics and diversity of the neighborhood have changed as well. Additionally public use of the building has evolved.

The community has requested an improved, larger Schlessman Family Branch Library with better amenities. During the GO Bond community meetings, people commented on the need for Schlessman Family Branch library improvements including: “Implement the renovation plan for Schlessman Library.” In addition, many people commented on the need for general library improvements, suggestions such as “Libraries- We need an idea lab like that in Central Library in South Denver. 3D printers, music booth, etc.”

In addition to public demand, this project aligns with the Mayor’s current goals of Neighborhood Engagement and Safe
and Welcoming Communities and City Council’s priorities of Housing and Homelessness and Economic Development. The Schlessman Family Branch Library renovation is a stated priority of Councilwoman Susman.

The City and County of Denver and Denver Public Schools (DPS) are focused on improving academic achievement in Denver. With a significant improvement in space for children and families, this project supports the Birth to Eight Roadmap and the DPS Denver Plan 2020.

The project is included in the Denver Public Library’s Activate!Denver Facilities Master Plan.

The Schlessman Family Branch Library renovation project meets all the prioritized criteria for 2017 GO Bond projects including project readiness, bond eligibility, sustainability, community and economic development, recreation and cultural opportunities, health, safety, accessibility and mobility.

**Estimated Cost:** $3,508,000

**Project Readiness**

**What is the level of project pre-planning? Check all that apply.**

- [x] Conceptual idea only with some discussions
- [x] Facilities study and programming
- [ ] Conceptual and/or schematic design
- [ ] Final design completed
- [ ] Land option identified and/or already acquired (e.g., existing city property)
- [ ] Other - Describe: Click here to enter text.

**Describe the anticipated duration for each of the following major phases in months** (e.g., planning is anticipated to take 6 months, design 9 months, and implementation, 18 months):

- Planning (programming, land acquisition, citizen process): 6 months
- Design: 8 months
- Implementation: 18 months

**Funding Leverage**

**Are matching funds being sought for this project** (e.g., grant, district, private, other)? [ ] Yes  [x] No

**Have the funds been awarded?** [ ] Yes  [x] No.

- If yes, are they immediately available (obligated/committed)? Click here to enter text.
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds? Click here to enter text.

**Please describe the amount and source of matching funds:** N/S

**Describe if the funds are a continuation of a previous investment?** [ ] Yes  [x] No

- If yes, please describe. Click here to enter text.
2017 General Obligation Bond Project Proposal

**Project Name:** Smiley Branch Library Renovation

**Agency Contact Person:** Michelle Jeske, City Librarian, 720-865-2100, mjeske@denverlibrary.org

**City Council District:** District 1

**Location:** 4501 W. 46th Avenue, Denver, CO 80212

**Project Statement:**

The library wants to ensure that the Smiley Branch Library continues to be a welcoming and useful facility that serves northwest Denver well for generations to come. While keeping the integrity of the Carnegie design, this branch requires significant changes in order to provide the community with current and future library services. A key component of a successful modern library requires creative design approaches for individuals and groups to learn, make and create. Changes in customer usage, technological advances and functionality necessitate a renovation.

The scope includes completing repairs to the foundation for waterproofing; restoring/repairing exterior facade, including: paint, brick tuck-pointing and terra cotta medallion replacement; installing book return in the interior; upgrading the elevator; addressing site issues, including landscaping, sidewalks, and exterior lighting; repaving the parking lots in partnership with Parks & Recreation; exploring redesign of entrances; improving heating, ventilation, air conditioning and temperature controls; updating and refreshing restroom partitions, lighting, vanity counters and flooring; meeting current fire alarm codes; installing surveillance and access control; updating the main electrical distribution and branch circuit panel; improving data, power and communication systems; updating ambient lighting; redesigning the service point for current technology and service models; updating lighting, power, data, technology in the community room; exploring new arrangements for flexible learning spaces; refreshing the entire Children’s area; exploring existing material shelving arrangement to obtain optimum customer use and convenience; designing staff workroom, breakroom and office for better efficiency and better lighting; exploring new arrangements for public access computers and for mobile device use; providing new interior finishes including paint, carpet, tile and ceilings; providing new interior furniture and fixtures; providing new wayfinding, digital signage and code required signs; refinishing the woodwork, casework and doors; complying with current ADA requirements; and updating IT, data and telecommunications capabilities.

Originally built in 1918, the Smiley Branch is a historic Carnegie library. Critical building components and architectural features are original; many components are obsolete. The brick and terra-cotta facade is deteriorating and requires further repair and tuckpointing. The building is too small for the population of the community and lacks community gathering spaces, learning spaces and adequate staff work areas.

Additionally, public use of the building has evolved. The demographics of the neighborhood have changed significantly in recent years with many young families who attend Storytimes and other library events. Many of these events are overcrowded. The neighborhood expects to see a 21 percent growth in children birth through 19 in the next five years, necessitating gathering and learning spaces for young minds.

The community has requested an improved, larger Smiley Branch Library with better amenities. During the GO Bond community meetings, people commented on the need for Smiley library improvements including: “Many people sit outside of Smiley when the library is closed and open to access wifi. The library needs a larger, more expansive entrance with patio and seating to accommodate increasing number of users.” and “Provide updates to smiley library in NW
Several people requested a new library at 44th and Tejon or in the Lower Highlands. In addition, many people commented on the need for general library improvements, suggestions such as “Renovate 10 branch libraries not covered in 2007.”

In addition to public demand, this project aligns with the Mayor’s current goals of Neighborhood Engagement and Safe and Welcoming Communities and City Council’s priorities of Economic Development. The project also aligns with Councilman Espinoza’s priorities of City Beautiful and Healthy Living—“An environment and public amenities that promote and invite healthy habits” and Neighborhoods First—“Supporting Denver’s unique & endangered places to promote the intrinsic uniqueness of our diverse neighborhoods.”

The City and County of Denver and Denver Public Schools (DPS) are focused on improving academic achievement in Denver. With a significant improvement in space for children and families, this project supports the Birth to Eight Roadmap and the DPS Denver Plan 2020.

The project is included in the Denver Public Library’s Activate!Denver Facilities Master Plan.

The Smiley Branch Library renovation project meets all the prioritized criteria for 2017 GO Bond projects including project readiness, bond eligibility, sustainability, community and economic development, recreation and cultural opportunities, health, safety, accessibility and mobility.

**Estimated Cost:** $1,534,000

**Project Readiness**

*What is the level of project pre-planning? Check all that apply.*

- [X] Conceptual idea only with some discussions
- [X] Facilities study and programming
- [ ] Conceptual and/or schematic design
- [ ] Final design completed
- [ ] Land option identified and/or already acquired (e.g., existing city property)
- [ ] Other - Describe: Click here to enter text.

**Describe the anticipated duration for each of the following major phases in months** (e.g., planning is anticipated to take 6 months, design 9 months, and implementation, 18 months):

- Planning (programming, land acquisition, citizen process): 6 months
- Design: 8 months
- Implementation: 6-9 months

**Funding Leverage**

*Are matching funds being sought for this project* (e.g., grant, district, private, other)? [ ] Yes [X] No

It’s possible there could be some historic preservation funding available; we’ll evaluate cost/benefit.

**Have the funds been awarded?** [ ] Yes [X] No.

- If yes, are they immediately available (obligated/committed)? Click here to enter text.
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds? Click here to enter text.

**Please describe the amount and source of matching funds:** N/A

**Describe if the funds are a continuation of a previous investment?** [ ] Yes [X] No

- If yes, please describe. Click here to enter text.
2017 General Obligation Bond Project Proposal

**Project Name:** Ross-University Hills Branch Library Renovation

**Agency Contact Person:** Michelle Jeske, City Librarian, 720-865-2100, mjeske@denverlibrary.org

**City Council District:** District 4

**Location:** 4310 E. Amherst Avenue, Denver CO 80222

**Project Statement:**

The library wants to ensure that the Ross-University Hills Branch Library continues to be a welcoming and useful facility that serves southeast Denver well for generations to come. University Hills Branch Library requires significant changes in order to provide the community with current and future library services. A key component of a successful modern library requires creative design approaches for individuals and groups to learn, make and create. Changes in customer usage, technological advances and functionality necessitate a renovation.

The scope includes addressing site issues including landscaping, sidewalk and exterior lighting; repaving the parking lot; redesigning the public and staff entrances for better access, safety and climate control; upgrading the elevator; improving heating, ventilation, air conditioning (noise) and temperature controls; replacing the existing boiler; updating and refreshing restroom partitions, lighting, vanity counters and flooring; meeting current fire alarm codes; installing surveillance and access control; updating the main electrical distribution and branch circuit panel; improving data, power and communication systems; updating ambient lighting; redesigning the service point for current technology and service models; updating the community room with lighting, power, data, temperature controls and technology; exploring new arrangements for flexible learning spaces; redesigning the entire children’s area, separate from staff entrance; exploring existing material shelving arrangement to obtain optimum customer use and convenience; redesigning staff workroom, breakroom and office for better efficiency and better lighting; exploring new arrangements for public access computers and access for mobile device use; providing new interior finishes including paint, carpet, tile and ceilings; providing new interior furniture and fixtures; providing new wayfinding, digital signage and code required signs; complying with current ADA requirements; and updating IT, data and telecommunications capabilities.

The original building was built in 1962 and last renovated in 1992. Critical mechanical, electrical, life safety, major building components and architectural features are original. The children’s space is isolated, causing security issues. Current design of the main entryway contributes to an uncomfortable interior environment and presents challenges to persons with disabilities. Community gathering spaces and staff work spaces are inadequate. Additionally public use of the building has evolved. The University Hills neighborhood population includes significant numbers of young families with children and senior citizens, both of whom use this branch library heavily.

The community has requested an improved Ross-University Hills Branch Library with better amenities. During the GO Bond community meetings, people commented on the need for Ross-University Hills library improvements including: “Libraries- We need an idea lab like that in Central Library in South Denver. 3D printers, music booth, etc.” and “I support the Library Projects, especially the Athmar and Ross Branch projects and the new SW Denver project.” In addition, many people commented on the need for general library improvements, suggestions such as “Anything to do with libraries, improvements in parking & infrastructure.”

In addition to public demand, this project aligns with the Mayor’s current goals of Neighborhood Engagement and Safe and Welcoming Communities and City Council’s priorities of Economic Development. The City and County of Denver and
Denver Public Schools (DPS) are focused on improving academic achievement in Denver. With a significant improvement in space for children and families, this project supports the Birth to Eight Roadmap and the DPS Denver Plan 2020.

The project is included in the Denver Public Library’s Activate!Denver Facilities Master Plan.

The Ross-University Hills Branch Library renovation project meets all the prioritized criteria for 2017 GO Bond projects including project readiness, bond eligibility, sustainability, community and economic development, recreation and cultural opportunities, health, safety, accessibility and mobility.

**Estimated Cost:** $3,204,000

**Project Readiness**

*What is the level of project pre-planning? Check all that apply.*

- X Conceptual idea only with some discussions
- X Facilities study and programming
- ☐ Conceptual and/or schematic design
- ☐ Final design completed
- ☐ Land option identified and/or already acquired (e.g., existing city property)
- ☐ Other - Describe: Click here to enter text.

**Describe the anticipated duration for each of the following major phases in months** (e.g., planning is anticipated to take 6 months, design 9 months, and implementation, 18 months):

- Planning (programming, land acquisition, citizen process): 6 months
- Design: 8 months
- Implementation: 6-9 months

**Funding Leverage**

*Are matching funds being sought for this project* (e.g., grant, district, private, other)? ☐Yes X No

- Have the funds been awarded? ☐Yes X No
  - If yes, are they immediately available (obligated/committed)? Click here to enter text.
  - If no, what is the process (timing, approvals needed, etc.) to obtain the funds? Click here to enter text.

**Please describe the amount and source of matching funds:** N/A

*Describe if the funds are a continuation of a previous investment?* ☐Yes X No

- If yes, please describe. Click here to enter text.
2017 General Obligation Bond Project Proposal

Project Name: Denver Health and Hospital Authority (DHHA) Ambulatory Care Center

Agency Contact Person: Peg Burnette, CPA, Chief Financial Officer

City Council District: 3, 7

Location: Address/Area (attached map or sketch as needed): 660 Bannock Street, Denver, CO 80204

Project Statement: Provide a clear and concise statement describing the scope, need, benefit, and challenges associated with the project. Things to consider highlighting in your response include, but are not limited to, whether the project:

- Supports city/agency plan, mayoral and or council priorities, public demand/support, etc.
- Improves or address needs associated with customer service, infrastructure preservation, sustainability, community and economic development, recreation and cultural opportunities, health, safety, accessibility, mobility, etc.
- Can be phased with independent utility, has scope alternatives, improves asset life cycle costs and or operations, etc.
- Has known risks or challenges with implementing the project (e.g., environmental remediation, community, cost, legal, regulatory approvals, right-of-way acquisition, etc.)

A key component of Denver Health’s historical Mission, which is in its enabling legislation, is that DHHA will provide health care to all citizens of the City and County of Denver, regardless of their ability to pay. As a result of this Mission, 64% of DHHA’s patient care services are provided to Medicaid and uninsured patients, and DHHA is the largest single provider of care in the State to these patient populations. The traditional populations that DHHA serves are rapidly growing along with Denver’s growth. At the same time, DHHA needs to attract customers with commercial insurance in order to help offset the cost of uninsured care and the shortfall between Medicaid payments and cost. Supplemental payments formerly available to offset these costs are decreasing. In particular, specialty care services are in high demand by the populations Denver Health serves, and few other providers provide specialty care to uninsured. The demand is also acute for behavioral health/psychiatric services and substance abuse treatment including opioid abuse treatment, and DHHA is a key provider of these services. As an example DHHA is one of only two locked psychiatric units in the City of Denver as well as the only facility with a psychiatric emergency department, and demand for this service exceeds supply.

The Ambulatory Care Center is proposed as a 272,000 square foot facility at the core of the DHHA campus. It would replace and expand existing specialty clinics located on the main campus. Through this replacement, DHHA can avoid significant deferred maintenance cost of the existing specialty building constructed in 1993, which requires significant upgrades in order to continue operating and was not designed for today’s care provision standards. The new building will also provide capacity for DHHA to be able to meet the demand of Medicaid and uninsured patients as required by our Mission and contracts, and grow insured business to improve future financial viability. Further, the construction of this building allows DHHA to backfill existing on-campus facilities with expanded psychiatric and substance abuse facilities to meet the demand which is immediate. The new facility will also provide for expanded telehealth capability as there is a great deal of opportunity for DHHA to provide cost-effective access to care through that mechanism. Finally, it should be noted that key City services provided under the operating agreement, such as the Public Health Clinics, will relocate to this building and out of a building constructed in the 1930’s which is costly to maintain and needs to be upgraded for today’s care delivery model.

Healthcare delivery and funding sources are moving toward value based care models with a heavy focus on outcomes, customer experience, and efficiency. For an organization such as Denver Health, construction of costly inpatient facilities is no longer an option in order to prepare for the future and deliver high-quality, efficient care. The original Master Plan for Denver Health called for a new inpatient tower, which would cost in excess of $500 million. In lieu of moving forward with that plan, which is unaffordable and, we believe, unsustainable, the request is being made for an expanded outpatient facility to serve the purposes above and to help achieve the goals of reducing Emergency Room and Inpatient utilization.
A simple example of the current dilemma is related to our Medicaid managed care plan, which is at 76,000 members now and growing rapidly. This is a “closed network” plan which requires that patients be seen at Denver Health facilities. But if we don’t have the facilities to treat them, we must pay other providers for outside services, making the model unsustainable and defeating the goals of growing a cost effective program that fulfills our mission and contracts.

**Estimated Cost**: Provide total estimated cost (should match project management plan). If the project can be phased, provide cost estimate for each independent phase (should match the described provided in the Project Statement section).

$154,700,000

**Project Readiness**

**What is the level of project preplanning? Check all that apply.**

☐ Conceptual idea only with some discussions
☐ Facilities study and programming
☒ Conceptual and/or schematic design
☐ Final design completed
☐ Land option identified and/or already acquired (e.g., existing city property)
☐ Other - Describe:

**Describe the anticipated duration for each of the following major phases in months** (e.g., planning is anticipated to take 6 months, design 9 months, and implementation, 18 months):

- Planning (programming, land acquisition, citizen process): Planning is on-going and should be completed on or around September 2017
- Design: Design has begun and we anticipate we will be completed with design on or around November 30, 2017
- Implementation: If we are awarded the Bond we expect to begin in January 2018 with a total duration of 23 months

**Funding Leverage**

**Are matching funds being sought for this project** (e.g., grant, district, private, other)? ☒Yes ☐No

**Have the funds been awarded?** ☒Yes ☐No.

- If yes, are they immediately available (obligated/committed)? Denver Health commits $79.7 million to this project
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds?

**Please describe the amount and source of matching funds**: The matching funds will be provided from DHHA’s normal capital budget. We will pursue grants and fundraising, however the funds from the capital budget will be committed and we will offset any grants / fundraising against the budgeted funds if received. Denver Health has met its financial and capital commitments on every project on which it has participated with the City including, most recently, the Federico F. Pena Southwest Family Health Center.

**Describe if the funds are a continuation of a previous investment?** ☐Yes ☒No

- If yes, please describe.
SAFETY FACILITIES
Project Summaries
Project Name: 72nd and Tower Road Fire Station

Agency Contact Person: Steven Ellis – Division Chief

City Council District: District 11 – Councilwoman Stacie Gilmore

Location: Approximately 72nd and Tower Road

Project Statement:

The purpose of this project is to address the lack of Fire and emergency coverage in northeast Denver per the National Fire Protection Association standards. To meet these standards, there is need for a new Fire Station in northeast Denver, specifically along the Tower Road corridor between 60th Avenue and Pena Boulevard. The station will be located at approximately 72nd and Tower Road and will become a welcoming focal point for this community as it serves northeast Denver.

At present, Denver Fire cannot respond to emergent calls-for-service into the Tower Road corridor within the 4-minute response time standard as set forth by NFPA 1710, the Standard for the Organization and Deployment of Fire Suppression and Emergency Medical Operations.

The need for a Fire Station along the Tower Road corridor between Pena Boulevard and 60th Avenue was identified in 2003. The City and County of Denver’s, Fire Facilities Master Plan (FFMP), February 2003, by Coover Clark, called for the “Gateway” Fire Station to be built along the Tower Road corridor as a “mid-term action” between 2008-2012. (FFMP, Exec Summ, pXV). Continued development in the area and associated calls-for-service reinforce the Fire Facilities Master Plan findings. The need for this Fire Station is overdue as the data below will show.

A recent analysis of fire related emergency incidents along Tower Road, between 60th Avenue and Pena Boulevard, revealed 437 calls-for-service between January 2014 and February 2017. Eighty-Nine percent (89%) of these incidents into the Tower Road corridor were well over 4 minutes, with the average response time being 5 minutes and 40 seconds. Additionally, as the front range population grows, our roadways experience an increase in traffic volume and congestion. These realities result in greater response times to Denver Fire’s calls-for-service.

The Denver Fire Department is dedicated to providing quality, timely and professional emergency services to all who live in, work in and visit the City and County of Denver and the communities we serve. As such, our ability to respond to calls for service within the City is largely dependent upon our Department’s infrastructure. A Fire Station at 72nd and Tower Road will enhance the neighborhood with a welcoming community facility and will provide timely emergency fire services in a safe and professional manner.

Estimated Cost: $16.17M

Project Readiness

What is the level of project preplanning? Check all that apply.

- Conceptual idea only with some discussions
- Facilities study and programming
- Conceptual and/or schematic design
- Final design completed
- Land option identified and/or already acquired (e.g., existing city property)
- Other - Describe:
Describe the anticipated duration for each of the following major phases in months
- Planning (programming, land acquisition, citizen process): 6 Months
- Design: 12 Months
- Implementation: 12 Months

Funding Leverage

Are matching funds being sought for this project □ Yes ☒ No

Have the funds been awarded? □ Yes ☒ No.
- If yes, are they immediately available (obligated/committed)?
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds?

Please describe the amount and source of matching funds:

Describe if the funds are a continuation of a previous investment? □ Yes ☒ No
- If yes, please describe.
2017 General Obligation Bond Project Proposal

**Project Name:** Denver County Jail Improvements

**Agency Contact Person:** Chief Elias A. Diggins

**City Council District:** District 11 – Councilwoman Stacie Gilmore

**Location:** 10500 East Smith Road

**Project Statement:**
This project supports the Sheriff, City and public demand for safe, efficient facilities where employees work, inmates are housed and the public visits each day. The Denver County Jail was originally opened in 1956. Although several projects and renovations have been accomplished on the site, some of the original structure exist and have been utilized since the facility opened. One of the direst is the Administrative Area/Receiving Unit. The most significant concern is this area does not have a fire sprinkler system, posing a risk to the staff, public and inmates. Other areas of the County Jail also do not have a sprinkler system, including Building 20 which is considered overflow/emergency housing for the DSD. The original footprint of these Administrative Area/Receiving Unit is also not conducive to the current business needs of the Department. The two stations where staff interact with the public do not represent the best models for secure settings and could be exposed to risks. At best, the construction is an assortment of in-house remedies to problems which cry out for a permanent, well-planned solution. The areas also do not conform to the current needs of the Department, including ingress/egress for staff and visitors; space for functionality and efficiency and intake considerations for inmates being transferred to the County Jail. Additionally, citizens visit their loved ones via the Video Visitation System in the crowded lobby and there exist privacy challenges while doing so. The project improves the overall safety of the facility; improves customer service with updated construction based on the interaction between staff and the public; and increases efficiencies in operation for the campus. The Administrative Area and Receiving Unit are separate sections of the County Jail, which could allow for a phased approach to the project. The sprinkling of Building 20 could also serve as an add-alternate to the project. As this section of the Jail is part of the original construction, there may exist environmental concerns which must be contained/mitigated.

**Estimated Cost:** $1.5M ($8.6M total estimate)

**Project Readiness**
**What is the level of project preplanning? Check all that apply.**
- ☒ Conceptual idea only with some discussions
- ☐ Facilities study and programming
- ☐ Conceptual and/or schematic design
- ☐ Final design completed
- ☒ Land option identified and/or already acquired (e.g., existing city property)
- ☐ Other - Describe:

**Describe the anticipated duration for each of the following major phases in months** (e.g., planning is anticipated to take 6 months, design 9 months, and implementation, 18 months):
- Planning (programming, land acquisition, citizen process): 6 months
- Design: 3 months
- Implementation: 9-15 months

**Funding Leverage**
**Are matching funds being sought for this project** (e.g., grant, district, private, other)? ☐Yes ☒No

**Have the funds been awarded?** ☐Yes ☒No.
If yes, are they immediately available (obligated/committed)?
If no, what is the process (timing, approvals needed, etc.) to obtain the funds?

Please describe the amount and source of matching funds:

Describe if the funds are a continuation of a previous investment? ☐ Yes ☒ No
If yes, please describe.
2017 General Obligation Bond Project Proposal

**Project Name:** DFD Fire Station Improvements @ multiple stations

**Agency Contact Person:** Division Chief Ellis

**City Council District:** All City Council Districts

**Location:** Multiple locations across City and County of Denver

**Project Statement:**

The purpose of this project is to preserve and maintain Denver Fire Department’s ability to serve public safety and protect Denver’s citizens by replacing, retrofitting and repairing deteriorating components of various Denver Fire Department Fire Stations. These improvements will also help ensure a proper and safe working environment for Denver Fire Department firefighters. Several fire stations are over 40 years old, and are need of general refurbishment. The scope of the fire station upgrade project includes 19 of Denver Fire Department’s 38 fire stations. Two of the focus areas are restrooms and kitchen upgrades. When most fire stations were designed, and constructed, few (if any) firefighters were women. The gender composition of the Fire Department has changed, and the Department is actively engaged in recruiting and retaining a diverse and inclusive complement of firefighters. Every effort should be made to provide gender equitable facilities in the fire stations, ensuring all firefighters have appropriate and private spaces to meet their basic needs. Existing fire stations must be retrofit and reconstructed to create bathroom and shower spaces. In most cases, a single stall, single shower room with a properly sized changing area is sufficient. Where possible the bathroom space should not be shared with the public. Additionally, two fire stations need infrastructure upgrades and one fire station will require an interior retrofit to accommodate the relocation of a District Chief.

The kitchens within Denver Fire Department fire stations are deteriorating with age. The unlimited useful lifespan of fire stations dictates materials used for refurbishment have a durability and lifespan beyond that of residential or normal commercial use. With the increased awareness of the environmental hygiene needs specific to the fire service, traditional porous materials used in older fire station kitchens should be replaced with lab grade materials. A known challenge associated with fire station refurbishment (applying to both bathroom and kitchen projects) is asbestos mitigation within older facilities. Unlike other City Departments and functions, spaces such as kitchens and showers are critical to the Fire Department’s ability to provide public safety services because firefighters actually live at the fire station for the duration of their 24 hour shift and must be able to prepare meals and clean themselves after exposures during the course of their shift.

Lastly, three fire station renovation projects are necessary to maintain a high level of emergency response capabilities as well as provide welcoming environments to all who visit their communities fire station. These improvements are needed at Fire Stations 25, 28, and 30. The apparatus bay floor at Fire Station 25 is experiencing age related deterioration that requires replacement to ensure the safety of the visiting public and gives Engine 25 the ability to respond in a safe and timely manner to emergency calls. Fire Station 28 requires a retrofit to the living areas of the fire station to facilitate the relocation of Denver Fire District 7-Chief to a location more central within their assigned district, thus improving Chief level incident command response times. The necessary facility retrofit additions are an office/bedroom along with a bathroom/shower room to accommodate the executive level administrative functions of the Chief Officers. Finally, the aging HVAC control system at Station 30 requires the replacement of the current antiquated control system with a newer modern control system. This replacement will support the Department’s sustainability goals along with the environmental needs of the firefighters and public who visit their communities fire station.
**Estimated Cost:** The total cost is **$4,600,000**. Bathroom upgrade estimated cost: Gender Equity Facilities - $180,400 (Station 4 - $54,000; Station 7 - $36,000; Station 12 - $9,600; Station 17 - $8,800; Station 20 - $36,000; and Station 21 - $36,000); Upgraded crew and officer bathrooms (Stations 1, 12, 16, 17, 22, and 27 - $1,066,500). Kitchen upgrade estimated cost: Stations 3, 4, 7, 10, 13, 14, 16, 17, 19, 20, 21, 27, and 29 - $1,758,250 (Design - $442,000; Construction - $1,316,250). Station 28 District 7 Chief relocation - $135,000 (Design - $33,750; Construction - $101,250). Station 25 apparatus bay floor - $113,400. Station 30 DDC controllers - $74,250. Combined project construction contingency - $427,807, construction management - $570,410, and asbestos mitigation - $243,000.

---

**Project Readiness**

What is the level of project preplanning? Check all that apply.
- ☒ Conceptual idea only with some discussions
- ☑ Facilities study and programming
- ☒ Conceptual and/or schematic design
- ☐ Final design completed
- ☒ Land option identified and/or already acquired (e.g., existing city property)
- ☐ Other - Describe:

Describe the anticipated duration for each of the following major phases in months (e.g., planning is anticipated to take 6 months, design 9 months, and implementation, 18 months):
- Planning (programming, land acquisition, citizen process):
- Design:
- Implementation:

**Funding Leverage**

Are matching funds being sought for this project (e.g., grant, district, private, other)? ☐ Yes ☒ No

Have the funds been awarded? ☐ Yes ☒ No
- If yes, are they immediately available (obligated/committed)?
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds?

Please describe the amount and source of matching funds:

Describe if the funds are a continuation of a previous investment? ☐ Yes ☒ No
- If yes, please describe.
A 2017 General Obligation Bond Project Proposal

Project Name: Police Station District 5 Build

Agency Contact Person: Marcus Fountain, Commander, Operations Support

City Council District: 8 – Councilman Christopher Herndon

Location: 12025 East 45th Avenue

Project Statement:
This project is to build the vacant space at 12025 East 45th Avenue into a modern police facility to support the growing Northeast community including the Montbello and Stapleton neighborhoods. This site is also home to the future 911 Combined Communications Center and colocation would allow for additional synergies and efficiencies.

A recently completed Department of Safety Operational Assessment Report identified numerous deficiencies in the current District 5 location. Among them are safety/security deficiency at 90%, non-emergency operations deficient at 75%, space for public interaction at 75% deficient, and is currently at 180% capacity.

This project would address these deficiencies by creating a site that can appropriately house the current staffing. In 2009 District 5 was the home of 57 officers and staff. Currently it houses 117, an increase of 105%. This is a result of the dramatic population growth of the area and the City's effort to increase patrol staffing. The current location has insufficient space to house the exiting staff of the station, not even having sufficient restroom space. As examples, the investigations section lacks appropriate interview room facilities and the station does not have a sally port, secure prisoner entrance, or appropriate holding cells.

The new project would address the identified issues and create community room for public meetings and use by residents. This feature has been highly utilized at the other stations, District 1, 2 and 3.

The location would be co-located with the Combined Communications Center which would permit shared resources and security opportunities.

Estimated Cost:
$17.3 million. This includes estimated design, survey, commissioning, construction, insurance, furnishings, technology, and art.

Project Readiness
What is the level of project preplanning? Check all that apply.

☒ Conceptual idea only with some discussions
☒ Facilities study and programming
☒ Conceptual and/or schematic design
☐ Final design completed
☒ Land option identified and/or already acquired (e.g., existing city property)
☐ Other - Describe:

Describe the anticipated duration for each of the following major phases in months:
• Planning (programming, land acquisition, citizen process): 2 months
• Design: 2 months
• Implementation: 8 months

Funding Leverage
Are matching funds being sought for this project (e.g., grant, district, private, other)? ☒Yes ☐No

Have the funds been awarded? ☐Yes ☒No.
If yes, are they immediately available (obligated/committed)?
If no, what is the process (timing, approvals needed, etc.) to obtain the funds?

Please describe the amount and source of matching funds:

Describe if the funds are a continuation of a previous investment? ☒Yes ☐No

• In 2015, the City purchased a 72,000 square foot building, with 911 anticipated to occupy 40,000 square feet. The remaining 32,000 square feet remains vacant.
**Project Name:** Police Station District 6 Demolition / Rebuild

**Agency Contact Person:** Marcus Fountain, Commander, Operations Support

**City Council District:** 10 – Councilman Wayne New

**Location:** 1566 North Washington Street

**Project Statement:**
This project would result in the demolition of the existing buildings at 1566 North Washington Street and the construction of a new facility to house a modern police substation. The building has been occupied as a police station since 1995, however the building was originally constructed as a medical building, estimated to be 40 to 50 years old. For the past 22 years, the staff have been housed in a facility that is not sufficient for efficient use as a police station.

A recently completed Department of Safety Operational Assessment Report identified numerous deficiencies in the current District 6 location. Among them are safety/security deficiency at 65%, non-emergency operations deficient at 85%, space for public interaction at 75% deficient, and is currently at 145% capacity.

In 2009 the District 6 substation housed 131 officers and staff. Now there are 183 personnel at the district, a nearly 40% increase. This is in part a result of the City’s efforts to increase patrol staffing at the districts and staff police in the communities they serve. A recent site survey found that the station is extremely insufficient in capacity and features and noted that it has frequent flooding in the basement. It does not meet the needs of the community as it does not have any accommodations for disabled persons, making it difficult for them to be interviewed or meet with police personnel. The station currently has only two holding cells constructed to standard building drywall which is far from modern standards.

This project would result in a facility that will both expand office space for the staff, but also provide facilities for the public. Expanded interview rooms, a sally port, and enhanced recording equipment would all be part of the project. These features reduce City liability by making prisoner management more secure and efficient.

A community room available for public use would also be included, something that has been highly utilized at other stations.

Additionally, the Colfax community is active in its efforts in redevelopment, sustainability, and initiatives to stimulate neighborhood revitalization. This project will support the surrounding neighborhood and strengthen the Colfax corridor. Numerous locations are being considered, including staying on the current site.

**Estimated Cost:**
$25 million. This includes estimated design, survey, commissioning, construction, insurance, furnishings, technology, and art.

**Project Readiness**
**What is the level of project preplanning? Check all that apply.**
- ☒ Conceptual idea only with some discussions
- ☒ Facilities study and programming
- ☒ Conceptual and/or schematic design
- ☐ Final design completed
- ☒ Land option identified and/or already acquired (e.g., existing city property)
- ☐ Other - Describe: Needs considered
Describe the anticipated duration for each of the following major phases in months:

- Planning (programming, land acquisition, citizen process): 6 months
- Design: 6 months
- Implementation: 12 months

**Funding Leverage**

Are matching funds being sought for this project (e.g., grant, district, private, other)? ☐ Yes ☒ No

Have the funds been awarded? ☐ Yes ☒ No.
  - If yes, are they immediately available (obligated/committed)?
  - If no, what is the process (timing, approvals needed, etc.) to obtain the funds?

Please describe the amount and source of matching funds:

Describe if the funds are a continuation of a previous investment? ☐ Yes ☒ No
  - If yes, please describe.
PARKS AND RECREATION
Project Summaries
2017 General Obligation Bond Project Proposal

Project Name: Arkins Court River North Promenade

Agency Contact Person: Owen Snell

City Council District: 9

Location: Address/Area (attached map or sketch as needed): Arkins Court, between 29th and 38th

Project Statement:

Design and construct portions of an approximately 1 mile long section of river-front multi-modal pedestrian promenade within the Arkins Court right-of-way in the River North area. The promenade will seek to retain the industrial character of the neighborhood while providing a safe, pedestrian-oriented connection between 29th Street and 38th Street. North of 38th, the character of the promenade will continue through Globeville landing and on to the National Western Center as separate projects. The promenade will connect River North Park, Globeville Landing, several new multi-story mixed use developments, an entertainment development (at 38th and Arkins), and the National Western Center. Extent of improvements will be scaled to the available budget at the time of construction.

Estimated Cost:
Total Project Cost: $5,000,000

Project Readiness

What is the level of project preplanning? Check all that apply.

☐ Conceptual idea only with some discussions
☐ Facilities study and programming
☒ Conceptual and/or schematic design
☐ Final design completed
☐ Land option identified and/or already acquired (e.g., existing city property)
☐ Other - Describe:

Describe the anticipated duration for each of the following major phases in months (e.g., planning is anticipated to take 6 months, design 9 months, and implementation, 18 months):

• Planning (programming, land acquisition, citizen process):
• Design:
• Implementation:

Funding Leverage

Are matching funds being sought for this project (e.g., grant, district, private, other)? ☐ Yes ☐ No

Have the funds been awarded? ☐ Yes ☐ No.

• If yes, are they immediately available (obligated/committed)?
• If no, what is the process (timing, approvals needed, etc.) to obtain the funds?

Please describe the amount and source of matching funds:

Describe if the funds are a continuation of a previous investment? ☐ Yes ☐ No

• If yes, please describe.
2017 General Obligation Bond Project Proposal

Project Name: Bear Valley Tennis Court Replacement

Agency Contact Person: Adrienne Burton

City Council District: 2

Location: Bear Valley Park – 6400 W. Dartmouth Avenue

Project Statement: Near Term Need

- This project includes the replacement of six existing asphalt tennis courts with post-tensioned concrete courts. The court replacement will include new chain link fence, refurbished lighting or LED fixture upgrades, nets and posts, signs.
- Bear Valley is one of the most highly utilized tennis facilities in the southwest portion of the City and is frequently used for league competition play, and the public is highly supportive of replacing these courts. These are also the only lighted courts in the southwest portion of the City that offer night-time play, year-round.
- The current asphalt court surface and subsurface are too deteriorated to successfully repair, and the only appropriate corrective action at this point is full replacement. Post-tensioned courts will have a life span of 40 years or greater.
- Other improvements to the site may include furnishings enhancements, picnic shelter upgrades and improvements to the sidewalks and trail connections within the park.

Estimated Cost: Total Project Cost: $1,800,000

Project Readiness

What is the level of project preplanning? Check all that apply.

- ☒ Conceptual idea only with some discussions
- ☐ Facilities study and programming
- ☐ Conceptual and/or schematic design
- ☐ Final design completed
- ☒ Land option identified and/or already acquired (e.g., existing city property)
- ☐ Other - Describe:

Describe the anticipated duration for each of the following major phases in months (e.g., planning is anticipated to take 6 months, design 9 months, and implementation, 18 months):

- Planning (programming, land acquisition, citizen process): 3 months
- Design: 3 months
- Implementation: 6-9 months

Funding Leverage

Are matching funds being sought for this project (e.g., grant, district, private, other)? ☐ Yes ☒ No

Have the funds been awarded? ☐ Yes ☒ No.

- If yes, are they immediately available (obligated/committed)?
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds?

Please describe the amount and source of matching funds:

Describe if the funds are a continuation of a previous investment? ☐ Yes ☒ No

- If yes, please describe.
**2017 General Obligation Bond Project Proposal**

**Project Name:** City Park Playground Replacement

**Agency Contact Person:** Kelly Ream

**City Council District:** 9

**Location:** City Park North York Street

**Project Statement:** Near Term Need

- This project consists of the replacement of City Park’s Dustin Redd playground. The fully rehabilitated program would uphold the values of the City’s Playground Master Plan while continuing to be a featured regional playground. Dustin Redd playground was constructed in 1996, and it is a highly utilized regional facility. The 17,000 SF playground was constructed with wood materials and is an ongoing maintenance challenge. Replacement of the existing playground is envisioned to be a regional ‘destination’ playground and fulfills the vision identified in the City’s Playground Master Plan.
- This well-loved playground has shown signs of wear for years and continues to put more of a burden on Parks Operations. The safety surfacing has begun to crack and separate, and the decking throughout the play structure is warped and creating trip hazards. Due to the removal of play structure features, boards have been added to close-off any areas with a safety concern. Overall, the playground is beyond its useful life and warrants the complete replacement. This playground is rated as poor in the park asset conditions report. Dustin Redd playground would remain in the same location but would be a complete replacement. Per the City Park Master Plan, this facility will feature age-separated play areas, new play pits, new equipment, new safety surfacing and adjacent seating and picnic facilities.

**Estimated Cost:**

**Complete Project Cost:** $2,000,000

**Project Readiness**

**What is the level of project preplanning? Check all that apply.**

- ☒ Conceptual idea only with some discussions
- □ Facilities study and programming
- □ Conceptual and/or schematic design
- □ Final design completed
- ☒ Land option identified and/or already acquired (e.g., existing city property)
- □ Other - Describe:

**Describe the anticipated duration for each of the following major phases in months** (e.g., planning is anticipated to take 6 months, design 9 months, and implementation, 18 months):

- Planning (programming, land acquisition, citizen process): 6 months
- Design: 6 months
- Implementation: 6 months

**Funding Leverage**

**Are matching funds being sought for this project** (e.g., grant, district, private, other)? □ Yes ☒ No

**Have the funds been awarded?** □ Yes ☒ No.

- If yes, are they immediately available (obligated/committed)?
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds?

**Please describe the amount and source of matching funds:**

**Describe if the funds are a continuation of a previous investment?** □ Yes ☒ No

- If yes, please describe.
2017 General Obligation Bond Project Proposal

Project Name: Civic Center Greek Theater

Agency Contact Person: Mark Bernstein

City Council District: 10

Location: Colfax and Lincoln/Broadway

Project Statement: Near Term Need
Civic Center Park is the heart of Denver’s civic, cultural and commercial realm, and is visited by millions each year. The project scope includes design, rehabilitation and construction of a premier outdoor performance venue at the Greek Theater.

Denver’s ambitious Outdoor Downtown plan has broad support from the Mayor to the Downtown Denver Partnership to the people. Civic Center Park embodies the goals of this plan and these improvements will increase the diversity of programming available in Downtown by adding a premier outdoor performance.

These improvements to Civic Center Park will enhance park visitor’s experience, facilitate greater and more diverse community celebrations and cultural events and will ultimately lead to greater economic vitality for Downtown Denver and the City as a whole.

Project risks are low and primarily include inconvenience to the large volume park users and events during construction.

The project can be phased, with a first phase of $4,000,000 for the Greek Theater.

Estimated Cost:
Total Project Cost: $4,000,000

Project Readiness
What is the level of project preplanning? Check all that apply.

☐ Conceptual idea only with some discussions
☐ Facilities study and programming
☒ Conceptual and/or schematic design
☐ Final design completed
☐ Land option identified and/or already acquired (e.g., existing city property)
☐ Other - Describe:

Describe the anticipated duration for each of the following major phases in months

- Planning (programming, land acquisition, citizen process): 12 months
- Design: 12-18 months
- Implementation: 18-24 months

Funding Leverage
Are matching funds being sought for this project (e.g., grant, district, private, other)? ☐ Yes ☒ No

Have the funds been awarded? ☐ Yes ☐ No.

- If yes, are they immediately available (obligated/committed)?
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds?

Please describe the amount and source of matching funds:
Describe if the funds are a continuation of a previous investment? ☐ Yes ☐ No

- If yes, please describe.
2017 General Obligation Bond Project Proposal

**Project Name:** Congress Park Pool Reconstruction

**Agency Contact Person:** John Martinez

**City Council District:** 10

**Location:** Congress Park – 850 North Josephine Street

**Project Statement:** Agency Critical Systems Need
- This project includes the design and construction of a new regional park pool facility to replace the existing outdated outdoor pool.
- The Congress Park pool is past its useful life and requires significant capital improvements which could cost more than a complete replacement.
- The pool is in need of rehabilitation to accommodate growth and recreational trends as well as meet current compliance standards for pool safety and maintenance.

**Estimated Cost:**
Total Project Cost: $8,300,000

**Project Readiness**
**What is the level of project preplanning? Check all that apply.**
- ☒ Conceptual idea only with some discussions
- ☐ Facilities study and programming
- ☐ Conceptual and/or schematic design
- ☐ Final design completed
- ☒ Land option identified and/or already acquired (e.g., existing city property)
- ☐ Other - Describe:

**Describe the anticipated duration for each of the following major phases in months** (e.g., planning is anticipated to take 6 months, design 9 months, and implementation, 18 months):
- Planning (programming, land acquisition, citizen process): 6 months
- Design: 9 months
- Implementation: 12-18 months

**Funding Leverage**
**Are matching funds being sought for this project** (e.g., grant, district, private, other)? ☐Yes ☒No

**Have the funds been awarded?** ☐Yes ☒No.
- If yes, are they immediately available (obligated/committed)?
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds?

**Please describe the amount and source of matching funds:**

**Describe if the funds are a continuation of a previous investment?** ☐Yes ☒No
- If yes, please describe.
Project Name: Downtown Park Improvements – Skyline Park

Agency Contact Person: Gordon Robertson

City Council District: 3, 9, 10

Location: Central Business District

Project Statement: Near Term Need
To create a more vibrant, economically thriving downtown, the existing system of parks and public spaces needs improvements to serve the recreational, cultural and social needs of an emerging and growing downtown population of residents, students, workers and millions of visitors. This project at Skyline Park will improve existing facilities and provide new amenities that will foster everyday activation and engage more people year-round.

New park amenities will incorporate recommendations from the Outdoor Downtown Master Plan as well as from the various pop up projects in blocks 2 and 3. The project will include a public input process leading to conceptual planning, design and construction of the improvements to Downtown’s Skyline Park.

There are no known risks at this time.

Estimated Cost:
Total Project Cost: $2,500,000

Project Readiness
What is the level of project preplanning? Check all that apply.
☐ Conceptual idea only with some discussions
☐ Facilities study and programming
☒ Conceptual and/or schematic design
☐ Final design completed
☐ Land option identified and/or already acquired (e.g., existing city property)
☐ Other - Describe:

Describe the anticipated duration for each of the following major phases in months
• Planning (programming, land acquisition, citizen process): 12 months
• Design: 12-18 months
• Implementation: 18-24 months

Funding Leverage
Are matching funds being sought for this project (e.g., grant, district, private, other)? ☐Yes ☒No

Have the funds been awarded? ☐Yes ☐No.
• If yes, are they immediately available (obligated/committed)?
• If no, what is the process (timing, approvals needed, etc.) to obtain the funds?

Please describe the amount and source of matching funds:

Describe if the funds are a continuation of a previous investment? ☐Yes ☐No
• If yes, please describe.
Project Name: Green Valley Ranch Indoor Pool

Agency Contact Person: John Martinez

City Council District: 11

Location: Argonne St + Andes Ct

Project Statement: Near Term Need

The Green Valley Ranch Rec Center, built in 2006, was originally designed to accommodate a future building expansion to include an indoor pool and other support services. The population of GVR continues to expand at one of the highest rates in the City.

Constructing the indoor pool makes good on a promise made to this community from the last 2007 Bond. Currently there is a large gap in service provided for aquatics in this area of the City. The nearest rec center with an indoor pool is over 2 miles away.

This project includes the addition 23,108 SF of building to include an indoor pool and other auxiliary and support services associated with the expanded programming such as office, dressing rooms, storage, and chemical rooms. Also included is the reconfiguration and expansion of the existing parking lot. Feasibility Analysis has been completed and costs below taken from the Facility Program and Budget.

Project risks are low and include inconvenience to rec center customers during construction.

Estimated Cost:
Total Project Cost: $15,600,000

Project Readiness
What is the level of project preplanning? Check all that apply.

☐ Conceptual idea only with some discussions
☒ Facilities study and programming
☐ Conceptual and/or schematic design
☐ Final design completed
☒ Land option identified and/or already acquired (e.g., existing city property)
☐ Other - Describe:

Describe the anticipated duration for each of the following major phases in months

- Planning (programming, land acquisition, citizen process): 6 months
- Design: 9 months
- Implementation: 12 months

Funding Leverage
Are matching funds being sought for this project (e.g., grant, district, private, other)? ☐ Yes ☒ No

Have the funds been awarded? ☐ Yes ☐ No.
- If yes, are they immediately available (obligated/committed)?
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds?

Please describe the amount and source of matching funds:
Describe if the funds are a continuation of a previous investment? ☐ Yes ☐ No

- If yes, please describe.
2017 General Obligation Bond Project Proposal

Project Name: Harvey Park + Recreation Center Improvements

Agency Contact Person: Michael Bouchard

City Council District: 3

Location: S Tennyson Way and W Evans Ave

Project Statement: Near Term Need
This project includes potential site improvements to Harvey Park which may include dedicated, off street parking for park and recreation center users, improved site drainage and water quality features, improvements to park walks and pedestrian circulation and irrigation upgrades.

Based on community and stakeholder input, portions of project funding may include improvements to Harvey Park Recreation Center to address critical FCAP needs as well as upgrades and enhancements to improve the customer experience.

Estimated Cost:
Total Project Cost: $2,000,000

Project Readiness
What is the level of project preplanning? Check all that apply.
- ☒ Conceptual idea only with some discussions
- ☐ Facilities study and programming
- ☐ Conceptual and/or schematic design
- ☐ Final design completed
- ☒ Land option identified and/or already acquired (e.g., existing city property)
- ☐ Other - Describe:

Describe the anticipated duration for each of the following major phases in months (e.g., planning is anticipated to take 6 months, design 9 months, and implementation, 18 months):
- Planning (programming, land acquisition, citizen process): 9 months
- Design: 9 months
- Implementation: 9-12 months

Funding Leverage
Are matching funds being sought for this project (e.g., grant, district, private, other)? □Yes ☒No

Have the funds been awarded? □Yes ☒No.
- If yes, are they immediately available (obligated/committed)?
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds?
Please describe the amount and source of matching funds: No additional funding has currently been identified.

Describe if the funds are a continuation of a previous investment? □Yes ☒No
**2017 General Obligation Bond Project Proposal**

**Project Name:** Inspiration Point Park Playground Improvements

**Agency Contact Person:** Michael Bouchard

**City Council District:** 1

**Location:** Sheridan and W 49th Ave

**Project Statement:** Near Term Need

This project includes the design and construction of a new playground, picnic area with shelter and restoration of the historic masonry wall, one of the park’s signature features.

The development of a playground in this park will provide access to play facilities for a neighborhood that currently has very few options accessible within a walking distance.

In addition to the new playground amenity, this project will construct a new picnic area with furnishings, shade shelter, etc. The project will also restore the historic masonry wall on site and shore up the structural foundation.

**Estimated Cost:**
Total Project Cost: $2,135,000

**Project Readiness**

**What is the level of project preplanning? Check all that apply.**

- ☒ Conceptual idea only with some discussions
- ☐ Facilities study and programming
- ☐ Conceptual and/or schematic design
- ☐ Final design completed
- ☒ Land option identified and/or already acquired (e.g., existing city property)
- ☐ Other - Describe:

**Describe the anticipated duration for each of the following major phases in months** (e.g., planning is anticipated to take 6 months, design 9 months, and implementation, 18 months):

- Planning (programming, land acquisition, citizen process): 12 months
- Design: 9 months
- Implementation: 9-12 months

**Funding Leverage**

**Are matching funds being sought for this project** (e.g., grant, district, private, other)? ☐Yes ☒No

**Have the funds been awarded?** ☐Yes ☒No.

- If yes, are they immediately available (obligated/committed)?
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds?

**Please describe the amount and source of matching funds:** No additional funding has currently been identified.

**Describe if the funds are a continuation of a previous investment?** ☐Yes ☒No
2017 General Obligation Bond Project Proposal

**Project Name:** Irrigation Renovation Projects

**Agency Contact Person:** Michael Bouchard

**City Council District:** CW

**Location:** Multiple locations

**Project Statement:** Agency Critical System Need
- Irrigation design and complete renovation (mainline, valves, laterals, heads, upgrade to central control and pump systems as needed). Systems are in known poor condition, beyond useful life. Sites show excessive water waste and/or difficult operations management, requiring frequent maintenance.
- The projects address water conservation, customer service, infrastructure preservation, sustainability, recreation opportunities, and wellness through activities. Projects support the Mayor’s 2020 Sustainability Goals, DPR Drought Management Plan, the Game Plan.
- The project improves asset life cycle costs and reduces operations costs. The project cannot be phased, as it only partially addresses the irrigation improvements needed due to deferred maintenance. Currently $29 million is needed for systems in poor condition, with $169 million estimated need to improve systems to park standards.
- Implementing the project has possible environmental remediation costs due to unknown existence of asbestos.

**Estimated Cost:**
Total Project Cost: $5,000,000

**Project Readiness**

**What is the level of project preplanning? Check all that apply.**

☒ Conceptual idea only with some discussions
☒ Facilities study and programming
☒ Conceptual and/or schematic design
☐ Final design completed
☒ Land option identified and/or already acquired (e.g., existing city property)
☐ Other - Describe:

Describe the anticipated duration for each of the following major phases in months (e.g., planning is anticipated to take 6 months, design 9 months, and implementation, 18 months):
- Planning (programming, land acquisition, citizen process): 6 months
- Design: 6 months
- Implementation: 24 months

**Funding Leverage**

Are matching funds being sought for this project (e.g., grant, district, private, other)? ☒Yes ☐No

Have the funds been awarded? ☐Yes ☒No.
- If yes, are they immediately available (obligated/committed)?
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds?

Please describe the amount and source of matching funds:

Describe if the funds are a continuation of a previous investment? ☐Yes ☒No
- If yes, please describe.
2017 General Obligation Bond Project Proposal

Project Name: Mountain Parks Conservation Camp Facility Restoration

Agency Contact Person: Brad Eckert

City Council District: Mtn Parks

Location: Red Rocks Park/Morrison CCC Camp + Katherine Craig CCC Structures

Project Statement: Near Term Need
This project supports the Mayor’s request to restore the City’s historic CCC Camp for activation, the restoration and stabilization of eleven (11) historic CCC Camp buildings includes repairs to structure and foundation, floor and roof framing, wood siding and trim, and windows and door hardware. Improvements and repairs to office and shop buildings include updating office space, maintenance facilities and storage areas for equipment, supplies, material and staff and replacing/repairing the water service and sanitary sewer system.

This project addresses an initial phase of renovation on buildings at both the Morrison and Katherine Craig locations.

Morrison: $1,500,000 is budgeted for the renovation of (3) buildings that will serve as office, classroom/training and storage buildings for the partners operating on-site. Improvements are needed to address structural integrity, infrastructure preservation (roofing, HVAC, restrooms, utilities, etc), health and safety, as well as updating wet and dry utility service to the buildings. The historic integrity of the buildings will be preserved and the buildings will be protected from further deterioration.

Katherine Craig: $500,000 is budgeted for the renovation of (2) buildings that will serve as office, classroom buildings for the partners operating on-site. Improvements are needed to address structural integrity, infrastructure preservation (roofing, HVAC, restrooms, utilities, etc), health and safety, as well as updating wet and dry utility service to the buildings. The historic integrity of the buildings will be preserved and the buildings will be protected from further deterioration.

Estimated Cost:
Total Project Cost: $2,000,000

Project Readiness
What is the level of project preplanning? Check all that apply.
☒ Conceptual idea only with some discussions
☒ Facilities study and programming
☐ Conceptual and/or schematic design
☐ Final design completed
☒ Land option identified and/or already acquired (e.g., existing city property)
☒ Other - Describe: 2014 Facilities Condition Assessment Report, 2016 Morrison CCC Camp Structure Assessment

Describe the anticipated duration for each of the following major phases in months (e.g., planning is anticipated to take 6 months, design 9 months, and implementation, 18 months);

• Planning (programming, land acquisition, citizen process): 6 months
• Design: 12 months
• Implementation: 24 months
Funding Leverage

Are matching funds being sought for this project (e.g., grant, district, private, other)? ☐ Yes ☒ No

Have the funds been awarded? ☐ Yes ☐ No.
  • If yes, are they immediately available (obligated/committed)? Yes
  • If no, what is the process (timing, approvals needed, etc.) to obtain the funds? Click here to enter text.

Please describe the amount and source of matching funds: Click here to enter text.

Describe if the funds are a continuation of a previous investment? ☐ Yes ☐ No
  • If yes, please describe.
Project Name: Neighborhood Park Improvements

Agency Contact Person: Michael Bouchard

City Council District: CW

Location: Various Locations

Project Statement: Agency Critical Systems Need
- This Project includes (56) specific projects in (47) different parks.
- The Parks Asset Study reveals the need to upgrade court, playground, walks, and picnic site facilities citywide to provide a better user experience and decrease the operations burden created from trying to maintain and complex, aging system. This project rehabilitates citywide courts, walks, playgrounds, and picnic sites as recommended in the Playground Master Plan (2006), Picnic Sites Master Plan (2016), and Parks Asset Study (2013).
- Court replacement entails replacing existing system with post-tensioned concrete, new fences, nets, and utilities. Walk replacement comprises the conversion of existing asphalt or concrete walks in poor or fair condition to 6" depth concrete walks. Playground replacements include complete replacement of play equipment, reconstruction of play pit concrete borders, new seat walls or natural boulder seats, new plantings of trees and shrubs, gathering spaces with special paving, and bench seating. Picnic Site replacements include new surfacing (crusher fines and concrete), seat walls, new picnic tables, grills, landscaping, horseshoe pits, site boulders, trash receptacles, and shelters.
- Existing picnic facilities lack consistency of amenities throughout the system and many sites do not meet ADA standards. There is potential for work to occur in areas containing historic urban fill and / or asbestos, so an asbestos abatement plan would need to be included as part of the design and construction would require CABI monitoring.
- DPR has identified a core scope of work that represents the minimum improvements necessary to prevent further deterioration of facilities and to meet regulatory requirements (see below).

Estimated Cost:
Total Project Cost: $15,000,000

Project Readiness
What is the level of project preplanning? Check all that apply.
- ☒ Conceptual idea only with some discussions
- ☐ Facilities study and programming
- ☐ Conceptual and/or schematic design
- ☐ Final design completed
- ☒ Land option identified and/or already acquired (e.g., existing city property)
- ☐ Other - Describe:

Describe the anticipated duration for each of the following major phases in months (e.g., planning is anticipated to take 6 months, design 9 months, and implementation, 18 months):
- Planning (programming, land acquisition, citizen process): 12 months
- Design: 12 months
- Implementation: 24-36 months

Funding Leverage
Are matching funds being sought for this project (e.g., grant, district, private, other)? ☐Yes ☒No

Have the funds been awarded? ☐Yes ☒No.
- If yes, are they immediately available (obligated/committed)?
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds?
Please describe the amount and source of matching funds:
Describe if the funds are a continuation of a previous investment? ☐ Yes ☒ No

- If yes, please describe.


2017 General Obligation Bond Project Proposal

Project Name: Paco Sanchez - Re-Imagine Play Phase 2

Agency Contact Person: Michael Bouchard
City Council District: 3
Location: Paco Sanchez Park: Howard and Avondale

Project Statement: Near Term Need
The Re-Imagine Play project is an innovative redesign of traditional play environments that seeks to engage adjacent communities to create a multi-generational play environment that engages all users in higher levels of physical activity thereby leading to greater health and wellness outcomes in communities that have some of the highest childhood obesity rates in the city.

This project will complete the Re-Imagine Play project by constructing the Phase 2 improvements which include:

- Completion of the Play Loop and play pods that create a ¼ mile loop on the hill overlooking Lakewood Gulch.
- Development of the Stage and Music Bowl features that provide a flexible, outdoor venue for community programming including movies in the park, music and dance recitals.
- Construction of the Kiosk building which will operate as a satellite Recreation facility: DPR Recreation Staff will operate the building and be on hand to check-out recreation equipment, lead fitness classes and other demonstrations with the new Outdoor Classroom. Year-round plumbed restrooms are also included.
- Creation of the Community Plaza which will create a neighborhood gathering space for farmers markets, arts and crafts fairs and many other community lead events and programs.
- Completion of the Fitness Loop, a ¼ mile loop path geared towards adults wanting an area for walking, jogging, and fitness.

Estimated Cost:
Total Project Cost: $6,555,000

Project Readiness
What is the level of project preplanning? Check all that apply.
- ☐ Conceptual idea only with some discussions
- ☐ Facilities study and programming
- ☐ Conceptual and/or schematic design
- ☐ Final design completed
- ☒ Land option identified and/or already acquired (e.g., existing city property)
- ☒ Other - Describe: Currently at 60% CD’s and will be completing 100% CD’s in 2017

Describe the anticipated duration for each of the following major phases in months (e.g., planning is anticipated to take 6 months, design 9 months, and implementation, 18 months):
- Planning (programming, land acquisition, citizen process): Complete
- Design: 5 Months – Design is anticipated to be completed in Summer 2017
- Implementation: 8 Months

Funding Leverage
Are matching funds being sought for this project (e.g., grant, district, private, other)? ☒Yes ☐No

Have the funds been awarded? ☐Yes ☒No.

- If yes, are they immediately available (obligated/committed)?
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds?
Please describe the amount and source of matching funds: N/A

Describe if the funds are a continuation of a previous investment? ☒Yes ☐No
  • If yes, please describe. Phase 1 will begin construction in Summer 2017 and will include the Play Plateau. Work will be completed by a CM/GC Contractor. Phase 1 is anticipated to be complete in Spring 2018. There is a strong level of community support for the project. Phase 2 will be “shovel-ready” by Quarter 1, 2018.
2017 General Obligation Bond Project Proposal

Project Name: Park Operations Facilities Improvements

Agency Contact Person: Michael Bouchard

City Council District: Citywide

Location: Multiple

Project Statement: Agency Critical System Need
Parks operations and maintenance facilities are in poor physical condition, lacking facilities for the staff such as restrooms, lockers & breakrooms. In addition, the material storage, staff parking and vehicle storage is deficient & most yards cannot accommodate the staff or facility vehicles. FCAP deficiencies identify items such as electrical panel, fire alarms, HVAC equipment as requiring upgrades. Lack of equipment storage allows for theft & exposure to the elements.

This project includes: improvements recommended in Maintenance Facilities MP 2012 (FCAP) for safety of staff & functionality of facilities; New facilities, addition & remodeling to existing facilities for expanded use due to consolidation of facilities and added staff requiring expanded staff parking, larger staff restrooms & storage for equipment, vehicles and materials is required.

Project risks are low-medium and include potential for hazardous material abatement.

Estimated Cost:
Total Project Cost: $2,000,000

Project Readiness
What is the level of project preplanning? Check all that apply.
☐ Conceptual idea only with some discussions
☒ Facilities study and programming
☒ Conceptual and/or schematic design
☐ Final design completed
☒ Land option identified and/or already acquired (e.g., existing city property)
☐ Other - Describe:

Describe the anticipated duration for each of the following major phases in months (e.g., planning is anticipated to take 6 months, design 9 months, and implementation, 18 months):
- Planning (programming, land acquisition, citizen process): 12-18 months
- Design: 6-12 months
- Implementation: 12-24 months

Funding Leverage
Are matching funds being sought for this project (e.g., grant, district, private, other)? ☒Yes ☐No
Match grants from the State Historic Preservation Office are available on a regular basis.

Have the funds been awarded? ☐Yes ☒No.
- If yes, are they immediately available (obligated/committed)?
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds?

Please describe the amount and source of matching funds:

Describe if the funds are a continuation of a previous investment? ☐Yes ☐No
• If yes, please describe.
Project Name: Recreation Center FCAP - Repairs + Improvements

Agency Contact Person: Michael Bouchard

City Council District: Citywide

Location: Multiple

Project Statement: Agency Critical System Need
Denver’s Recreation program includes 31 recreation centers ranging from local neighborhood centers up through large regional facilities. Many of the centers are older and have significant deferred maintenance needs.

- This Project includes (25) specific projects in (21) different recreation centers citywide.
- One portion of projects include improvements recommended in Maintenance Facilities MP 2012 (FCAP) for safety of staff & functionality of facilities including HVAC improvements, roofing system replacements, building envelope repairs and ADA improvements.
- The other portion of projects involves upgrades and enhancements to existing recreation centers, including kitchen improvements, floor replacement, repainting, weight room upgrades, locker room enhancements, front counter remodels and upgrades to communications and audio-visual equipment.

Project risks are low-medium and include potential for hazardous material abatement.

Estimated Cost:
Total Project Cost: $8,000,000

Project Readiness
What is the level of project preplanning? Check all that apply.
☐ Conceptual idea only with some discussions
☒ Facilities study and programming
☒ Conceptual and/or schematic design
☐ Final design completed
☐ Land option identified and/or already acquired (e.g., existing city property)
☐ Other - Describe:

Describe the anticipated duration for each of the following major phases in months (e.g., planning is anticipated to take 6 months, design 9 months, and implementation, 18 months):
- Planning (programming, land acquisition, citizen process): 12-18 months
- Design: 12-18 months
- Implementation: 12-24 months

Funding Leverage
Are matching funds being sought for this project (e.g., grant, district, private, other)? ☐Yes ☒No

Have the funds been awarded? ☐Yes ☒No.
- If yes, are they immediately available (obligated/committed)?
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds?

Please describe the amount and source of matching funds:

Describe if the funds are a continuation of a previous investment? ☐Yes ☒No
- If yes, please describe.
2017 General Obligation Bond Project Proposal

**Project Name:** Sun Valley Riverside Park Development - Phase 1

**Agency Contact Person:** Gordon Robertson

**City Council District:** 3 – Paul Lopez

**Location:** Sun Valley Neighborhood – Federal to S. Platte River, 6th Ave to 20th Ave.

**Project Statement:**

In collaboration with West Denver Renaissance and Denver Housing Authority, reclaim additional acreage along the river between Decatur Ave and 13th Ave to expand the existing park space in Sun Valley as this area transitions from the existing low income housing to a mixed use planned development. Project would develop the base park infrastructure to include grading, irrigation, walking paths, and river edge landscape and amenities. Partner organization(s) will contribute funding for a synthetic turf field and other active/programmed amenities. The Master Plan includes an implementation strategy to phase the park improvements and restoration over time.

Denver Housing Authority was awarded a $30 M Choice Neighborhoods grant in late 2016 that will serve as seed money for a $350 M+ redevelopment of the Sun Valley Neighborhood. The Riverside Community Park will be one of the anchors of the revitalized community and an important new park along the S Platte Corridor. Developing the park is an important strategy in the redevelopment and will lead to greater economic vitality for the neighborhood while providing much needed recreation and health and wellness opportunities for an underserved population.

This project cannot be phased. The City’s relatively modest contribution of $2M will be leveraged 300-500% and represents the minimum amount possible.

As with all projects located along the S Platte or the gulches that drain into it, there is a medium risk of encountering areas of historic urban fill that may contain asbestos contaminated material. There is also an Xcel property including a tank farm that will be remediated prior to any neighborhood or park construction; remnant contamination from this facility may be encountered in the soil and water.

**Estimated Cost:**

Total Project Cost - $2,000,000

**Project Readiness**

What is the level of project preplanning? Check all that apply.

- [ ] Conceptual idea only with some discussions
- [ ] Facilities study and programming
- [x] Conceptual and/or schematic design
- [ ] Final design completed
- [ ] Land option identified and/or already acquired (e.g., existing city property)
- [ ] Other - Describe:

Describe the anticipated duration for each of the following major phases in months (e.g., planning is anticipated to take 6 months, design 9 months, and implementation, 18 months):

- Planning (programming, land acquisition, citizen process): 24 months
- Design: 12-18 months
- Implementation: 18-24 months

**Funding Leverage**

Are matching funds being sought for this project (e.g., grant, district, private, other)? [x] Yes [ ] No
Have the funds been awarded? ☒Yes ☐No.
- FY2016 Choice Neighborhood Implementation Grant for the Sun Valley neighborhood - $30M
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds?

Please describe the amount and source of matching funds:

Describe if the funds are a continuation of a previous investment? ☒Yes ☒No
- The first small phase of the Riverside Park was constructed in 2014 at the confluence of Weir Gulch and the S Platte River at a cost of $3 M. This will form the southern boundary of the larger park.
2017 General Obligation Bond Project Proposal

Project Name: Swansea Recreation Center Indoor Pool

Agency Contact Person: John Martinez

City Council District: 9

Location: 2650 E. 49" Ave

Project Statement: Near Term Need
The current outdoor pool at Swansea Recreation Center is at the end of its useful life and needs to be replaced. DPR is recommending replacement of the outdoor pool with an indoor pool that the community can utilize year round. The recommendation is to remove the existing pool and replace with a new pool that is enclosed which would extend activity, recreation and play beyond the summer months.

Construction of this facility will address a significantly large gap in service provided for aquatics in this area of the City. The nearest rec center with an indoor pool is over 3.5 miles away.

This project includes the addition of approximately 20,000 SF of building to include an indoor pool and other auxiliary and support services associated with the expanded programming such as office, dressing rooms, storage, and chemical rooms.

Project risks are low and include inconvenience to rec center customers during construction.

Estimated Cost:
Total Project Cost: $15,225,000

Project Readiness
What is the level of project preplanning? Check all that apply.
☐ Conceptual idea only with some discussions
☒ Facilities study and programming
☐ Conceptual and/or schematic design
☐ Final design completed
☐ Land option identified and/or already acquired (e.g., existing city property)
☐ Other - Describe:

Describe the anticipated duration for each of the following major phases in months
• Planning (programming, land acquisition, citizen process): 6 months
• Design: 9 months
• Implementation: 12 months

Funding Leverage
Are matching funds being sought for this project (e.g., grant, district, private, other)? ☐Yes ☐No

Have the funds been awarded? ☐Yes ☐No.
• If yes, are they immediately available (obligated/committed)?
• If no, what is the process (timing, approvals needed, etc.) to obtain the funds?

Please describe the amount and source of matching funds:

Describe if the funds are a continuation of a previous investment? ☐Yes ☐No
• If yes, please describe.
2017 General Obligation Bond Project Proposal

**Project Name:** Westwood Recreation Center

**Agency Contact Person:** John Martinez

**City Council District:** 3

**Location:** West Denver

**Project Statement:** Near Term Need

This project includes acquisition, design and/or construction of a new local/neighborhood rec center facility in the historically underserved neighborhood of West Denver. Recreation center services typically include indoor aquatics facilities, gymnasium, and fitness areas for weights and cardio activities. Other services may also include leisure pool, therapy pool, walk/jog track, sports courts, community meeting rooms, senior or youth rooms, offices, dressing rooms, storage rooms. Specific program of the building will be determined during the design and public engagement phases of the project.

West Denver is historically underserved in access to rec center facilities, and has some of the highest childhood and adult obesity rates in the entire city. This project will provide a regional level rec center to this community and a branch library as part of the overall program.

The project could be phased by first acquiring land and completing programming/conceptual design. A second phase would involve construction of the building.

**Estimated Cost:**

| Total Project Cost | $37,500,000 (Includes acquisition) |

**Project Readiness**

**What is the level of project preplanning? Check all that apply.**

- ☒ Conceptual idea only with some discussions
- ☐ Facilities study and programming
- ☐ Conceptual and/or schematic design
- ☐ Final design completed
- ☐ Land option identified and/or already acquired (e.g., existing city property)
- ☐ Other - Describe:

**Describe the anticipated duration for each of the following major phases in months** (e.g., planning is anticipated to take 6 months, design 9 months, and implementation, 18 months):

- Planning (programming, land acquisition, citizen process): 12 months
- Design: 12-18 months
- Implementation: 18-24 months

**Funding Leverage**

**Are matching funds being sought for this project** (e.g., grant, district, private, other)? ☒Yes ☐No

Project partnerships will be sought for this effort, including Great Outdoors Colorado, Colorado Health Foundation along with others.

**Have the funds been awarded?** ☐Yes ☒No.

- If yes, are they immediately available (obligated/committed)?
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds?

**Please describe the amount and source of matching funds:**
Describe if the funds are a continuation of a previous investment? ☐ Yes ☒ No

- If yes, please describe.
TRANSPORTATION AND MOBILITY
Project Summaries
Project Name: 16th Street Mall - Streetscaping

Agency Contact Person: Brad Buchanan, CPD

City Council District: 9

Location: 16th Street Mall (Market Street to Broadway)

Project Statement:
According to Historic Denver, the 16th Street Mall (referred to hereafter as “the Mall”) “has evolved into the veritable ‘heart and soul’ of downtown Denver and a top visitor attraction in the metropolitan area.” The Mall is the critical transit spine of the downtown Denver environment, serving as the first and last mile connector between Civic Center Station and Union Station, as well as the primary pedestrian experience for shops, restaurants, hotels, businesses, residences, and visitors. Having exceeded its planned useful life of 30 years, the Mall's infrastructure is in need of improvements that will enable this critical asset to attract and retain visitors and vital public, commercial and residential uses for years to come. The enhancement of this critical transit link and pedestrian place in downtown is supported by the 2007 Downtown Area Plan, Community Planning and Development’s “The Mall Experience” study, Visit Denver and urban renewal priorities highlighted by the Mayor and memorialized in agreements between the City and County of Denver (“the City”) and the Denver Urban Renewal Authority (“DURA”).

Construction of the original Mall was made possible, in part, by grants from the Federal Transit Authority (“FTA”) and Federal Interstate Highway Transfer Funds, and federal funding continues to support both maintenance of the transitway and operation of the Regional Transportation District’s (“RTD”) Free MallRide. Additionally, the Mall has been deemed eligible by the FTA for listing in the National Register of Historic Places. As a result, in order to maintain federal funding eligibility and to comply with regulations established in the National Historic Preservation Act, a thorough alternatives analysis and environmental review process must occur prior to design and construction of significant Mall improvements. This process has commenced and is expected to result in a preferred alternative and conceptual design by the end of 2017.

The scope of the proposed project is to provide streetscaping and related amenities along the Mall’s original 13 blocks (Market Street to Broadway). Streetscaping scope elements may include, but not be limited to, the following: the urban canopy; mobility and connectivity; drainage and water quality; communications, power and water utilities; pedestrian and street lighting; wayfinding and signage; pedestrian experience improvements to sidewalks, planters/irrigation and furnishings (benches, bike racks, trash receptacles, etc.); and other amenities and improvements. Together, the proposed improvements will update the Mall’s aging infrastructure (thereby reducing ongoing maintenance costs), support economic development throughout Lower Downtown and the Central Business District, and enhance accessibility, safety and the pedestrian/transit experience.

Risks to project execution relate primarily to environmental, utility and unknown site conditions, as well as potential impacts to adjacent business/residential access during construction. Risks will be mitigated or minimized through exhaustive analysis of existing site conditions and issues in advance of project construction commencement, to include appropriate outreach and coordination with local businesses/residents.

Estimated Cost:
The project’s total estimated cost is $26,000,000, or roughly $2,000,000 per block of the original 13-block Mall. Construction activities would likely be phased to account for ongoing business/residential access and Free MallRide operations, although this cost estimate is based upon a single procurement effort and associated construction contract. $13M has been recommended for GO bond funding.
Project Readiness

What is the level of project preplanning? Check all that apply.

- Conceptual idea only with some discussions
- Facilities study and programming
- Conceptual and/or schematic design
- Final design completed
- Land option identified and/or already acquired (e.g., existing city property)
- Other - Describe: The City recently hired a consultant that will administer the federally mandated alternatives analysis and environmental clearance processes required prior to conceptual design. It is anticipated that these studies and a conceptual (15%) design will be complete by the end of 2017.

Describe the anticipated duration for each of the following major phases in months:

- Planning (programming, land acquisition, citizen process): 9 months
- Design: 15 months
- Implementation: 36 months

Funding Leverage

Are matching funds being sought for this project (e.g., grant, district, private, other)? ☒Yes ☐No

Have the funds been awarded? ☒Yes ☐No. Yes and No.

- If yes, are they immediately available (obligated/committed)? Partial funding for initial planning, design and partial implementation is available through the DURA Downtown TIF program and federal grant through RTD. To-date, improvements have been implemented for the reconfiguration of the Market Street station FreeMall Ride stop, reconstruction of 16th Avenue and Broadway intersection, including new dedicated bike lanes, and installation of over 180 new energy efficient Mall lights which are replicas of the original Mall lights.
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds? Partial funding has been identified through the DURA Downtown TIF program and a federal grant through RTD. These funding sources are not anticipated to be sufficient for the ultimate improvements required on the Mall. The ultimate design of the Mall and the ultimate related funding need will be determined in 2017 through the prerequisite alternatives analysis and environmental clearance. This specific effort and estimated amount of $1,500,000 has been requested from DURA, and which will be the basis for additional funding requests for future design and construction efforts. Any additional request(s) for DURA funds must be submitted by the City and approved by DURA’s Redevelopment Committee and Board of Commissioners, both of which generally meet on a monthly basis. Furthermore, RTD may also pursue opportunities for relevant FTA grants.

Please describe the amount and source of matching funds: ☒Partial funding for initial planning, design and partial implementation is available through the DURA Downtown TIF program and federal grant through RTD. This funding serves as a ready source of matching funds, which when combined with potential bond funding, will create a significant design and construction outcome for the Mall.

Describe if the funds are a continuation of a previous investment? ☒Yes ☐No

- If yes, please describe. The Mall investment includes significant operations and capital maintenance dollars which are invested annually by the City, RTD and the Downtown Denver Business Improvement District. Improvements to the Mall will are anticipated to reduce these annual outlays. RTD has made a significant investment through its recent purchase of a new fleet of electric shuttle buses. As described previously, the Downtown TIF Program has recently funded various improvement projects on and adjacent to the Mall, from multi-modal improvements at the 16th Avenue and Broadway intersection to replacement of the Mall’s aging pedestrian lights with high-efficiency LED replicas. As indicated above, DURA funding has already been requested for alternatives analysis and conceptual design of the proposed Mall improvements.
2017 General Obligation Bond Project Proposal

**Project Name:** 8th Avenue Bridge (over Platte) Reconstruction

**Agency Contact Person:** Matt MacLachlan

**City Council District:** Council District 3

**Location:** Just west of the 8th Avenue and Zuni intersection

**Project Statement:**
This project includes the removal and replacement of the existing 8th Avenue Bridge over the South Platte River. The 88-year-old bridge has exceeded its design life, and is designated as both “fracture” and “scour” critical. These designations require additional monitoring to ensure that the bridge remains safe to stay open to the public.

The existing bridge lacks sidewalks and bike lanes. The connection to the South Platte River Trail also requires bikes/pedestrians to cross 8th Avenue west of the bridge at grade, with no signalization. Vehicles traveling eastbound on 8th Avenue are required to quickly shift lanes to cross the narrow bridge and navigate short left turn lanes.

The replacement structure will include increased lane width to alleviate this substandard vehicular lane shifting, as well as multi-use sidewalks and improved trail connectivity. The improvements in multi-modal provisions aligns with City priorities for safety and mobility. The replacement of a deficient structure meets City priorities for safety and infrastructure network preservation.

**Estimated Cost:**
The total estimated project cost is $8.6M. This includes design, right-of-way, environmental, and construction.

**Project Readiness**

**What is the level of project preplanning? Check all that apply.**
- ☐ Conceptual idea only with some discussions
- ☑ Facilities study and programming
- ☒ Conceptual and/or schematic design
- ☐ Final design completed
- ☑ Land option identified and/or already acquired (e.g., existing city property)
- ☒ Other - Describe: Final design procurement will be in second quarter of 2017. See below for funding information.

**Describe the anticipated duration for each of the following major phases in months:**
- Design (includes Right of Way and public process): 12 months
- Implementation: 6 - 9 months (depending on low water season)

**Funding Leverage**

**Are matching funds being sought for this project (e.g., grant, district, private, other)?** ☐Yes ☒No

**Have the funds been awarded?** ☒Yes ☐No.
- If yes, are they immediately available (obligated/committed)? 2017 CIP funds have been awarded for the design. Those funds are available now.
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds? N/A

**Please describe the amount and source of matching funds:** $800k for Design from 2017 City CIP

**Describe if the funds are a continuation of a previous investment?** ☐Yes ☒No
- If yes, please describe. N/A
2017 General Obligation Bond Project Proposal

Project Name: 47th and York – Bike Ped Bridge

Agency Contact Person: Chris Pacheco

City Council District: 9

Location: Intersection of 47th and York in the Elyria and Swansea Neighborhoods

Project Statement:

The project comprises the construction of a pedestrian and cyclist only grade separated crossing over the UP mainline approximately 250 feet south of the existing crossing at 47th Avenue and York Street.

Improving this connection and crossing was identified as a top priority and transformative concept in the 2015 Elyria Swansea Neighborhood Plan and the community continues to champion this project as its number one request. The project is a critical mobility improvement focused on improving safe bicycle and pedestrian connections between Elyria and Swansea Neighborhoods, and between Swansea Elementary School and the Valdez-Perry Branch Library. It directly aligns with community, agency, council and Mayoral priorities.

The grade separated bridge will eliminate this risk of children, and all other pedestrian and cyclists, from coming into close contact with, and being delayed by, the many trains that use the UP main line each day. East west connectivity will be improved substantially. More paramount than this, however, is the greatly enhanced multimodal safety the advent of the pedestrian/cyclist bridge will bring about for the Elyria and Swansea neighborhoods.

Since the bridge is a single structure, the project will need to be completed in one phase and cannot be phased.

A fair amount of work has been completed to date the NDCC will begin 30% design in summer 2017. The initial feasibility and alternatives study—which was completed with extensive community input—revealed the complexity of surrounding utilities, environmental issues and easements/agreements required for the construction. All of the potential risks have been identified and can be addressed as the overall project delivery.

Estimated Cost:

Total estimated cost is $11,900,000. The City has secured $2.5 million in grant funding, leaving a remaining need of $9.4 million.

Project Readiness

What is the level of project preplanning? Check all that apply.

☐ Conceptual idea only with some discussions
☐ Facilities study and programming
☒ Conceptual and/or schematic design
☐ Final design completed
☒ Land option identified and/or already acquired (e.g., existing city property)
☒ Other - Describe: 30% design will begin in summer 2017 with additional funding in place to continue through 100% design

Describe the anticipated duration for each of the following major phases in months

- Planning (programming, land acquisition, citizen process): Complete
- Design: In process – 12 months
- Implementation: 12 months
**Funding Leverage**

Are matching funds being sought for this project (e.g., grant, district, private, other)? ☒Yes ☐No

Have the funds been awarded? ☒Yes ☐No.

- If yes, are they immediately available (obligated/committed)? Yes, upon completion of an Intergovernmental Agreement with CDOT
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds? Click here to enter text.

Please describe the amount and source of matching funds: $2,500,000 Transportation Improvement Project (TIP) administered by the Colorado Department of Transportation

Describe if the funds are a continuation of a previous investment? ☐Yes ☒No

- If yes, please describe. Click here to enter text.
Project Name: 56th Avenue- Peoria Street to Pena Boulevard

Agency Contact Person: Janice Finch & Deborah Turner

City Council District: 8,11

Location: East 56th Avenue from Peoria Street to Pena Boulevard- 4 Lane cross section

Project Statement:
This project will provide the design and construct a four lane multi modal cross section with median to improve safety, improve transit services and complete the multi-use trail between Peoria Street and Pena Blvd. There have been two studies done on this corridor: The East 56th Avenue Corridor Concept Plan 2004 and the 56th Avenue: Havana to Pena Boulevard Corridor Study Planning Environmental Linkage (PEL) Study dated July 2008.

- All of the widening will occur to the north.
- A median will be included that will be used to implement the access control plan.
- Use of the existing two lanes which will become the eastbound thru lanes.
- This project will install new traffic signals at Uvalda Street and Crown Boulevard.
- Will upgrade the signals at Peoria Street and Chambers Road.
- Project will include additional street lighting.
- It is estimated that this project could reduce automobile accidents by 65.9%
- This project will implement the access control plan outlined in the 2008 study.
- Most of the ROW has already been obtained.
- Risks could include that there may be an increased noise impact on the community (residents that back onto 56th Avenue). Also, maintaining through travel and accesses into the neighborhoods during construction will also be challenging.

Estimated Cost: Total estimated cost $27M. This 4-lane section should be completed as one phase from Peoria to Pena. Any phasing of the 4-lane project would limit the effectiveness of the safety improvements and increase in multi-modal capacity. A future project would be to build the ultimate 6-lane section.
**Project Readiness**

What is the level of project preplanning? Check all that apply.

- ☒ Conceptual idea only with some discussions
- ☒ Facilities study and programming
- ☒ Conceptual and/or schematic design
- ☐ Final design completed
- ☐ Land option identified and/or already acquired (e.g., existing city property)
- ☐ Other - Describe:

**Describe the anticipated duration for each of the following major phases in months**

- Design: 18-24 months includes the US Army Reserve Transfer Agreement
- Implementation: 18-24 months

**Funding Leverage**

Are matching funds being sought for this project (e.g., grant, district, private, other)? ☐ Yes ☒ No
2017 General Obligation Bond Project Proposal

**Project Name:** Additional Transit Corridor Implementation

**Agency Contact Person:** Emily Snyder/Ryan Billings

**City Council District:** 1, 3, 7, 8, 9

**Location:** Multiple corridors

**Project Statement:**
RTD has identified several corridors as part of their Bus Speed, Delay, and Access Study (March 2016). This project focuses on 3 corridors (18 miles): MLK from Downing to Quebec, Federal from 38th to Evans, and W Alameda from Sheridan to Cherokee. Transit Enhancements to all corridors would include traffic signal and bus stop enhancements to support transit operations – transit signal priority, signal infrastructure for queue jumps, bus bulbs or bypass lanes, and stop amenities (shelters, benches, etc.). Other additional improvements included are fiber network upgrades, water quality best management practices and incorporation of electric vehicle charging stations.

- MLK is a 5-mile long, high ridership corridor with nearly 4,600 weekday riders and RTD has identified MLK as a Tier 1 corridor for potential operational improvements.
- The 9-miles of transit along Federal Blvd carries an average of 9,500 weekday riders and is also identified as a Tier 1 corridor.
- W. Alameda is 4 miles of medium ridership with 1,500 weekday riders. It is identified as a Tier 2 corridor.

Current risks with all corridors include unknown ROW, drainage and utility issues related to bus stop enhancements or bulb out construction. Additional risks include capacity on existing fiber network.

**Estimated Cost:**
$9.8 million for transit improvements of Federal from 38th to Evans Ave.

**Project Readiness**

What is the level of project planning and implementation?

- Conceptual idea only with no permits (feasibility)
- Conceptual and/or schematic design
- Final design completed
- Land option identified and/or already acquired (e.g., existing city property)
- Other - Describe: Click here to enter text.

Describe the anticipated duration for each of the following major phases in months (e.g., planning is anticipated to take 6 months, design 9 months, and implementation, 18 months):

- Planning (programming, citizen process): 6 months
- Design: 9 months
- Implementation: 6 months

**Funding Leverage**

Are matching funds being sought for this project (e.g., grant, district, private, other)? Yes ☒ No

Have the funds been awarded? ☐ Yes ☒ No

- If yes, are they immediately available (obligated/committed)? Click here to enter text.
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds? Click here to enter text.

Please describe the amount and source of matching funds: Click here to enter text.

Describe if the funds are a continuation of a previous investment? ☐ Yes ☒ No

- If yes, please describe. Click here to enter text.
Project Name: Alameda Avenue Underpass Rehabilitation – ADA Improvements and Structural Repair

Agency Contact Person: Matt MacLachlan

City Council District: 7

Location: Alameda Avenue, from S. Santa Fe Drive to Broadway

Project Statement:
This project includes the rehabilitation of the existing Alameda Underpass. The existing underpass was built in 1910 with (3) rail bridges crossing over Alameda. This is a critical east/west connection for both vehicles and pedestrians, considering that the nearest grade separated crossings of the rail lines are at Mississippi Avenue and 6th Avenue. While RTD and the Consolidated Main Line continue to operate over Alameda, the easternmost bridge is abandoned and is in poor condition. It’s anticipated that this abandoned bridge will be removed as part of a separate project in early 2018.

There is a pedestrian sidewalk along the north side of Alameda, separated by vehicles with a traffic barrier. The existing sidewalk is not ADA compliant. In addition, the existing structural walls have significant spalls and cracking. Bridge maintenance crews recently performed removal of loose material to prevent damage to adjacent vehicles. The walls have increased exposure to environmental effects as layers of the structure have been removed or have fallen off. As a result, rapid deterioration of the walls can be expected.

The project will include a new, grade separated, ADA compliant sidewalk/multi-use path along the north side of Alameda (removal of the abandoned bridge will be required prior to the completion of this sidewalk improvement). In addition, the project will address the deteriorating wall condition by repairing sections, likely with a “shotcrete” surface. The project addresses the City’s goals of safety and mobility.

Even with this repair work, the entire underpass will need replacement in the future. That work may be necessary as part of a future bond program or other significant funding opportunity.

Estimated Cost:
The preliminary project cost estimate for the new sidewalk/multi-use path and wall repairs is $7M. It’s anticipated that both activities will cost $3-$4M each. These costs include design, environmental, and construction. No Right-of-Way acquisition is anticipated, however coordination with the heavy and light rails will be necessary for the work.

Project Readiness
What is the level of project preplanning? Check all that apply.
- Conceptual idea only with some discussions
- Facilities study and programming
- Conceptual and/or schematic design
- Final design completed
- Land option identified and/or already acquired (e.g., existing city property)
- Other - Describe: Click here to enter text.

Describe the anticipated duration for each of the following major phases in months:
- Planning (programming, land acquisition, citizen process): 6 months
- Design: 12 months
- Implementation: 12 months
Funding Leverage

Are matching funds being sought for this project (e.g., grant, district, private, other)? ☐ Yes ☒ No

Have the funds been awarded? ☐ Yes ☒ No.
  • If yes, are they immediately available (obligated/committed)? N/A
  • If no, what is the process (timing, approvals needed, etc.) to obtain the funds? N/A

Please describe the amount and source of matching funds: N/A

Describe if the funds are a continuation of a previous investment? ☐ Yes ☒ No
  • If yes, please describe. N/A
2017 General Obligation Bond Project Proposal

Project Name: Arterial/Collector Repaving

Agency Contact Person: Pat Kennedy

City Council District: Citywide

Location: Multiple stretches of Arterial and Collector streets across the entire City totaling 875 lane miles. Map is attached.

Project Statement:

Street paving in Denver has been historically underfunded. Base funding needs, which provide for the street network to be maintained in the same year-on-year average condition overall, are those necessary to pave 180 lane miles of arterials and collectors as well as 250 lane miles of local streets annually (430 total lane miles annually). Past funding levels fell short of this need by roughly 150 lane miles per year. The voter approved Initiative 2A in 2012 provided funds for catching up on the need on local streets but did not address the need on arterial and collector streets. Base funding in 2017 provides for the total base need of 430 lane miles of paving but does not provide funding necessary to address the backlog of arterial and collector need created by past funding level shortages. That backlog is now 875 lane miles. These streets are identified as arterial and collector streets with a Pavement Condition Index (PCI) that is now or will be within 5 years below the threshold considered ‘poor’ and are not included with the current 5-year capital maintenance paving plan.

Along with addressing the backlog of need on arterial and collector streets, the repaving effort will also be phased to coordinate with other major projects such as utility work, multi-modal improvements or other bicycle route expansion projects.

No environmental issues are envisioned and as this work will be on existing streets, no right-of-way acquisition is needed.

Estimated Cost:

It is anticipated the work will occur over five years with a total cost estimated to be $99.2M. $45.26M has been recommended for GO bond funding. This cost includes a 3% annual inflation rate. Work will typically involve mill and overlay, hot-in-place-recycle paving, and concrete panel replacement with the treatment selected on each street appropriate for the existing condition and to provide a full treatment life in excess of 10 years.

Project Readiness

What is the level of project preplanning? Check all that apply.

- Conceptual idea only with some discussions
- Facilities study and programming
- Conceptual and/or schematic design
- Final design completed
- Land option identified and/or already acquired (e.g., existing city property)
- Other - Describe: The streets have been identified that will be included with this project. Exact year that each street would be paved will be determined through a vetting process involving utilities, ancillary projects and potential coupling with other work for coordination and efficiency.

Describe the anticipated duration for each of the following major phases in months:

- Planning (programming, land acquisition, citizen process): Annual project lists will be determined in the fall of the preceding year including treatment type, coordination with other projects and contract bidding.
- Design: Design will entail preparation of bid packages with individual streets identified in the contract documents
Implementation: Contracts will be awarded in the spring with completion of each annual contract package by the fall of that year. Program is anticipated to be completed in a five-year time frame.

**Funding Leverage**

Are matching funds being sought for this project (e.g., grant, district, private, other)? ☐ Yes ☒ No

Have the funds been awarded? ☐ Yes ☒ No.
- If yes, are they immediately available (obligated/committed)? Click here to enter text.
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds? Click here to enter text.

Please describe the amount and source of matching funds: N/A

Describe if the funds are a continuation of a previous investment? ☐ Yes ☒ No
- If yes, please describe. Click here to enter text.
2017 General Obligation Bond Project Proposal

Project Name: Bridge Reconstruction and Major Bridge Rehabilitation

Agency Contact Person: Matt MacLachlan

City Council District: Potential for Citywide – current identified project candidates are in: 1, 3, 6, 8, 9, 10

Location: Potential for citywide – see discussion below for examples of currently identified project candidates. The map below (with corresponding letter/label from discussion) shows the approximate location of the work. New condition inspections may result in changing priorities.

Project Statement:
This project includes the replacement and rehabilitation of existing bridge structures throughout the City. The City owns ~ 600 bridges. Annual maintenance funds of ~ $3.5M are typically used for small to medium-sized bridge projects. Those funds are not enough to address replacement and major rehabilitation needs for larger structures. This “project” will allow further study, prioritization, design, and construction of critical needs. Inspections are conducted every two years on most of these structures. New findings may result in changing priorities.

Older bridges were typically designed for a service life of 50 years, compared to current standards of a 75-year service life. Beyond the design life a structure, a bridge begins to cost considerably more to maintain, often while not meeting preferred geometric standards. Replacing the structures as needed allows the City to meet safety goals, as well as provide opportunities to improve/add multi-modal features (ex. bike lanes, sidewalks, etc).
In addition, where possible, investing in the maintenance and repair of the newer assets adequately allows the structures to meet their intended design life, avoiding premature replacement. This contributes to meeting the City’s safety and resiliency goals.

The initially identified replacement project candidates include:
- A) 14th Avenue over Cherry Creek - $3.8M to replace the 61-year-old bridge with deck and girder condition concerns. Significant spalling (i.e. falling) of pieces of the existing concrete girders has occurred directly over the Cherry Creek Trail. Maintenance crews continue to remove portions of the concrete that could fall onto the trail, as needed. An analysis has been performed to ensure that the bridge is safe to remain open with the current condition. The rigid frame structure type does not allow replacement of only the deck/girder system.
- B) Monoco Parkway over Cherry Creek - $9.9M to replace the 53-year-old bridge with significant deck and abutment condition concerns. Major rehabilitation would not be cost effective for this bridge.
- C) Quebec Street over Airlawn Road - $4M to replace the 56-year-old bridge with significant girder, deck, bearing and pier condition concerns. A repair ~ 7 years ago allowed the structure to stay open for the short term. The structure may not even still be needed, as the roadway below appears abandoned.

The initially identified rehabilitation project candidates include:
- 1) Speer Boulevard Arches over Platte River - $3M rehab of deck and repainting of iconic structure.
- 2) Park Avenue Viaduct Rehab - $10M rehab of joints, installation of protective wearing surface, deck repairs, painting, and bearing repairs for (5) structures. The bearings support the loads of the structure, and recent inspections indicate that they have unexpectedly moved considerably. With additional movement, the structure may become unsafe. The structure will be monitored more frequently going forward, but this may require emergency repairs or closure for safety purposes. Given that the viaduct is a gateway to the City and Coors Field, this would have severe economic impact. The structures are ~ 25 yrs old and would have a replacement cost of $150M - $200M.
- 3) 8th Avenue Viaduct Rehab - $8M rehab of piers, bearings and joints. A recent study determined that unanticipated bridge movement is causing distress to the original design details/components. The piers have significant stress cracking and bearings are failing.
- 4) Speer Boulevard Arches over Little Raven Street - $2M rehab of deck and repainting of iconic structure.
- 5) Smith Road over Quebec Rehab - $4M replacement of superstructure due to extensive cracking. Additionally, the girders were being illegally accessed and lived in. Significant additional damage was done to the girders (ex. holes drilled). While access is now being prohibited, the girders are beyond repair.

Estimated Cost:
Estimated cost varies per location from $2M to $9.9M. Total estimated cost for list of currently identified project candidates is $44.7M. Most of the individual projects can’t readily be phased, but the entire package could be scaled.

Project Readiness
What is the level of project preplanning? Check all that apply.
- ☒ Conceptual idea only with some discussions
- ☐ Facilities study and programming
- ☒ Conceptual and/or schematic design
- ☐ Final design completed
- ☒ Land option identified and/or already acquired (e.g., existing city property)
- ☐ Other - Describe: Click here to enter text.

Describe the anticipated duration for each of the following major phases in months:
- Planning (programming, land acquisition, citizen process): Depends on location – generally 6 to 12 months
- Design: Depends on location – generally 6 to 12 months
- Implementation: Depends on location – generally 6 to 12 months
Funding Leverage

Are matching funds being sought for this project (e.g., grant, district, private, other)? ☐ Yes ☒ No

Have the funds been awarded? ☐ Yes ☒ No.
- If yes, are they immediately available (obligated/committed)? N/A
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds? N/A

Please describe the amount and source of matching funds: N/A

Describe if the funds are a continuation of a previous investment? ☒ Yes ☐ No
- If yes, please describe. The City previously invested in the construction of these structures. This investment would replace those structures to maintain the infrastructure network or rehabilitate the bridges to meet the expected design life and allow the City to realize the return on the initial investment.
2017 General Obligation Bond Project Proposal

Project Name: Broadway Multimodal Improvements

Agency Contact Person: Dan Raine

City Council District: Council Districts 7 and 10

Location: Broadway Corridor from 6th Avenue to I-25/Broadway Station

Project Statement:
The project repurposes existing city right-of-way with multi-modal improvements to prioritize the movement of people for safety and economic benefits. It includes design and construction of a two-way protected bike lane, traffic signal and curb ramp reconstruction, transitway and bus stop enhancements, on-street parking and loading zones, and ways to incorporate transportation network companies (Uber, Lyft, taxi and other rideshare operators).

The project supports the Strategic Transportation Plan (2008) with a Living/Complete Street vision with the public and engaged stakeholders. Denver’s Living Streets vision is to create vibrant places where people of all ages and physical abilities feel safe and comfortable using any mode of travel (walking, biking, transit, or driving), which is the city’s goal for the South Broadway corridor. It also fulfills recommendations in Denver Moves Bicycles, Denver Moves Transit, RTD Bottleneck Study, Civic Center Station Master Plan, and Strategic Parking Plan.
**Estimated Cost:**
$12 million to construct multi-modal improvements in the segment from 6th Ave to I-25/Broadway Station

**Project Readiness**

**What is the level of project preplanning? Check all that apply.**
- ☐ Conceptual idea only with some discussions
- ☑ Facilities study and programming
- ☑ Conceptual and/or schematic design
- ☑ Final design completed
- ☐ Land option identified and/or already acquired (e.g., existing city property)
- ☐ Other - Describe: Click here to enter text.

**Describe the anticipated duration for each of the following major phases in months**
- Planning (programming, citizen process): 6 months
- Design: 6-9 months
- Construction: 3-6 months

**Funding Leverage**

**Are matching funds being sought for this project** (e.g., grant, district, private, other)? ☐ Yes ☑ No

**Have the funds been awarded?** ☐ Yes ☑ No.
- If yes, are they immediately available (obligated/committed)? Click here to enter text.
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds? Click here to enter text.

**Please describe the amount and source of matching funds:** Click here to enter text.

**Describe if the funds are a continuation of a previous investment?** ☐ Yes ☑ No
- If yes, please describe. Click here to enter text.
Project Name: Buchtel and Colorado Blvd Intersection and Colorado Station Bike/Ped Access Improvements

Agency Contact Person: Submitted by the public; Prepared by Emily Snyder

City Council District: 4 and 6

Location: Buchtel Boulevard from University to Colorado; crosswalks adjacent to RTD’s Colorado Station

Project Statement:
This project includes conversion of Buchtel Boulevard from University to Colorado to be a more complete street and improvements to 4 intersections along University and Colorado Blvd. This consists of protected bike lanes, bicycle and pedestrian crossings, enhanced lighting, wayfinding, and major intersection realignment/ reconstruction. The project also includes Bicycle and pedestrian improvements to connect to the Colorado Station bicycle and pedestrian bridge, as identified on Denver Moves Bicycles.

Estimated Cost:
$8.4 million (Estimated from outside sources)

Project Readiness
What is the level of project preplanning? Check all that apply.
- ☒ Conceptual idea only with some discussions
- ☒ Facilities study and programming
- ☒ Conceptual and/or schematic design
- ☐ Final design completed
- ☐ Land option identified and/or already acquired (e.g., existing city property)
- ☐ Other - Describe: Click here to enter text.

Describe the anticipated duration for each of the following major phases in months:
- Planning (programming, land acquisition, citizen process): 6 months
- Design: 6-9 months
- Implementation: 9-12 months

Funding Leverage
Are matching funds being sought for this project (e.g., grant, district, private, other)? ☐ Yes ☒ No

Have the funds been awarded? ☐ Yes ☐ No.
- If yes, are they immediately available (obligated/committed)? Click here to enter text.
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds? Click here to enter text.

Please describe the amount and source of matching funds: Click here to enter text.

Describe if the funds are a continuation of a previous investment? ☐ Yes ☐ No
- If yes, please describe. Click here to enter text.
2017 General Obligation Bond Project Proposal

Project Name: Citywide Bike Infrastructure

Agency Contact Person: Emily Snyder

City Council District: Citywide

Location: Citywide

Project Statement:
This project would continue implementation of the Denver Moves Bicycles plan by constructing protected bike lanes and neighborhood bikeway facility types. Both facility types are considered low-stress (or high ease-of-use) and contribute to the goals for building a bicycle network for all ages and abilities. It would also support the metric of 100% of households within ¼ mile of a low-stress facility (Denver Moves, 2011). These bikeways can include vertical separation elements to separate bicycles and vehicles, intersection improvements, green infrastructure, concrete construction (medians/diverters/bulb outs), signing and striping. Bike lanes and buffered bike lanes are not considered Bond eligible. The project would complete a portion of protected bike lanes and neighborhood bikeways through Phase 2 of Denver Moves Bicycles. This includes 17 miles of protected bike lanes and approximately 32 miles of neighborhood bikeways. Risk to implementation include any materials cost escalation and the public process. Each corridor project (avg. 1-3 miles) takes approximately 18-24 months from planning to implementation.

Estimated Cost:
$18 million

Project Readiness
What is the level of project preplanning? Check all that apply.
- ☑ Conceptual idea only with some discussions
- ☑ Facilities study and programming
- ☐ Conceptual and/or schematic design
- ☐ Final design completed
- ☐ Land option identified and/or already acquired (e.g., existing city property)
- ☐ Other - Describe: Click here to enter text.

Describe the anticipated duration for each of the following major phases in months
Per corridor project, which averages 1-3 miles.
- Planning (programming, land acquisition, citizen process): 9 months
- Design: 4 months
- Implementation: 6 months

Funding Leverage
Are matching funds being sought for this project (e.g., grant, district, private, other)? ☐Yes ☒No

Have the funds been awarded? ☐Yes ☒No.
- If yes, are they immediately available (obligated/committed)? Click here to enter text.
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds? Click here to enter text.

Please describe the amount and source of matching funds: Click here to enter text.

Describe if the funds are a continuation of a previous investment? ☐Yes ☒No
- If yes, please describe. Click here to enter text.
2017 General Obligation Bond Project Proposal

Project Name: Curb and Gutter repair in support of Arterial Paving

Agency Contact Person: Pat Kennedy

City Council District: Citywide

Location: The location of work would coincide with those streets repaved as part of the arterial repaving project

Project Statement:
This project would be in support of the Arterial Repaving GO Bond project. Paving operations are greatly enhanced by providing a stable curbline to pave against. This improves the paving project, improves drainage and increases the life of the full street section. The project would be phased to coincide and be in advance of paving operations. Work would include repair/rehabilitation of curblines, bus pad/stop, driveway and alley aprons, and pedestrian ramps as needed. It is estimated that 8% to 15% of curblines would be in need of repair. The GO Bond proposal for arterial repaving has a length of 287 centerline miles, the curblines associated with these streets total approximately 2.75 million linear feet. This project would be scalable depending in the final scope of arterial repaving.

Estimated Cost:
~$11M

Project Readiness
What is the level of project preplanning? Check all that apply.
- Conceptual idea only with some discussions
- Facilities study and programming
- Conceptual and/or schematic design
- Final design completed
- Land option identified and/or already acquired (e.g., existing city property)
- Other - Describe: Inventory is in final assessment which would be used to identify appropriate need

Describe the anticipated duration for each of the following major phases in months:
- Planning (programming, land acquisition, citizen process): 3 months
- Design: none needed
- Implementation: 3 months

Funding Leverage
Are matching funds being sought for this project (e.g., grant, district, private, other)? ☒Yes ☐No

Have the funds been awarded? ☐Yes ☒No.
- If yes, are they immediately available (obligated/committed)? Click here to enter text.
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds? Click here to enter text.

Please describe the amount and source of matching funds: Click here to enter text.

Describe if the funds are a continuation of a previous investment? ☒Yes ☐No
- If yes, please describe. This project would be an expansion of the existing annual program to repair curbs and install pedestrian ramps across the City.
Project Name: Colfax Corridor Improvements

Agency Contact Person: Submitted by the Public; Prepared by Riley LaMie

City Council District: 1,3,9,10,8,5

Location: Several Intersections along Colfax Avenue (please see image on second page).

Project Statement:
Colfax Avenue is often recognized as Denver’s main-street. Many City Plans vision it as a walkable, vibrant street, however, it is the highest pedestrian crash corridor in the City. This project will provide medians, curb extensions, and enhanced crosswalks at key intersections and deliver streetscape enhancements, such as furnishes, trees, and lighting, in certain business improvement district areas. This will contribute to the overall pedestrian safety of corridor while strengthening its economic vitality to create a unique sense of place. This project will compliment City transit investments on the corridor and touches six council districts.

Current risk includes unknown drainage and utilities, coordination with CDOT and coordination with the BRT on East Colfax. This will be mitigated by CDOT’s involvement on the project team and BRT coordination is scoped into the ongoing design work.

Estimated Cost:
$20 million

Project Readiness
What is the level of project preplanning? Check all that apply.
☐ Conceptual idea only with some discussions
☐ Facilities study and programming
☒ Conceptual and/or schematic design
☐ Final design completed
☐ Land option identified and/or already acquired (e.g., existing city property)
☐ Other - Describe: Click here to enter text.

Describe the anticipated duration for each of the following major phases in months (e.g., planning is anticipated to take 6 months, design 9 months, and implementation, 18 months):
- Planning (programming, land acquisition, citizen process): Six months
- Design: 12 months
- Implementation: 14 months

Funding Leverage
Are matching funds being sought for this project (e.g., grant, district, private, other)? ☐Yes ☒No

Have the funds been awarded? ☐Yes ☒No.
- If yes, are they immediately available (obligated/committed)? Click here to enter text.
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds? Click here to enter text.

Please describe the amount and source of matching funds: Click here to enter text.

Describe if the funds are a continuation of a previous investment? ☐Yes ☒No
- If yes, please describe. Click here to enter text.
Shown from left to right the West Colfax BID, Colfax BID, Bluebird BID, and Colfax-Mayfair BID.
Project Name: East Colfax Bus Rapid Transit

Agency Contact Person: Ryan Billings

City Council District: 3, 5, 8, 9, 10

Location: East Colfax from I-25 to I-225

Project Statement:
East Colfax is a high ridership corridor carrying more than 24,000 riders per weekday. The corridor has been identified for significant transit improvements providing opportunity for more mobility choice, act as a catalyst for economic development, and transition the Colfax corridor from a high SOV thoroughfare to a multi-modal main street.

This project includes completion of planning, design, and construction of the East Colfax Bus Rapid Transit project (also known as the Colfax Corridor Connections project), comprised of exclusive bus lanes, new passenger stops and amenities, and related traffic and roadway improvements to allow BRT to operate in the East Colfax corridor.

This is project is supported by a 4-year+ engagement process identifying Bus Rapid Transit as the preferred solution to accommodate increased person-trip demand, improve existing transit service, provide for economic development opportunities, and prioritize transit within the corridor.

Potential project risks include environmental issues related to drainage and unanticipated utilities relocation, and conclusion of negotiations with RTD over capital and operations cost sharing.

Estimated Cost:
$55 million
Project Readiness
What is the level of project preplanning? Check all that apply.
☐ Conceptual idea only with some discussions
☐ Facilities study and programming
☒ Conceptual and/or schematic design
☐ Final design completed
☐ Land option identified and/or already acquired (e.g., existing city property)
☐ Other - Describe: Click here to enter text.

Describe the anticipated duration for each of the following major phases in months (e.g., planning is anticipated to take 6 months, design 9 months, and implementation, 18 months):
- Planning (programming, land acquisition, citizen process): 6 months
- Design: 18 months
- Implementation: 12 months

Funding Leverage
Are matching funds being sought for this project (e.g., grant, district, private, other)? ☒Yes ☐No

Have the funds been awarded? ☐Yes ☒No.
- If yes, are they immediately available (obligated/committed)? Click here to enter text.
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds? Following determination of project definition, Colfax BRT will begin the process of applying for Federal Transit Administration Small/New Starts Funding. This process, in conjunction with the planning and design phases of the project, would take approximately 2 years.

It is important to know that if project is fully funded within a Bond program, Federal funding is not necessary. Our goal is to be as flexible as possible with regards to funding. Funding will dictate schedule and implementation.

Please describe the amount and source of matching funds: Federal Small Starts Funding within FTA’s Capital Improvement Program – funding for this program is up to $100 million. However, it is unlikely any project will get this level of funding and we anticipate much less. It is also worth noting that this is a Federal program that is discretionary – funding may not be available when needed.

Describe if the funds are a continuation of a previous investment? ☒Yes ☐No
- If yes, please describe. This is a continuation of the City’s commitment to better transit on East Colfax through the following:
  - Colfax AA and NEPA (FTA and City funded) - $3 million total
  - Colfax TOD and NPI (FTA and City funded) - $2 million total
  - RTD 15L Improvements (RTD and partially City funded) - $11 million total
  - Various access, bike, ped, and signal projects along the corridor.
2017 General Obligation Bond Project Proposal

Project Name: Globeville Elyria-Swansea Pedestrian Connectivity Improvements

Agency Contact Person: Todd Wenskoski - NDCC

City Council District: 9

Location: Globeville and Elyria & Swansea Neighborhoods

Project Statement:
- New construction of sidewalk, crosswalk, curb and gutter, and bicycle facility improvements to address basic needs in the Globeville and Elyria & Swansea Neighborhoods. The improvements will focus on key access and connectivity to schools, libraries, community services and transit (bus stops and rail stations). In certain locations, and due to the complete lack of infrastructure, improvements may also include local stormwater and drainage improvements.
- The need for these improvements are identified in the 2014 Globeville Neighborhood Plan and the 2015 Elyria and Swansea Neighborhoods Plan. In addition to plan support, the improvements are in direct alignment with mayor and council priorities focused on citywide mobility.
- Compared to other neighborhoods, the area lacks basic pedestrian and mobility infrastructure, including sidewalks, curb and gutter, handicap ramps and bicycle facilities. The fragmented patchwork of pedestrian facilities leaves significant gaps and creates unsafe routes for residents, children and employees. The discontinuity prevents safe access to schools, libraries, neighborhood services and transit (bus and rail).
- Since many of the areas lack basic infrastructure, stormwater improvements may also be required. In addition, there may also be a need to underground Xcel lines as a part of some improvements.
- Additional risks and challenges may include potential right-of-way acquisition to complete the improvements.

Estimated Cost:
$17,000,000

Project Readiness

What is the level of project preplanning? Check all that apply.
- ☒ Conceptual idea only with some discussions
- ☐ Facilities study and programming
- ☐ Conceptual and/or schematic design
- ☐ Final design completed
- ☐ Land option identified and/or already acquired (e.g., existing city property)
- ☒ Other - Describe: Information for needed improvements was generated from the recently adopted neighborhood plans for Globeville and Elyria and Swansea

Describe the anticipated duration for each of the following major phases in months:
- Planning (programming, land acquisition, citizen process): 6 months
- Design: 12 months
- Implementation: 24 months

Funding Leverage

Are matching funds being sought for this project (e.g., grant, district, private, other)? ☐Yes ☒No

Have the funds been awarded? ☐Yes ☒No.
- If yes, are they immediately available (obligated/committed)? Click here to enter text.
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds? Click here to enter text.

Please describe the amount and source of matching funds: Click here to enter text.
Describe if the funds are a continuation of a previous investment? ☐ Yes ☒ No
• If yes, please describe. Click here to enter text.
2017 General Obligation Bond Project Proposal

**Project Name:** Hampden Avenue Pedestrian Improvements

**Agency Contact Person:** Submitted by the public; Prepared by David Pulsipher

**City Council District:** 4

**Location:** Hampden Avenue between University Boulevard and Galena Street

**Project Statement:** Hampden Avenue is a major arterial roadway in southeast Denver. In its present state, it is designed primarily to move motor vehicles. Bicyclist and pedestrian mobility is difficult. The corridor is undergoing change with the expansion of Denver’s rail network and is scheduled to be repaved by CDOT in 2019. A formal study of the corridor is underway, which is scheduled to be completed by spring 2018. The corridor supports a diverse mix of residential and commercial land uses. There is a broad support for infrastructure that transforms the function of this corridor from the community and elected officials. A suite of pedestrian improvements would serve as the foundation for future corridor transformation. Improvements could include:

- High Visibility Crosswalks
- Pedestrian signage
- Curb Extensions/Bump-outs
- Median Refuge Islands
- Transit Amenities
- Signalization improvements

**Estimated Cost:** $5 million

Click here to enter text.

**Project Readiness**

What is the level of project preplanning? Check all that apply.

- ☒ Conceptual idea only with some discussions
- ☑ Facilities study and programming
- ☐ Conceptual and/or schematic design
- ☐ Final design completed
- ☐ Land option identified and/or already acquired (e.g., existing city property)
- ☐ Other - Describe: Click here to enter text.

Describe the anticipated duration for each of the following major phases in months:

- Planning (programming, land acquisition, citizen process): 12 months
- Design: 9 months
- Implementation: 12 months

**Funding Leverage**

Are matching funds being sought for this project (e.g., grant, district, private, other)? ☐ Yes ☒ No

Have the funds been awarded? ☐ Yes ☒ No.

- If yes, are they immediately available (obligated/committed)? Click here to enter text.
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds? Click here to enter text.

Please describe the amount and source of matching funds: Click here to enter text.

Describe if the funds are a continuation of a previous investment? ☐ Yes ☒ No

- If yes, please describe. $300,000 has been budgeted for a study that will identify exact cost of infrastructure investment.
2017 General Obligation Bond Project Proposal

Project Name: High Line Canal Underpass @ Yale and Holly

Agency Contact Person: Jay Henke

City Council District: 4

Location: High Line Canal Crossing of Yale west of Holly

Project Statement:

This project will construct a new grade-separated underpass for the High Line Canal trail at Yale west of Holly. Improvements for this crossing were identified in the 2014 Feasibility Study for High Line Canal Crossings, developed by Arapahoe County. The current trail alignment requires trail users to cross an undersized bridge sidewalk and at-grade crossing of Yale. Potential challenges include limited access to storm sewer utilities, possible acquisition and construction of the underpass in close proximity to the High Line Canal structure.

Estimated Cost:

$3.7 million,

This project cannot be phased.

Project Readiness

What is the level of project preplanning? Check all that apply.

☒ Conceptual idea only with some discussions
☒ Facilities study and programming
☒ Conceptual and/or schematic design
☐ Final design completed
☐ Land option identified and/or already acquired (e.g., existing city property)
☐ Other - Describe: Click here to enter text.

Describe the anticipated duration for each of the following major phases in months:

• Planning (programming, land acquisition, citizen process): 6 months
• Design: 12 months
• Implementation: 18 months

Funding Leverage

Are matching funds being sought for this project (e.g., grant, district, private, other)? ☐ Yes ☒ No

Have the funds been awarded? ☐ Yes ☒ No.

• If yes, are they immediately available (obligated/committed)? Click here to enter text.
• If no, what is the process (timing, approvals needed, etc.) to obtain the funds? Click here to enter text.

Please describe the amount and source of matching funds: Click here to enter text.

Describe if the funds are a continuation of a previous investment? ☐ Yes ☒ No

• If yes, please describe. Click here to enter text.
Project Statement: Santa Fe Drive and the Rail corridor provide a significant barrier to bicyclists and pedestrians travelling east and west. A bridge that spanned the two rights of way would significantly improve the multi-modal transportation network in Denver. This project includes design and construction of a 12' wide (21,600 SF) bicycle and pedestrian bridge with ramp landings that spans Santa Fe Drive and the Southwest LRT/CML. It was identified in the Bicycle Master Plan (2001) and Denver Moves Bicycles (2011), as well as in the Evans Station Area Plan, Ruby Hill Master Plan and Implementation, and River South Plan. Provides critical regional bike/ped trail linkage across a major barrier to provide east-west connectivity between transportation and recreational resources. Neighborhoods to the East (Overland, Platt Park, Rosedale, University, Wash Park) could access the South Platte River Trail/Ruby Hill park and neighborhoods to the West of the tracks (Overland, Ruby Hill, College View, and southwest Denver neighborhoods) would have bike/ped access to the Evans Station.

Estimated Cost: ~$13M

Project Readiness

What is the level of project preplanning? Check all that apply.
☐ Conceptual idea only with some discussions
☐ Facilities study and programming
☐ Conceptual and/or schematic design
☐ Final design completed
☐ Land option identified and/or already acquired (e.g., existing city property)
☐ Other - Describe: Click here to enter text.

Describe the anticipated duration for each of the following major phases in months (e.g., planning is anticipated to take 6 months, design 9 months, and implementation, 18 months):
- Planning (programming, land acquisition, citizen process): 2 years
- Design: 1 year
- Implementation: 2 years

Funding Leverage

Are matching funds being sought for this project (e.g., grant, district, private, other)? ☐Yes ☒No

Have the funds been awarded? ☐Yes ☒No.
- If yes, are they immediately available (obligated/committed)? Click here to enter text.
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds? Click here to enter text.

Please describe the amount and source of matching funds: Click here to enter text.

Describe if the funds are a continuation of a previous investment? ☐Yes ☒No
- If yes, please describe. Click here to enter text.
2017 General Obligation Bond Project Proposal

Project Name: Larimer Bridge Reconstruction and Pedestrian Improvements (Connecting Auraria)

Agency Contact Person: Cindy Patton/ Matt McLaughlin

City Council District: 9

Location: Larimer St. between 14th St. and Auraria Campus

Project Statement:
This project will improve the pedestrian experience on Larimer between 14th St. and the Auraria Campus. Currently the sidewalks along the Larimer bridge over Cherry Creek are narrow (just 5’ on the south side) and do not support the high demand from pedestrians who regularly use Larimer to connect between Downtown and the campus. A full reconstruction of the bridge will allow a much wider structure (up to 88’) and accommodate a significantly larger pedestrian and amenity zone area. Funding will also help address the non-ADA compliant ramps that are currently located at the bridge approach and at two intersections where Larimer crosses north and southbound Speer. This is a significant challenge due to the current placement of both drainage and signal system infrastructure. Finally, this funding will allow for an upgrade to light fixtures, street furniture, planters, trees or other landscape improvements that could ultimately be maintained by the Auraria Higher Education Center.

This project supports recommendations for improved pedestrian connections along Larimer Street proposed in both the 2016 Auraria/Downtown Connection Vision Plan (co-funded by Auraria Campus and the Downtown Denver Partnership) and the 2014 Connecting Auraria Plan (CCD).

Estimated Cost:
$7M, including $6M for the Larimer Bridge and $1M for civil improvements along Larimer between the campus and 14th St.

Project Readiness
What is the level of project preplanning? Check all that apply.

☒ Conceptual idea only with some discussions
☐ Facilities study and programming
☒ Conceptual and/or schematic design
☐ Final design completed
☐ Land option identified and/or already acquired (e.g., existing city property)
☐ Other - Describe: Click here to enter text.

Describe the anticipated duration for each of the following major phases in months:

• Planning (programming, land acquisition, citizen process): Will utilize recommendations from previously completed plans
• Design: 12 months including preliminary and final design
• Implementation: 9 months

Funding Leverage

Are matching funds being sought for this project (e.g., grant, district, private, other)? ☐ Yes ☒ No
2017 General Obligation Bond Project Proposal

**Project Name:** Morrison Road Improvements

**Agency Contact Person:** Submitted by the Public; Prepared by Michael Koslow

**City Council District:** 3

**Location:** Morrison Road from Sheridan Blvd to Alameda Ave

**Project Statement:**
- Supports 2015 Community Planning & Development Neighborhood Plan for Westwood
- Project includes the full reconstruction of the 1.5 mile stretch of Morrison Road with the vision with the community-prepared vision.
- Project can be phased to include 3 segments: Entertainment District (Sheridan – Kentucky), Community Core (Kentucky – Perry), Arts District (Perry – Nevada).
- Scope project includes full depth asphalt reconstruction of Morrison Road with widened 5’ tree lawns and 5’ concrete sidewalks on each side. Project proposed to remove the bike lanes on Morrison Road in favor of a shared condition for bikes and vehicles. Total flowline width is proposed to reduce from 50’ to 38’. Project proposes no Right of Way acquisition.
- It also includes an entrance feature into the district at Alameda and five intersection improvement projects (Nevada, Patton, Ohio, Wolff, Yates).
- More details available in the supplemental information.

**Estimated Cost:**
$8,042,500 for improvements in the Arts District (Perry-Nevada) and to the 5 intersections at Nevada, Patton, Ohio, Wolff, & Yates

**Project Readiness**

**What is the level of project preplanning? Check all that apply.**

☑ Conceptual idea only with some discussions
☑ Facilities study and programming
☐ Conceptual and/or schematic design
☐ Final design completed
☐ Land option identified and/or already acquired (e.g., existing city property)
☐ Other - Describe: full utility and corridor ROW survey has been completed

**Describe the anticipated duration for each of the following major phases in months:**
- Planning (programming, land acquisition, citizen process): 3 months
- Design: 2 years
- Implementation: 6 months

**Funding Leverage**

**Are matching funds being sought for this project** (e.g., grant, district, private, other)? ☑Yes ☐No

**Have the funds been awarded?** ☑Yes ☐No
- If yes, are they immediately available (obligated/committed)? Yes, Outdoor Colorado provided a grant to fund the study
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds? [Click here to enter text.]

**Please describe the amount and source of matching funds:** exact grant amount is unknown, source is Colorado Outdoor Federation

**Describe if the funds are a continuation of a previous investment?** ☐Yes ☑No
- If yes, please describe. [Click here to enter text.]
2017 General Obligation Bond Project Proposal

Project Name: Sidewalks to Transit, including Sheridan Blvd

Agency Contact Person: Emily Snyder

City Council District: Citywide

Location: Citywide

Project Statement: Multi-modal access to transit stations is a critical nexus in Denver’s transportation network. Many transit stations have missing, or substandard sidewalks, connecting to them. This project includes construction the missing sidewalk segments associated with multimodal access to transit (rail and bus stations) and along Sheridan Blvd. The project focuses on missing sidewalk gaps that are within 300 feet of a transit rail station, and within 100 feet of bus stations, bus stops, and bike share. 28 miles made up of 153 different segments. It will examine 28 miles of missing sidewalks that connect pedestrians and bicycles to rail stations, bus stations, bus stops and bike stations across the City. Segments will be prioritized based on Denver Public Works Sidewalk Prioritization Scoring metric and outcomes in Denver Moves Pedestrians. The project also includes construction of sidewalks along Sheridan Boulevard, specifically between Colfax Avenue and 17th Avenue. While outside of the 300 feet buffer this segment provides critical connection to the Sheridan Station on the W line.

Estimated Cost: $30.7M

Project Readiness

What is the level of project preplanning? Check all that apply.

☒ Conceptual idea only with some discussions
☒ Facilities study and programming
☒ Conceptual and/or schematic design
☐ Final design completed
☐ Land option identified and/or already acquired (e.g., existing city property)
☐ Other - Describe: Click here to enter text.

Describe the anticipated duration for each of the following major phases in months:

- Planning & Evaluation- Segments will be visited and evaluated to determine if the segment can be field fitted or if it needs to be designed or if right-of-way is required. This phase would take 6 months to 1 year.
- Design- Some segments will require design so that could take 1 to 2 years
- Right-of-Way/Easement Acquisition- once identified this usually takes between 1 year and 2 years.
- Implementation: Some segments will be ready to construct starting in 2018 while design/ROW is ongoing for some segments. This budget would be spent over 4 years.

Funding Leverage

Are matching funds being sought for this project (e.g., grant, district, private, other)? ☐Yes ☒No

Have the funds been awarded? ☒Yes ☐No.

- If yes, are they immediately available (obligated/committed)? Click here to enter text.
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds? Click here to enter text.

Please describe the amount and source of matching funds: Not applicable

Describe if the funds are a continuation of a previous investment? ☒Yes ☐No

- If yes, please describe. This is a continuation of the 2017 Sidewalk Gap Program and will use the same evaluation methodology and expand on it to include design and ROW where needed.
2017 General Obligation Bond Project Proposal

**Project Name:** W. 13th Avenue Multimodal Reconstruction

**Agency Contact Person:** Karen Good

**City Council District:** 3

**Location:** 13th Avenue from Federal to the South Platte River

**Project Statement:**
13th Ave is a main at-grade connector between downtown and a variety of lower income neighborhoods to the west as well as to the South Platte River and Trail. It is one of the only at-grade pedestrian and bicycle connections across the Light Rail, Consolidated Main Line Rail and Platte River connecting two lower income neighborhoods, but it is in poor condition with limited sidewalks and curb and gutter, and has missing segments of bike facilities. In addition, this is a major connector to Denver Housing Authority's Sun Valley neighborhood which is poised for a major reinvestment and redevelopment with a recent $30 Million HUD grant. A realigned 13th will provide a direct connection between 13th and Federal via Holden. Denver Housing Authority and the Sun Valley Eco District have been supporting the project by assembling land that would be needed for the realignment and continuing to engage with the community. The City recently completed a realignment feasibility study with robust community involvement which culminated with a strongly supported community preferred alternative.

**Estimated Cost:**
$16.7 million for the segment of 13th Ave from Federal Boulevard to South Platte River

**Project Readiness**

**What is the level of project preplanning? Check all that apply.**
- ☒ Conceptual idea only with some discussions
- ☐ Facilities study and programming
- ☒ Conceptual and/or schematic design
- ☐ Final design completed
- ☒ Land option identified and/or already acquired (e.g., existing city property)
- ☐ Other - Describe: Click here to enter text.

**Describe the anticipated duration for each of the following major phases in months:**
- Planning (programming, land acquisition, citizen process): 6 months – overlap with design, build upon previous community outreach and engagement
- Design: 6-12 months, can overlap with planning as feasibility study complete with strong public support
- Implementation: 1-2 years depending on phasing

**Funding Leverage**

**Are matching funds being sought for this project** (e.g., grant, district, private, other)? ☐ Yes ☒ No

**Have the funds been awarded?** ☐ Yes ☒ No.
- If yes, are they immediately available (obligedcommitted)? Click here to enter text.
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds? Click here to enter text.

**Please describe the amount and source of matching funds:** Click here to enter text.

**Describe if the funds are a continuation of a previous investment?** ☒ Yes ☐ No
- If yes, please describe. This project would mark the culmination of years of planning and visioning in both the Sun Valley and La Alma Lincoln Park communities. The reconstruction and realignment of 13th Avenue west of the river is a continuation of a vision first identified in a series of planning projects focused on Sun Valley and La Alma Lincoln Park as well as a complement to the current reconstruction of Federal Boulevard between 7th Avenue and Howard Place.
These reconstruction and improved connectivity for 13th was first identified in the La Alma Lincoln Park Neighborhood Plan and the vision was expanded upon in the Station Area Plan for the Federal Decatur. In addition, a General Development Plan was conducted for a portion of the Sun Valley neighborhood including this vision and the Denver Housing Authority conducted detailed master planning for the area. Following this work, a specific study was kicked off to assess the feasibility and design alternatives for realigning 13th and making a direct connection to Federal Boulevard by linking 13th & Howard. The study has just been completed and included extensive community involvement and strong support for a final preferred alternative.
2017 General Obligation Bond Project Proposal

Project Name: Washington Street – 47th to 52nd Reconstruction

Agency Contact Person: Todd Wenskoski - NDCC

City Council District: 9

Location: Washington Street north of I-70 in the Globeville Neighborhood

Project Statement:

- The project includes full roadway reconstruction of Washington Street from 47th Avenue to the City & County line at 52nd. The project will include new roadway, mobility improvements supporting pedestrian and bicycle facilities and utility work required as a part of reconstruction.
- The vision of Washington Street is identified in the Globeville Neighborhood Plan as a priority Transformative Project, with a goal “to make Washington Street an attractive corridor that creates a positive sense of place, attracts private reinvestment, and better accommodates all transportation modes.” As a new entrance to the National Western Campus, a connection to I-70 and Brighton Boulevard and the 38th & Blake Station, link to Adams County and a main street to the Globeville Neighborhood, it has the potential to establish a neighborhood identity and catalyze redevelopment and reinvestment in the area.
- As a major corridor and neighborhood main street, the project aligns with Mayor, council, agency and community priorities.
- Due to existing conditions along the street, the project is not a candidate for phased construction or implementation.
- Acquisition for expanded right-of-way is anticipated also anticipated. The width of the road, including recommended with and property impacts, is being evaluated as a part of the 2016-17 planning and conceptual design effort. The overall right-of-way and possibly adjacent properties can be significantly improved to meet the needs of multimodal users along the corridor.

Click here to enter text.

Estimated Cost:
$23 million

Project Readiness

What is the level of project preplanning? Check all that apply.

☒ Conceptual idea only with some discussions
☐ Facilities study and programming
☒ Conceptual and/or schematic design
☐ Final design completed
☐ Land option identified and/or already acquired (e.g., existing city property)
☒ Other - Describe: Conceptual design currently underway with planned completion of fall 2017

Describe the anticipated duration for each of the following major phases in months:

- Planning (programming, land acquisition, citizen process): 10 months (currently underway)
- Design: 12 months for design and 18 months for land acquisition
- Implementation: 18 months

Funding Leverage

Are matching funds being sought for this project (e.g., grant, district, private, other)? ☒Yes ☐No
Have the funds been awarded? ☐Yes ☒No.
  • If yes, are they immediately available (obligated/committed)? Click here to enter text.
  • If no, what is the process (timing, approvals needed, etc.) to obtain the funds? Click here to enter text.

Please describe the amount and source of matching funds: Discussions are underway to explore the possibility of using Globeville Commercial Urban Redevelopment Area TIF funds to help support the project.

Describe if the funds are a continuation of a previous investment? ☐Yes ☒No
  • If yes, please describe. Click here to enter text.
2017 General Obligation Bond Project Proposal

Project Name: Yale Avenue Improvements: I-25 to Quebec

Agency Contact Person: Justin Schmitz

City Council District: 4

Location: Yale Avenue Improvements: I-25 to Quebec

Project Statement:
Intersection and capacity improvements, sidewalk improvements, new traffic signals, on-street bike lane improvements.
Click here to enter text.

Estimated Cost:
$1,000,000. Arapahoe County would be funding the remainder of the improvements that are in the county portion of Yale.

Project Readiness
What is the level of project preplanning? Check all that apply.
- Conceptual idea only with some discussions
- Facilities study and programming
- Conceptual and/or schematic design
- Final design completed
- Land option identified and/or already acquired (e.g., existing city property)
- Other - Describe: Click here to enter text.

Describe the anticipated duration for each of the following major phases in months
- Planning (programming, land acquisition, citizen process): complete
- Design: 12 months
- Implementation: 12 – 18 months

Funding Leverage
Are matching funds being sought for this project? Ability to Partner with Arapahoe County? ☑Yes ☐No

Have the funds been awarded? ☐Yes ☑No.
- If yes, are they immediately available (obligated/committed)? Click here to enter text.
- If no, what is the process (timing, approvals needed, etc.) to obtain the funds? Click here to enter text.

Please describe the amount and source of matching funds: Arapahoe county will plan to fund their portion for construction in 2019 or 2020 depending on Denver’s funding timeframe.

Describe if the funds are a continuation of a previous investment? ☐Yes ☑No
- If yes, please describe. Click here to enter text.
2017 General Obligation Bond Project Proposal

Project Name: Yale Station Pedestrian Safety

Agency Contact Person: Submitted by the Public; Prepared by David Pulsipher

City Council District: 4

Location: East Yale and Yale Circle

Project Statement: A suite of traffic safety, pedestrian infrastructure, and traffic signal installation to provide pedestrian access from Yale RTD Light Rail Station to residential neighborhood south of Yale Avenue.

Estimated Cost: $1.2M

Project Readiness
What is the level of project preplanning? Check all that apply.

☒ Conceptual idea only with some discussions
☒ Facilities study and programming
☒ Conceptual and/or schematic design
☐ Final design completed
☐ Land option identified and/or already acquired (e.g., existing city property)
☐ Other - Describe: Click here to enter text.

Describe the anticipated duration for each of the following major phases in months:

• Planning (programming, land acquisition, citizen process): 6 months
• Design: 8 months
• Implementation: 12 months

Funding Leverage
Are matching funds being sought for this project (e.g., grant, district, private, other)? ☐ Yes ☒ No

Have the funds been awarded? ☐ Yes ☒ No.

• If yes, are they immediately available (obligated/committed)? Click here to enter text.
• If no, what is the process (timing, approvals needed, etc.) to obtain the funds? Click here to enter text.

Please describe the amount and source of matching funds: Click here to enter text.

Describe if the funds are a continuation of a previous investment? ☐ Yes ☒ No

• If yes, please describe. Click here to enter text.
ARTS AND CULTURE
Project Summaries
2017 Capital Project Submittal:
Denver Art Museum-North Building Renovation
Agency Executive Responsible for Project
Denver Art Museum
Andrea Fulton, Deputy Director & Chief Marketing Officer
100 W. 14th Avenue Parkway
Denver, CO 80204
720-913-0116
akfulton@denverartmuseum.org

City Council District and Representing Council Member in which the Proposed Project is located
District #10, Councilman Wayne New
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Complete Project Overview</td>
<td>1</td>
</tr>
<tr>
<td>Existing Conditions</td>
<td>3</td>
</tr>
<tr>
<td>Serving the Community</td>
<td>4</td>
</tr>
<tr>
<td>Planning</td>
<td>5</td>
</tr>
<tr>
<td>Project Description</td>
<td>6</td>
</tr>
<tr>
<td>Welcome Center</td>
<td>6</td>
</tr>
<tr>
<td>7th Floor</td>
<td>7</td>
</tr>
<tr>
<td>Center for Learning &amp; Engagement</td>
<td>9</td>
</tr>
<tr>
<td>Site Improvements</td>
<td>10</td>
</tr>
<tr>
<td>Design &amp; Graphics Gallery</td>
<td>11</td>
</tr>
<tr>
<td>Bonfils-Stanton Gallery</td>
<td>11</td>
</tr>
<tr>
<td>Phasing</td>
<td>12</td>
</tr>
<tr>
<td>Funding</td>
<td>12</td>
</tr>
<tr>
<td>Operations &amp; Maintenance</td>
<td>15</td>
</tr>
<tr>
<td>Potential Revenue Benefits</td>
<td>15</td>
</tr>
<tr>
<td>Benefits to the City &amp; Community</td>
<td>16</td>
</tr>
<tr>
<td>Project Readiness</td>
<td>17</td>
</tr>
<tr>
<td>Scope, Schedule &amp; Implementation</td>
<td>18</td>
</tr>
<tr>
<td>Schedule and Milestones</td>
<td>18</td>
</tr>
<tr>
<td>Implementation</td>
<td>18</td>
</tr>
<tr>
<td>Risks and Challenges</td>
<td>18</td>
</tr>
<tr>
<td>Project Schedule</td>
<td>19</td>
</tr>
<tr>
<td>A Bigger Picture</td>
<td>20</td>
</tr>
</tbody>
</table>

## Project #1 – Systems Improvements

<table>
<thead>
<tr>
<th>Section</th>
<th>Page No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Overview</td>
<td>21</td>
</tr>
<tr>
<td>Funding &amp; Scope</td>
<td>22</td>
</tr>
<tr>
<td>Funding Request</td>
<td>23</td>
</tr>
<tr>
<td>Project Request Worksheet</td>
<td>25</td>
</tr>
</tbody>
</table>

## Project #2 – Campus Connectivity

<table>
<thead>
<tr>
<th>Section</th>
<th>Page No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Overview</td>
<td>27</td>
</tr>
<tr>
<td>Funding &amp; Scope</td>
<td>28</td>
</tr>
<tr>
<td>Funding Request</td>
<td>29</td>
</tr>
<tr>
<td>Project Request Worksheet</td>
<td>30</td>
</tr>
</tbody>
</table>
Project Overview

The Gio Ponti-designed North Building provides public access to the exhibitions, permanent collections, and programs housed within its walls. The campus is situated in the Golden Triangle neighborhood (one of the oldest neighborhoods in Denver), a reference to the shape traced by its bordering avenues and the cultural and civic institutions it contains. The North Building is sited within the Civic Center historical district.

1971: The completed North Building, designed by Gio Ponti. Wayne Thom, Photographer.

When it opened to the public in October 1971, the 210,000 square-foot North Building represented the culmination of a decades-long effort by museum leadership to construct an appropriate facility for housing the growing permanent collection and an art museum of which the city of Denver could be proud. When it was completed, the building housed the entire permanent collection along with a special exhibition gallery on the main floor, public programming spaces, collections storage, a restaurant, and administrative offices. The North Building remains Ponti’s only completed structure in North America and one of the very first high-rise museums. As such, it is a unique and iconic treasure for Denver and for Colorado.

The Denver Art Museum’s North Building remains the largest object in its collection, and is Gio Ponti’s only completed structure in North America. James Florio, Photographer.
In the nearly 50 years since the North Building opened, it has been professionally maintained and improvements implemented periodically over the years. However, it has now reached an age where we must consider improvements holistically. Vertical circulation cannot adequately accommodate the increasing volume of visitors which grew from just over 100,000 in the early 1970s to more than 750,000 last year. Many of the galleries operate with aging lighting and HVAC infrastructure that is no longer sufficient to maintain museum standards or contemporary energy efficiency standards. Technology and communications infrastructure is out of step with today’s visitor and programming needs. The North Building’s characteristic glass tile-clad surface is at risk from dislodged tiles that compromise the aesthetic integrity of Ponti’s surface design (including the long-abandoned exterior lighting scheme) and degrade the building’s exterior appearance and interior performance, due to a lack of an appropriate vapor barrier. Artworks are at risk from water intrusion via the roof, exterior and foundation walls. Climate change, increasing numbers of visitors and aging HVAC systems mean that temperature and humidity control is becoming more and more difficult and this creates condensation issues throughout the building, which is degrading interior walls and windows. Air quality, life safety systems, and accessibility are multiple generations behind the current building codes.

Clockwise from top left: towels in gallery windows to mitigate condensation; mechanical system relying on dated controls; mold in window sill; cracked tiles and exterior envelope degradation; missing tiles from façade; grout injections to slow foundation cracks
The process of understanding the condition of the North Building began with a feasibility study in 2014 to determine general status of the building’s major systems. Those assessments were leveraged into more thorough studies during the master planning process in 2015. Finally, with the kick off of the formal design process in the spring of 2016, a series of formal assessments were undertaken to fully understand the state of all aspects of the North Building. In general, the assessments found that the structural integrity of the building is sound but other key findings within these reports confirmed the lack of compliance with current life safety and ADA codes, and highlighted many critical deficiencies like the aforementioned non-existent vapor barrier within the building and extremely inefficient and aging HVAC and electrical systems. In combination, these issues are causing interior and exterior degradations found throughout that make it difficult to adequately maintain industry standards for controlling internal environments that ensure the safe display and preservation of artwork.

Moreover, the vertical circulation in the building is inadequate for movement of visitors throughout the 8 public floors. A pair of elevators has served the building since its construction, and though they have been serviced regularly, they are slow and insufficiently sized to accommodate growing numbers of visitors. Groups are often found crowding into elevators, or are forced to wait until another elevator arrives. Nearby stairwells are not conducive to public use. Located as they are behind closed doors, it is not obvious to visitors that the stairs are there for their use and so often visitors simply wait for an elevator even when they only want access to the next floor. Stairwells are also not climate controlled and thus, present additional challenges to maintaining interior climate controls.

As the city of Denver has grown, so too has general visitation to the DAM. When it opened in 1971, the North Building accommodated around 100,000 visitors annually. Today, attendance regularly tops 700,000, challenging the Building’s capacities. The introduction in 2015 of Free For Kids, which offers free general admission to all visitors aged 18 and under, further grew attendance among families with children and substantially improved schools’ ability to afford a trip to the museum. Consequently, youth attendance has grown to the point that processing large groups (as with schools and community organizations) is compromised. Access to the building from the drop-off zones is inhibited and proximity to the busy street is a concern. Once inside, museum staff must ‘sort’ children and their chaperones into smaller groups so that movement through the museum is more easily accomplished.
Learning & Engagement at the DAM is a key feature of the museum experience, yet program areas were not among the considerations when the North Building was constructed. Currently, two small classrooms on the lower level can accommodate small groups for the various classes, camps, and workshops that are offered. A lecture room accommodates around 65 people, and the lower level concourse serves as an ad hoc community gathering space. While these spaces have been adequate in the years that DAM was growing its visitor engagement and school programs, existing capacity severely inhibits further program growth.

Serving The Community

Denver Art Museum attendance averages approximately 700,000 visitors each year, placing the museum in the top 20 (or 1%) of most highly-attended art museums in North America. In March 2015, the museum launched Free For Kids, making general admission free for all visitors aged 18 and under and capping pricing for special ticketed exhibitions at $5 for youth audiences. In the first year of the program, the museum saw an increase of more than 50% in school group visits, with nearly 50% coming from schools with Title 1 designation (more than 40% of students receiving free or reduced lunch). The primary limitation to the museum being able to serve even more schools is the ability to efficiently process children upon arrival and departure, as well as give them safe spaces to gather, eat lunch and play. The North Building renovation addresses each of these issues, providing more appropriate and adequate space to serve this growing demand.
Museum and board leadership engaged in a planning process through the spring and summer of 2012 that has shaped the current strategic plan referred to as Vision 2021, named as such in honor of the 50th anniversary of the North Building. Approved by the Board of Trustees in 2013, Vision 2021 sets goals for museum planning that include developing audiences reflective of our shared community; completing the museum campus, which included the completion of a privately funded office building in 2014; delivering an exceptional program of exhibitions and interpretive offerings; strengthening collections management through improved care and refinement; and cultivating the resources to support the vision.

Vision 2021 goals for showcasing collections, welcoming diverse communities, and deeply engaging visitors with excellent programs are guiding North Building improvements. Moreover, the DAM’s mission-driven priority is to serve this community by enriching people’s lives through experiences with art and culture representing nearly every major period in the last 5,000 years. As an institution with a more than 120-year history, the museum’s leadership and administration sees the future as a long-term commitment. Keeping this commitment necessitates a well-maintained campus equipped for carrying out the museum’s manifold responsibilities to the community at large, to our many visitors, and to the collections in trust. A reinvigorated North Building with increased capacity for growth in attendance and a heightened international profile is an investment in the long-term future of the DAM as a center of cultural enlightenment and elucidation for the city and the Rocky Mountain region.

In May 2015, Denver-based Tryba Architects was hired to prepare a master plan study and structural condition assessments that described overall needs for an improved North Building. The master plan and conceptual design were approved unanimously by the Board of Trustees in November 2015. An architecture and design team was selected after a competitive process and approved by the Board on February 3, 2016. The selected team, Denver’s Fentress Architects and Boston-based firm Machado Silvetti Architects have built on the early assessments prepared by the Tryba team to develop concepts that are now guiding North Building improvements.
**Project Description**

The North Building renovation is comprised of several feature projects aimed at accomplishing four primary goals:

- Provide excellent stewardship of the North Building by updating and upgrading its systems, safety and integrity on all fronts.

- Bring education and engagement to the heart of the campus by expanding our Center for Learning & Engagement, increasing the capacity to serve school and youth groups in a safe, beautiful environment, and more successfully fostering lifelong learning among multiple generations.

- Open the arms of the museum to the neighborhood and the community by increasing the transparency and welcome of the museum through a more permeable design.

- Deliver knock-out art experiences in every space by improving gallery infrastructure and aesthetics, and expanding spaces for collections and exhibitions.

The North Building project will, for the first time, consider the museum as a *complex* and bring the North Building into alignment with the Hamilton Building’s 21st-century systems and art experiences. The addition of a new welcome center, described in more detail below, will serve as a connector between the two buildings and a beacon for the surrounding neighborhood. The plan creates a stronger connection between the museum buildings, the pedestrian plazas and Civic Center Park by developing new gathering spaces and green spaces to support movement and activity throughout the campus. Key features of the renovation include:

**Welcome Center**

Replacement of the south structure with a new welcome center. The south structure (current home to Palettes Restaurant and Schlessman Hall) was built in 1954 to satisfy a requirement by the Samuel H. Kress Foundation that any museum wishing to receive objects from Kress holdings have a permanent building. After a failed bond attempt to build a new museum, the Denver Art Museum quickly erected the south structure in order to meet the Kress requirements to receive a major collection of Renaissance artworks. The structure has been repeatedly modified and its use has changed multiple times over the years. Now, this project will leverage that space to more successfully bridge the two museum buildings and create a building intended to serve visitors and the surrounding neighborhood well into the 21st century. The new welcome center will house a restaurant, quick-service café and an expanded “Just For Fun Center” that easily converts into a flexible event space for community gatherings. Finally, the welcome center’s lower level will house a new, state-of-the-art conservation lab and art storage facility. Conservation of the museum’s collections is key to ensuring their survival for generations to come and this new lab will enable that work to be performed at the highest level. A window from the new lab to the courtyard will allow the public to observe this work and better understand this important function of a major art museum. The addition of art storage enables the DAM to return prime space on the North Building’s first floor to public gallery space.

![Rendering of new Welcome Center as seen from south side of 13th Avenue.](image-url)
7th Floor
Gio Ponti had always envisioned a completed 7th floor of the museum; however, due to budgetary constraints, the structure was never completed. Since it opened in 1971, the northernmost “tower” of the building has remained unfinished and largely closed off to the public. The views from this tower are superb, offering a vista that stretches from Long’s Peak to Pike’s Peak, as well as one of the most beautiful city views around. As part of the North Building project, the 7th floor will be completed with additional galleries for the rapidly growing Western American art collection, as well as outdoor spaces that celebrate the distinctive crenellation of the roof and provide public access to the stunning views.

Clockwise from left: Existing roof of 7th floor north tower; 1966 Ponti model showing build-out of 7th floor north tower; Original Ponti sketch illustrating penthouse structure on the 7th floor.
Top & middle: Renderings of two outdoor terraces to be located on the 7th floor; Bottom: Schematic rendering of 7th floor addition.
Center for Learning & Engagement
The Denver Art Museum’s Learning & Engagement programs are world-renowned. Each year, delegations from museums around the world travel to Denver with an interest in learning how DAM develops and implements education offerings for all ages. The North Building is the epicenter for these programs, including the main entrance for school and youth groups; however, it has become clear that without more space to serve these audiences, DAM will be severely limited in its ability to fulfill its mission. The North Building renovation seeks to more than double the footprint of our Center for Learning & Engagement including new classrooms, multiple entrances for groups (including reactivating the iconic silver “tube” entrance on 14th Avenue Parkway) and a Creative Hub, which will greet every visitor to the North Building with a vibrant mix of activities such as artists at work, performances, tinkering stations and the most inspiring spaces to host the brainstorm that will launch Denver’s next major company. An expanded and improved community gallery will upgrade the presentation of art shows ranging from the Denver Public Schools showcase to the Boys & Girls Club art exhibition. The plan also aims to improve and expand the bus loading zone immediately adjacent to the Center for Learning & Engagement and create safe spaces on the site for groups to gather, eat, take breaks and experience outdoor sculpture and programming.

Top: Entrance to the Center for Learning & Engagement; Bottom: Entrance to the Creative Hub.
Site Improvements

The site to the north of the building has been reimagined using Ponti’s original design as a point of origin. Ponti had designed an elliptical structure (intended to be an auditorium) in front of the building, close to 14th Avenue Parkway. This feature was never realized, although you can still see today where a corridor extends from the current Silber Hall to greet the missing structure. The proposed plan creates a series of spaces that both protect groups of school children from traffic along 14th Avenue Parkway and create multiple areas for outdoor programming, sculpture and gathering. The site plan creates an indoor/outdoor environment for the Center for Learning & Engagement and aims to create a closer connection between Civic Center Park and the entire Civic Center Cultural Complex through an extended green space across 14th Avenue Parkway. The museum and the Denver Central Library have worked together to imagine a new plan for Acoma Plaza, between the two buildings, that will serve both institutions. Additionally, a drop-off area on 13th Avenue will provide a safe loading zone for ride-shares, hotel vans, taxis and private vehicles, including transportation for those with access-challenges. Finally, the site plan calls for a new connection between the courtyard along 14th Avenue Parkway and the “prow” garden that extends to the corner of 14th Avenue Parkway and along Bannock. This space is severely underutilized and the museum hopes to make it a more active part of the program.
Design & Graphics Gallery
Design & Graphics is one of the fastest-growing areas of the DAM’s collection. The museum serves as home to the American Institute of Graphic Arts national archive, adding thousands of objects to the collection each year. This collection occupies approximately 1,900 square-feet of space on the North Building’s second floor. Design is one of the most accessible mediums in art today. It surrounds us at all times – from the buildings we live and work in, to the water bottles we drink from – design is pervasive and can have a profound impact on our state of mind. The DAM aims to expand our design program by creating more than 7,500 square-feet of new gallery space on the second floor of the North Building to showcase this collection. This new gallery will be created by horizontally splitting a double-height space on the first floor that has been used as art storage since 2008. In addition to the new gallery, the DAM envisions a “design lab” on the second floor, which will serve as a community learning space where design can be explored, designers can demonstrate and students can gather.

Bonfils-Stanton Gallery
Prior to the construction of the Hamilton Building, the 10,000-square-foot Bonfils-Stanton gallery was one of two primary spaces in the museum for traveling exhibitions. The double-height space was always problematic, its giant walls dwarfing works of art and its height making lighting difficult to manage. With the development of world-class exhibition spaces in the Hamilton Building, the Bonfils-Stanton galleries became home to storage for some of the museum’s 70,000 collection objects. The addition of art storage in the lower level of the new welcome center will enable the DAM to return the Bonfils-Stanton gallery to public use as an exhibition space for innovative thematic exhibitions drawn primarily from the DAM’s own holdings. The lowering of the ceiling to accommodate the expanded Architecture, Design & Graphics galleries will make this space more functional and will improve lighting management and efficiencies.

Left: Existing Design & Graphics gallery; Right: Level 2 schematic floor plan showing addition of 2nd floor infill (outlined in green) to extend the existing Design & Graphics gallery (outlined in blue).

Left: A cavernous Bonfils-Stanton Gallery installed with an exhibition in 2008; Right: Existing Bonfils-Stanton Gallery used as art storage.
Phasing
It is our hope not to phase the project, as a longer timeline will increase design, management and construction costs and negatively affect our ability to serve the public. Effort is being made to minimize the period of construction activity and disruption in this busy Civic Center Cultural Complex. The current timeline for construction is approximately two years beginning in late 2017, with a phased opening of the new Welcome Center, the Center for Learning & Engagement and finally the North Building galleries. The schedule anticipates the opening of the new Welcome Center in the spring of 2019, the completion of all building construction in mid-summer of 2019, and all spaces open to the public in 2020/2021. The museum’s largest work of art, the Gio Ponti North Building, will debut in its entirety by 2021, in time for the building’s 50th anniversary.

Scaling is a process we have been considering over the course of the last few months. There are some aspects of the project that can be scaled or eliminated from scope. Unfortunately, these projects tend to be attractive fundraising opportunities; the re-designed galleries, the expanded Center for Learning & Engagement and the new Welcome Center. Items like replacement/refurbishment of the exterior tile have been considered as a potential deferment, although it seems unthinkable to celebrate the North Building’s 50th anniversary without repairs to this key component of Ponti’s design. Work on the critical building systems comprises a large portion of the budget and cannot be sensibly scaled without requiring additional investment in just a few years.

Funding
Museum staff raised private funds to support the North Building Assessment and master plan process. Also underway is the geotechnical investigation, which will be critical to understanding the mitigation necessary to begin construction. The project is currently near completion of the schematic design phase and the general contractor is under contract. The project is on track to be ready to break ground shortly after the bond election in November 2017.

With a total project cost of $150 million, the Museum intends to match funds from the General Obligation bond by more than ten-to-one. With $13 million allocated to the North Building project by the City, the board and staff of the Denver Art Museum will aim to raise the remaining necessary funds privately to support the project. Fundraising for the North project began more than two years ago as the Vision 2021 Campaign. Announced in December of 2016, the campaign has secured leadership gifts from committed donors, including participation from 85% of the board. Today, the Museum is more than 65% to its goal. Of that amount, $21 million has been received. While there is still a significant amount to raise, the Museum feels it is on track to achieving fundraising goals. Encompassed in the Vision 2021 Campaign is an additional goal for raising $25 million toward the institutional endowment. Campaign endowment gifts will fund key positions and programs, releasing general funds for capitalization needs and overall operations. To date, 50% of this endowment goal has been secured through pledges from private donors and foundations. While the museum is optimistic about its ability to meet its goal for private fundraising, it is not feasible to raise the amount needed to realize the full scope of the project through private sources. A specific challenge to the fundraising is the level of investment required in building infrastructure and systems, which are more difficult to fund through individuals and foundations. Following, is a list of private funds committed to the project.

Fundraising efforts have shown us that there is a high degree of community interest in a reinvigorated North Building. The earliest donors are those who understand very well that in order to continue to grow as an institution, marshalling these resources now is critical. In light of the infrastructure needs of the building, funders understand also that a large portion of budgetary costs originate from outdated systems, growing circulation inadequacies, and a lack of sufficient interior insulation from exterior elements. While our community of donors, both committed and promised, is willing to commit substantial support toward seeing the museum’s goals met, a public/private partnership is appealing for the trust and participation on the part of the city that such an investment conveys. The budget for this project addresses the building’s performance issues but the addition of elements that improve program delivery or provide for additional visitor comfort and safety amenities are equally important. Funding from the bond measure would supplement the private funds toward a fully funded budget and would allow the project to proceed with the highest standards for one of Denver’s premier public institutions.
## Private Funds Committed

<table>
<thead>
<tr>
<th>Capital Donors</th>
<th>Committed</th>
</tr>
</thead>
<tbody>
<tr>
<td>J. Landis &amp; Sharon Martin</td>
<td>$25,000,000</td>
</tr>
<tr>
<td>Anna and John J. Sie</td>
<td>$12,000,000</td>
</tr>
<tr>
<td>Private Foundation</td>
<td>$10,000,000</td>
</tr>
<tr>
<td>Helen K. and Arthur E. Johnson Foundation</td>
<td>$10,000,000</td>
</tr>
<tr>
<td>Trustee</td>
<td>$10,000,000</td>
</tr>
<tr>
<td>Bonfils-Stanton Foundation</td>
<td>$4,000,000</td>
</tr>
<tr>
<td>Amanda J. Precourt</td>
<td>$4,000,000</td>
</tr>
<tr>
<td>Private Foundation</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Individual Donor</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Individual Donor</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Individual Donor</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>Trustee</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>Private Foundation</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>Private Foundation</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>Museum Fundraisers</td>
<td>$1,100,000</td>
</tr>
<tr>
<td>Trustee</td>
<td>$1,002,000</td>
</tr>
<tr>
<td>Private Foundation</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Trustee</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Trustee</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Individual Donor</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Trustee</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Private Foundation</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Private Foundation</td>
<td>$875,000</td>
</tr>
<tr>
<td>Individual Donor</td>
<td>$750,000</td>
</tr>
<tr>
<td>Trustee</td>
<td>$500,000</td>
</tr>
<tr>
<td>Trustee</td>
<td>$500,000</td>
</tr>
<tr>
<td>Individual Donor</td>
<td>$500,000</td>
</tr>
<tr>
<td>Trustee</td>
<td>$385,000</td>
</tr>
<tr>
<td>Individual Donor</td>
<td>$250,000</td>
</tr>
<tr>
<td>Trustee</td>
<td>$250,000</td>
</tr>
<tr>
<td>Individual Donor</td>
<td>$250,000</td>
</tr>
<tr>
<td>Individual Donor</td>
<td>$185,000</td>
</tr>
<tr>
<td>Private Foundation</td>
<td>$175,000</td>
</tr>
<tr>
<td>Trustee</td>
<td>$100,000</td>
</tr>
<tr>
<td>Trustee</td>
<td>$100,000</td>
</tr>
<tr>
<td>Individual Donor</td>
<td>$100,000</td>
</tr>
<tr>
<td>Trustee</td>
<td>$100,000</td>
</tr>
</tbody>
</table>

*Continued on next page...*
### Private Funds Committed (Continued)

<table>
<thead>
<tr>
<th>Capital Donors</th>
<th>Committed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Donor</td>
<td>$50,000</td>
</tr>
<tr>
<td>Individual Donor</td>
<td>$50,000</td>
</tr>
<tr>
<td>Individual Donor</td>
<td>$50,000</td>
</tr>
<tr>
<td>Individual Donor</td>
<td>$25,000</td>
</tr>
<tr>
<td>Trustee</td>
<td>$25,000</td>
</tr>
<tr>
<td>Individual Donor</td>
<td>$20,000</td>
</tr>
<tr>
<td>Trustee</td>
<td>$15,000</td>
</tr>
<tr>
<td>Private Foundation</td>
<td>$12,500</td>
</tr>
<tr>
<td>Private Foundation</td>
<td>$10,000</td>
</tr>
<tr>
<td>Trustee</td>
<td>$10,000</td>
</tr>
<tr>
<td>Trustee</td>
<td>$10,000</td>
</tr>
<tr>
<td>Trustee</td>
<td>$10,000</td>
</tr>
<tr>
<td><strong>Total Capital Raised</strong></td>
<td><strong>$98,159,500</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Endowment Donors</th>
<th>Committed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private Foundation</td>
<td>$3,500,000</td>
</tr>
<tr>
<td>Trustee</td>
<td>$2,640,000</td>
</tr>
<tr>
<td>Private Foundation</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>Individual Donor</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>Individual Donor</td>
<td>$1,500,000</td>
</tr>
<tr>
<td>Private Foundation</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Individual Donor</td>
<td>$750,000</td>
</tr>
<tr>
<td>Individual Donors</td>
<td>$500,000</td>
</tr>
<tr>
<td>Trustee</td>
<td>$100,000</td>
</tr>
<tr>
<td>Private Foundation</td>
<td>$50,000</td>
</tr>
<tr>
<td>Individual Donor</td>
<td>$10,000</td>
</tr>
<tr>
<td>Individual Donor</td>
<td>$10,000</td>
</tr>
<tr>
<td>Individual Donor</td>
<td>$2,000</td>
</tr>
<tr>
<td>Private Foundation</td>
<td>$700</td>
</tr>
<tr>
<td><strong>Total Endowment Raised</strong></td>
<td><strong>$14,042,700</strong></td>
</tr>
</tbody>
</table>
Operations & Maintenance

Upgrades to the North Building include features that will support vastly increased efficiency in the building’s operations, in turn, lessening the museum’s environmental impact. The addition of a vapor barrier throughout the exterior wall system will drastically reduce temperature and humidity fluctuations and reduce the amount of heating and cooling required for maintaining environmental standards for art. Additionally, the replacement of halogen lighting with LED lighting throughout the building will improve the art lighting quality, decrease the electrical energy use, reduce maintenance and replacement costs, lower UV emissions and reduce long-term costs. The combined impact of the upgraded systems will greatly reduce operational costs including heating and cooling, the constant maintenance to the aging elevator system, lifecycle improvements for lighting fixtures and improvements to the waterproofing of the roof and building foundation.

Overall staffing needs in the renovated North Building are not expected to increase unduly and overall operational expenses are expected to remain relatively stable, with some planned increases due to added space and expanded programming in the education area and new gallery spaces. We expect some operational savings from efficiencies realized through North Building envelope improvements and modernized mechanical and electrical systems.

Potential Revenue Benefits

The addition of a café and realization of larger, more rationalized event spaces have the capacity to increase sales tax revenue for the city. Additionally, the Denver Art Museum is a key driver of cultural tourism to Denver. The planned upgrade to the program, as well as key features like the addition of the 7th floor vistas and the special exhibition space on the first floor, have the capacity to increase tourist traffic to our city, resulting in additional nights spent in hotels and additional meals in our restaurants, cars rented and products purchased. According to an economic impact study conducted specifically around the opening of the Hamilton Building, that event drove nearly $30 million in new spending in Denver.

Data previously collected by DAM and Visit Denver demonstrates the direct, positive impact the museum has on hotel and restaurant patronage and general economic activity surrounding major beacon exhibitions, driving traffic into Colorado and downtown including *Tutankhamun: The Golden King and the Great Pharaohs* (2010), *Yves Saint Laurent* (2012), *Becoming Van Gogh* (2013), and *Brilliant: Cartier in the 20th Century* (2015). Hotel package and promotional ticket sales partnerships resulted in more than 20,000 ticket packages sold for these four special exhibitions.

During the year the DAM hosted *Brilliant: Cartier in the 20th Century*, more than 165,000 visitors came to the museum from the US outside of Colorado, and another 14,000 visited from outside of the USA. The prior year, those figures were 96,000 and 12,000, respectively. With additional offerings available, we anticipate visitors will not only stay longer, but will also return more often.
Benefits to the City & Community

The Denver Art Museum’s North Building is an icon in the city and a symbol of the ambition of our leaders to make a bold statement about our passion for and commitment to the arts. That ambition has grown even greater in the nearly fifty years since the North Building opened, and it is important for us to ensure that this symbol of our ambition as a community remain vibrant and relevant. By making a significant investment in the building now, much-needed repairs and stewardship of the facility can be completed with minimal disruption to the program and the public. Being proactive about updates to HVAC, electrical and life safety systems at one time will mitigate unforeseen issues and emergency repairs that, ultimately, have higher costs and potentially negative consequences for the collection and the public.

The Denver Art Museum is representative of Denver’s emergence as a global city. Consistently offering world premier programs, which drive tourism and international acclaim, and forging relationships with museums and collections across the globe, the museum is frequently representing the city in cross-cultural exchanges and collaborations.

The Denver Art Museum is a place where our citizens can experience cultures around the globe and throughout history. A place where people have shared experiences, explore connections to each other and establish their own creative voices. It is a beacon for creativity, collaboration and innovation, which are some of the very qualities that make our city great. The North Building is at the center of our education program, exposing our young people to new ideas, challenging them to form their own opinions and inspiring them through deep knowledge about a broad spectrum of cultures around the globe and through the ages. An investment in the North Project is an investment in this important project and an investment in the community as a whole with the end result promising to engage people more broadly than ever before.
The North project envisions a state-of-the-art conservation laboratory built to accommodate multiple specializations and provide the tools and space to carry out the mission to preserve the more than 70,000 art objects in the collections for current and future generations. Doing so ensures that these objects are responsibly cared for and always available for inclusion in the program of exhibitions and display, and available for reciprocal loans to other institutions worldwide, sharing Denver’s treasures throughout the global community.

The multi-year process of renovating the North Building and constructing the Welcome Center will contribute to the overall economic development of the Denver Metro area and specifically, the Golden Triangle Neighborhood through the hiring of designers, contractors, consultants and tradesmen, large and small businesses alike. The inclusion of key amenities like the restaurant, café and event venue will be assets in enlivening the neighborhood, which is relatively dark in the evenings and on non-festival weekends. The Golden Triangle Neighborhood developed a master plan in 2014 which calls for activation of spaces throughout the neighborhood. We aim to support this goal by creating more transparency, light and activity around the campus day and night.

With the Free for Kids program, school children have access to collections through school tours and programs that supplement school curricula in visual arts, social science, and language arts. Teachers have access to a wide variety of resources to take back to their classrooms. With renovated and expanded galleries, school children of all ages will benefit from additional opportunities. And outreach efforts are extending access for community groups and service agencies through accessibility programs that serve the needs of a variety of audiences. The North Building project will result in facilities that are primed to maximize the use of and access to our unique collections, fostering cultural enrichment and educational opportunities to the benefit of our city’s residents.

Finally, research tells us that individual and community well-being is fostered through citizens feeling socially connected and engaged. The Denver Art Museum is a place where the community gathers, experiences emotion, reflects on and learns about the world. It is a place where families come to be together, first dates and marriage proposals happen, volunteers meet their friends, communities gather and adults feed their lifelong passion for creating. In short, the Denver Art Museum fosters well-being throughout the community.

**Project Readiness**

The investment of $3 million in Better Denver Bonds into the North Building project ensured that the DAM followed all processes to comply with the DRMC and ordinances related to procurement, prevailing wage, SBE and MWBE. The North Building project has been assigned goals of 9% MWBE participation in the design process and 20% MWBE participation in the construction process.

The requirement to comply with all City Ordinances related to employment, wages and MWBE participation is incorporated in the recently executed GMP construction contract with Saunders Construction, Inc., following an exhaustive, competitive selection process.
Scope, Schedule & Implementation

Schedule and Milestones
The planning process for the North project began more than four years ago with an internal visioning and strategic plan process, which evolved into the North Building Assessment, followed by a master plan process and finally, a design. Because this work has already been completed, the North renovation will be ready to commence construction immediately upon approval of the bond by Denver voters. The construction timeline is a little under two years, with nearly a year of phased openings of galleries and public spaces. The openings could begin in 2019 with a target date for all public spaces and most galleries to be open to the public by 2021. We are confident that this timeline will be achieved.

Implementation
The Denver Art Museum has assembled a dedicated project team including staff and consultants to achieve the project.

Christoph Heinrich – Director, Denver Art Museum
Andrea Fulton – Deputy Director, Denver Art Museum and Project Lead
Erin Ross – Senior Project Manager, Denver Art Museum
Chris Grundy – Project 1, Owner’s Representative
Fentress Architects/Machado Silvetti – Lead Project Designers
Saunders Construction – General Contractor

In addition, all major design sub-contractor are on board and a trustee committee formed to provide strategic guidance to the staff.

Risks and Challenges
• The presence of hazardous material and unforeseen increases in the extent or cost of abatement.
• Unexpectedly high cost escalation or delays in construction.
• Stalled fundraising efforts.

A detailed environmental study to establish the nature and extent of hazardous building material in the North Building is currently underway. Once completed, this will allow the team to solicit specialist abatement contractors for pricing and reduce this significant risk to manageable levels. A geotechnical investigation has already been completed to allow detailed foundation design to proceed. The early inclusion of one of Denver’s premier general contractors on the team will ensure participation from a wide variety of local subcontractors, accurate cost estimating and real-time feedback to the design team as their design progresses.

Additionally, we will be moving ahead with time intensive processes like Landmark Preservation Committee approvals and permitting prior to the election, with detailed contingency plans in the event that the outcome is negative. The museum will attempt to mitigate this risk by developing a version of the project that realizes only portions of the vision in the short-term, in order to honor the desperate need for critical building improvements and the terms of private pledge agreements.
<table>
<thead>
<tr>
<th>ID</th>
<th>Task Name</th>
<th>Duration</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>DENVER ART MUSEUM - NORTH BUILDING RENOVATION</td>
<td>996 days</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Completion of Design Phase</td>
<td>161 days</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Design Development Pricing</td>
<td>7 wks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>65% Construction Documents</td>
<td>15 wks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>100% Construction Documents</td>
<td>7 wks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Establishment of the FGMP Price</td>
<td>12 wks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Issued For Construction Documents</td>
<td>4 wks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>North Building Closure</td>
<td>205 days</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Relocate North Building stored artwork</td>
<td>26 wks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Close North Building to the public</td>
<td>0 days</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Relocate North Building displayed artwork</td>
<td>14 wks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>Adoption of the General Obligation Bond Ballot</td>
<td>1 day</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Construction</td>
<td>444 days</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>North Building Abatement &amp; Demo</td>
<td>19 wks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>Abatement &amp; Demolition of South Structure</td>
<td>45 days</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>Welcome Center Construction</td>
<td>56 wks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>North Building Construction</td>
<td>60 wks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>Sitework &amp; Plaza Construction</td>
<td>75 wks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>Project Completion</td>
<td>0 days</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>Move-In &amp; Facility Opening</td>
<td>460 days</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>Welcome Center Move-In</td>
<td>4 mons</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>North Building Learning &amp; Engagement Move-In</td>
<td>4 mons</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>23</td>
<td>North Building Gallery Artwork Build-out &amp; Move-In</td>
<td>23 mons</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>Welcome Center open to public</td>
<td>0 days</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>Learning &amp; Engagement open to public</td>
<td>0 days</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>26</td>
<td>First North Galleries open to public</td>
<td>0 days</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>27</td>
<td>All North Building Galleries open to public</td>
<td>0 days</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Tryba Architects engaged in July 2015 to prepare the project Master Plan - approved by the Board in November 2015.

Fentress Architects & Machado Silvetti Architects appointed in February 2016.

The Schematic Design (SD) phase was completed in September 2016, and the Design Development (DD) phase will be completed in March 2017.
A Bigger Picture

The Denver Art Museum has made a commitment to the Denver community and the Rocky Mountain region to be a cultural resource, accessible to all, that adds cultural vibrancy and humanistic spirit to our shared communities. As the largest comprehensive art institution in the region, the museum provides visitors with opportunities to experience world-class art and cultural heritage through exhibitions, permanent collections, and award-winning educational programs. We also collaborate throughout the community with scientific and cultural organizations large and small, as well as with service organizations, schools, and other agencies that serve the community. We participate in hundreds of collaborative projects each year, from one-off consultations to major initiatives that engage staff and resources to improve service delivery for visitors and exchange with other organizations in the Metro area. We believe that the timing is right for a major investment in one of the city’s architectural icons. The North project will expand our ability to educate and serve our community, welcome guests to our city and preserve and present priceless works of art from cultures around the world and throughout history for generations to come.
Project Proposal #1
North Building Renovation – System Improvements
The North renovation will address critical systems throughout the building, bringing them up to code and creating a more efficient and professional museum building. The total cost for upgrades to the primary systems in the North Building exceed $40 million. In order to meet current life safety standards, the entire building must be outfitted with a pre-action sprinkler system, stairwells need to be pressurized and several of the galleries will require a horizontal exiting strategy in order to comply with contemporary fire escape requirements without providing additional stairwells which would reduce gallery floor space and change the exterior aesthetics of the building significantly. The HVAC system in the building is nearing the end of its useful life and includes an Xcel chiller plant in the basement.

The DAM has already been working with the City and Xcel to determine the best course of action to better control humidity and temperature in the North Building, both of which are required to be maintained within tight tolerances for responsible collection care and in order to keep the DAM eligible to display loaned works of art from other accredited institutions. The solution will likely include significant investments in equipment that will help increase control on DAM's side of the city utility loop.

The building itself has no vapor barrier, which creates incredible inefficiency and condensation issues, and many of the windows are original to the building and require replacement. The restrooms are not ADA compliant and the electrical system requires upgrading, including a new back-up generator.

Finally, inadequate vertical circulation in the building will be addressed through the addition of two new passenger elevators directly across from the existing passenger elevators. This will double the capacity for vertical circulation and offer a solution that is friendlier to strollers and wheelchairs. This addition will create, in essence, a formal elevator lobby on each floor, which will aid wayfinding and orientation.

Clockwise from top left: Non-ADA-compliant restroom; Condensation in windows; Existing mechanical room; Current elevator conditions during high-demand timeframes; Existing wayfinding challenges for stairs and restrooms.
Funding & Scope

Funds from the General Obligation Bond would be used to complete upgrades to the mechanical, electrical, plumbing, life safety, ADA and vertical transportation systems. Basic improvements are required to be made in order to move the renovation forward; however, key aspects of these upgrades have been deferred or omitted throughout the design process in order to align scope and budget. Bond dollars would enable the Museum to complete the upgrades as recommended in order to ensure environmental standards for the field are met and to create a more positive long-term impact on the visitor experience and the ongoing operation of the facility. The Bond funds will also offset the need for major capital investments/deferred maintenance to these systems for an extended period of time. Components of the project supported by bond funds include:

- Redundancy in critical systems including chilled water and steam
- Enlarged back-up power generator to handle full building load
- Tighter environmental controls on each floor to meet the unique needs of each collection
- Upgraded electrical controls to enable more energy efficient management per floor
- State-of-the-art pre-action sprinkler system throughout for better protection of artwork
- Upgraded horizontal exiting systems on gallery floors to minimize impact to displays
- The addition of a universal/family restroom on each floor
- Upgraded cars for the new passenger elevators to increase the size of the openings to better suit strollers and wheelchairs
- Upgrades to the existing passenger elevators to extend their useful life
- Upgrades to the freight elevator so that it can be used for passengers during very busy periods/days
Proposed floor plans for typical elevator/restroom core on each floor.

Left: Existing stairs with original, red Ponti tile; Middle: Existing non-ADA compliant restrooms; Right: Exterior view of existing, degraded window.

Two new passenger elevator cars

Existing freight elevator, to be refurbished

Existing passenger elevators, to be refurbished

Existing stairwell to be upgraded to meet fire code, and designed to be more visitor-friendly

New bathroom core to include, men’s, women’s and Unisex/Family/ADA restrooms

Proposed floor plans for typical elevator/restroom core on each floor.
Funding Request

The total project is estimated to cost approximately $150 million. The Denver Art Museum is seeking $13 million from the City in the form of General Obligation bonds to support completion of the preferred infrastructure systems which will ensure the building’s integrity and stewardship for decades to come. In addition, the DAM is raising $25 million toward the museum’s endowment, which will support any increases in operational costs, anticipated to include increased staffing related to the expanded galleries and learning and engagement program. (See Project Request Worksheet on the following page.)
Project Request Worksheet

Project Contact: Andrea Fulton
Agency or Department Name: Denver Art Museum

Project Name: North Building Renovation - System Improvements (Project #1)
Project Location: 100 W. 14th Avenue Parkway

Project Scope:
As previously noted the North Building is nearing its 50th anniversary and has never received any major upgrades to its core infrastructure systems. The North Project calls for enhancements that are critical to the future of the building, as well as to modern standards for the preservation and presentation of artwork. The combined total for renovations to the building’s mechanical, electrical, plumbing and fire suppression systems alone totals more than $30 million. The Denver Art Museum is requesting $13 million in general obligation bond funds to support final enhancements to these systems that would move them from just meeting current code criteria to making them sustainable and appropriate for a world-class museum in the 21st century.

Purpose of project:
Every major system in the North Building has surpassed its useful life in many ways. The mechanical system is insufficient regarding environmental control to adequately preserve the collections. The absence of a vapor barrier in the building’s exterior envelope makes it nearly impossible to maintain the required 70 degree temperature and 45% humidity required for loans of art. The electrical system is inefficient, resulting in unnecessary operational costs and environmental burden. Life safety is a major issue in the building including and requires the addition of a sprinkler system throughout, pressurization of stairs and elevators, and improvements related to egress on each floor. In short, these systems must be upgraded or replaced in order to keep artwork and visitors safe and to ensure the longevity of the building for decades to come.

Project Scope
Funds from the General Obligation Bond would be used to complete upgrades to the mechanical, electrical, plumbing, life safety, ADA and vertical transportation systems. Basic improvements are required to be made in order to move the full renovation forward; however, key aspects of these upgrades have been deferred or omitted throughout the design process in order to align scope and budget. Bond dollars would enable the Museum to complete the upgrades as recommended in order to ensure environmental standards for the field are met and to create a more positive long-term impact on the, the visitor experience and the ongoing operation of the facility. Components of the project supported by bond funds include:

- Redundancy in critical systems like chilled water and steam
- Enlarged back-up power generator to handle full building load
- Tighter environmental controls on each floor to meet the unique needs of each collection
- Upgraded electrical controls to enable more energy efficient management per floor
- State-of-the-art pre-action sprinkler system throughout for better protection of artwork
- Upgraded horizontal exiting systems on gallery floors to minimize impact to displays

Risk Management
A detailed environmental study to establish the nature and extent of hazardous building material in the North Building is currently underway. Once completed, this will allow the team to solicit specialist abatement contractors for pricing and reduce this significant risk to manageable levels. A geotechnical investigation has already been completed to allow detailed foundation design to proceed. The potential for encountering contaminated soils in the excavation of the Welcome Center and in the site work still exists, for which contingency will be reserved until this risk is mitigated early in the construction phase. The early inclusion of one of Denver’s premier general contractors on the team will ensure participation from a wide variety of local subcontractors, accurate cost estimating and real-time feedback to the design team as their design progresses.

Additionally, we will be moving ahead with time intensive processes like Landmark Preservation Committee approvals and permitting prior to the election, with detailed contingency plans in the event that the outcome is negative. The museum will attempt to mitigate this risk by developing a version of the project that realizes only portions of the vision in the short-term, in order to honor the desperate need for critical building improvements and the terms of private pledge agreements.

<table>
<thead>
<tr>
<th>Design</th>
<th>Estimated Cost</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning Study</td>
<td>$108,000.00</td>
<td></td>
</tr>
<tr>
<td>Design</td>
<td>$885,000.00</td>
<td></td>
</tr>
<tr>
<td>Design Contingency</td>
<td>$42,000.00</td>
<td></td>
</tr>
<tr>
<td>Survey/Testing</td>
<td>$14,000.00</td>
<td></td>
</tr>
<tr>
<td>Commissioner</td>
<td>$16,000.00</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>$44,000.00</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$1,109,000.00</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Land Acquisition</th>
<th>Estimated Cost</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land Acquisition</td>
<td>$0.00</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>$0.00</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$0.00</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Construction</th>
<th>Estimated Cost</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction</td>
<td>$9,480,000.00</td>
<td></td>
</tr>
<tr>
<td>Construction Contingency</td>
<td>$292,000.00</td>
<td></td>
</tr>
<tr>
<td>Construction Quality Assurance</td>
<td>$380,000.00</td>
<td></td>
</tr>
<tr>
<td>Construction Management Services</td>
<td>$288,000.00</td>
<td></td>
</tr>
<tr>
<td>Environmental Costs</td>
<td>$144,000.00</td>
<td></td>
</tr>
<tr>
<td>Environmental Contingency</td>
<td>$16,000.00</td>
<td></td>
</tr>
<tr>
<td>Water Quality Elements</td>
<td>$0.00</td>
<td></td>
</tr>
<tr>
<td>Parking</td>
<td>$59,000.00</td>
<td></td>
</tr>
<tr>
<td>Fees</td>
<td>$17,000.00</td>
<td></td>
</tr>
<tr>
<td>Lifts</td>
<td>$0.00</td>
<td></td>
</tr>
<tr>
<td>Public Art</td>
<td>$130,000.00</td>
<td>5% of Construction budget if project cost greater than $1 Million</td>
</tr>
<tr>
<td>FF&amp;E</td>
<td>$471,000.00</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>$399,000.00</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$10,816,000.00</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Overall Project Contingency</th>
<th>Estimated Cost</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Contingency</td>
<td>$1,075,000.00</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$1,075,000.00</td>
<td></td>
</tr>
</tbody>
</table>

Total Cost: $13,000,000.00
Project Proposal #2
North Building Renovation – Campus Connectivity
**Project Overview**

The Civic Center Cultural District is home to some of the City’s most unique and prominent architecture. Gio Ponti’s North Building, Burnam Hoyt’s Central Library and Michael Graves’ addition to that facility, Daniel Libeskind’s Hamilton Building and Brad Clopfil’s Clyfford Still Museum are all icons of their time. The Golden Triangle has evolved into an eclectic connection point between the downtown, civic and government center, the Cherry Creek path and the Capitol Hill neighborhood. The rapid evolution of the cultural district has made this area of the city a sought-after destination for locals and tourists alike; however, the Denver Art Museum campus can feel disconnected and difficult to navigate, creating a less-than-intuitive flow of pedestrian traffic.

The Campus Connectivity project scope aims to fund key improvements to the site and Welcome Center that will create a centerpiece for the campus and serve as a beacon for surrounding areas while providing a safe and beautiful space for our youngest visitors.
**Funding & Scope**

General Obligation Bond funds would be used to transform the exterior site along 14th Avenue Parkway, creating a safe space for school and youth groups to gather during entry and exit, as well fund major improvements to the pedestrian plaza between the Denver Art Museum and the Denver Central Library. These spaces will be developed in partnership between the two institutions in order to ensure mutual benefit for both programs and audiences. In addition, bond funds would be used to complete key aspects of the new Welcome Center, which will serve as a transparent beacon, inviting a broad range of communities to engage. Specific bond-funded projects include:

- Expansion of the lower courtyard to create safer spaces for youth groups and schools to gather, become oriented and await transportation. It also provides a protected area for kids to eat lunch and play.
- A lengthened bus lane along 14th Avenue Parkway to increase the museum’s ability to receive hundreds more school kids per day and ensure their safe drop off and pick up.
- An elliptical garden slightly below grade level that acts as an accessible ramp to the lower courtyard, as well as a natural amphitheater and performance space for programs.
- A “folded lawn” that, via an accessible ramp as well as stairs, connects the lower courtyard to the prow lawn at the corner of 14th and Bannock Street – a space traditionally not available to general visitors.
- Improvements to and an extension of the prow wall that follows the property line along 14th and south along Bannock.
- New paving and planting along Acoma Plaza, which connects the DAM and Denver Central Library and 13th and 14th Avenues.
- New outdoor seating areas for a fine dining restaurant and a quick service café, both of which will be housed on the first floor of the new Welcome Center and serve as amenities to the neighborhood as well as Museum visitors.
- Movement of underground steam and chilled water utilities.
- Movement of underground data and electrical utilities.
- Necessary updates to the storm water and drainage program.
- Drop-off area along 13th Avenue, providing a safe place for ride-shares, hotel vans, taxis and private vehicles to drop off passengers, including those with access-challenges.
- Excavation for and construction of a new below-grade level for the Welcome Center which will house art storage and a state-of-the art conservation lab. These critical items enable the long-term viability of our collection, while also creating new space that frees up other real estate in the building to house public programming. The new conservation lab will include a window to the lower courtyard, providing the general public (including school children) with the opportunity to see the behind-the-scenes work of the conservators on an ongoing basis.
- Exterior lighting plan which will help to activate the site after sunset.

**Funding Request**

The total project is estimated to cost approximately $150 million. The Denver Art Museum is seeking $13 million from the City in the form of General Obligation bonds to support aspects of the project that connect the campus and improve pedestrian access to, and through, the Civic Center Cultural Complex. These funds will also connect the museum program with the surrounding site, which will enhance the public space and deliver art experiences to more people. In addition, the DAM is raising $25 million toward the museum’s endowment, which will support any increases in operational costs, anticipated to include increased staffing related to the expanded galleries and learning and engagement program. (See Project Request Worksheet on page 32.)
One of the projects main goals is to create a cohesive Campus and unified welcoming Plaza. Axes defined by the Hamilton Building entry and bridge, the Cultural Complex Parking Garage entrance and the North Building’s Main Hall present a clear diagram of cross campus connection and a stronger pedestrian connection with the Civic Center.
Schematic renderings of the site showing the elliptical garden, lower courtyard and folded lawn to the Prow garden. The bottom image is a rendering of the lower courtyard with a view into the new Conservation Lab.
Project Request Worksheet

Project Contact: Andrea Fulton
Agency or Department Name: Denver Art Museum

Project Name: North Building Renovation - Campus Connectivity (Project #2)

Project Location: 100 W. 14th Avenue Parkway

Project Scope:
As an important part of the growing Civic Center Cultural District, and the Golden Triangle Neighborhood, the North Building sees over 700,000 visitors each year. The Campus has become a connection point between the downtown corridor, civic, and government buildings, and the surrounding neighborhoods making it a destination for tourists, school children, artists, and the community; however, the surrounding site makes it difficult to navigate the busy streets, a disjointed puzzle of pedestrian plazas and closed-off niches of solace. The Campus Connectivity project calls for enhancements that are critical to the future enjoyment of not only the Denver Art Museum, but also the Civic Center, as well as maintaining the safety of visitors, opening up the campus to the community and inviting the community to enjoy the inside as well as the outside environment surrounding the campus. The Denver Art Museum is requesting $13 million in general obligation bond funds to support the development of the site to improve campus connectivity for generations to come.

Purpose of project:

Why is change needed?
The site surrounding the North Building is in need of updating due to the continued growth of the Civic Center and surrounding neighborhoods. A generous plaza and accessible courtyards and gardens would provide opportunities for the community and visitors to gather in a safe, art-filled pedestrian zone. The current courtyard is hidden in a dark corner and the prow garden is inaccessible. The Museum would like to open its arms to the community, provide safer transportation drop-off zones, bring programming even closer to visitors and provide a protected area for the growing number of school children that visit every day.

Why are you requesting this project?

Project Scope:
General Obligation Bond funds would be used to transform the exterior site along 14th Avenue Parkway, creating a safe space for school and youth groups to gather during entry and exit, as well as fund major improvements to the pedestrian plaza between the Denver Art Museum and the Denver Central Library. These spaces will be developed in partnership between the two institutions in order to ensure mutual benefit for both programs and audiences. In addition, bond funds would be used to complete key aspects of the new Welcome Center, which will serve as a transparent beacon, inviting a broad range of communities to engage. Components of the campus connectivity project supported by bond funds include:

- Expansion of the lower courtyard to create safer spaces for school children and youth groups
- More generous school bus drop-off zone on 14th Avenue Parkway
- Below-grade elliptical garden with ADA ramp access to the lower courtyard serving as a buffer to the busy traffic on 14th Avenue Parkway
- A "folded lawn" for access to the prow garden
- Improvements to the existing prow wall
- New paving and planting on Acoma Plaza, between 13th & 14th Avenues
- New outdoor seating areas for a fine dining restaurant and a quick service café
- Movement of underground steam utilities, chilled water utilities, fiber optic data cables, and electrical utilities.
- Necessary updates to the storm water and drainage program.
- Drop-off area along 13th Avenue, providing a safe place for ride-shares, hotel vans, taxis and private vehicles to drop off passengers
- Excavation for and construction of a new below-grade level for the Welcome Center to house art storage and a state-of-the-art conservation lab with windows to the courtyard area

Risk Management
How will the risk be mitigated? Alternate strategies?

A detailed environmental study to establish the nature and extent of hazardous building material in the North Building is currently underway. Once completed, this will allow the team to solicit specialist abatement contractors for pricing and reduce this significant risk to manageable levels. A geotechnical investigation has already been completed to allow detailed foundation design to proceed. The potential for encountering contaminated soils in the excavation of the Welcome Center and in the site work still exists, for which contingency will be reserved until this risk is mitigated early in the construction phase. The early inclusion of one of Denver’s premier general contractors on the team will ensure participation from a wide variety of local subcontractors, accurate cost estimating and real-time feedback to the design team as their design progresses.

Additionally, we will be moving ahead with time intensive processes like Landmark Preservation Committee approvals and permitting prior to the election, with detailed contingency plans in the event that the outcome is negative. The museum will attempt to mitigate this risk by developing a version of the project that realizes only portions of the vision in the short-term, in order to honor the desperate need for critical building improvements and the terms of private pledge agreements.

Design

<table>
<thead>
<tr>
<th>Design</th>
<th>Estimated Cost</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning Study</td>
<td>$108,000.00</td>
<td></td>
</tr>
<tr>
<td>Design</td>
<td>$85,000.00</td>
<td></td>
</tr>
<tr>
<td>Design Contingency</td>
<td>$42,000.00</td>
<td></td>
</tr>
<tr>
<td>Survey/Testing</td>
<td>$14,000.00</td>
<td></td>
</tr>
<tr>
<td>Commissioning</td>
<td>$16,000.00</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>$44,000.00</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$1,109,000.00</td>
<td></td>
</tr>
</tbody>
</table>

Land Acquisition

<table>
<thead>
<tr>
<th>Land Acquisition</th>
<th>Estimated Cost</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land Acquisition</td>
<td>$0.00</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>$0.00</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$0.00</td>
<td></td>
</tr>
</tbody>
</table>

Construction

<table>
<thead>
<tr>
<th>Construction</th>
<th>Estimated Cost</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction</td>
<td>$9,522,000.00</td>
<td></td>
</tr>
<tr>
<td>Construction Contingency</td>
<td>$295,000.00</td>
<td></td>
</tr>
<tr>
<td>Construction Quality Assurance</td>
<td>$30,000.00</td>
<td></td>
</tr>
<tr>
<td>Construction Management Services</td>
<td>$28,000.00</td>
<td></td>
</tr>
<tr>
<td>Environmental Costs</td>
<td>$15,000.00</td>
<td></td>
</tr>
<tr>
<td>Environmental Contingency</td>
<td>$2,000.00</td>
<td></td>
</tr>
<tr>
<td>Water Quality Elements</td>
<td>$200,000.00</td>
<td></td>
</tr>
<tr>
<td>Permits</td>
<td>$65,000.00</td>
<td></td>
</tr>
<tr>
<td>Fees</td>
<td>$17,000.00</td>
<td></td>
</tr>
<tr>
<td>Utilities</td>
<td>$16,000.00</td>
<td></td>
</tr>
<tr>
<td>Public Art</td>
<td>$130,000.00</td>
<td>1% of Construction budget if project cost greater than $1 Million</td>
</tr>
<tr>
<td>FFE</td>
<td>$80,000.00</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>$301,000.00</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$50,816,000.00</td>
<td></td>
</tr>
</tbody>
</table>

Overall Project Contingency

<table>
<thead>
<tr>
<th>Project Contingency</th>
<th>Estimated Cost</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Contingency</td>
<td>$1,075,000.00</td>
<td></td>
</tr>
</tbody>
</table>

Total Cost: $13,000,000.00
2017
GENERAL OBLIGATION BOND
DENVER ARTS & VENUES

ARTS & CULTURE COMMITTEE
MARCH 15, 2017
March 15, 2017

Arts & Culture Committee
Office of the Mayor
City and County Building
Denver, Colorado 80202

To the Arts & Culture Committee,

Denver Arts & Venues is pleased to submit proposals for the 2017 General Obligation Bond proceeds that will address capital improvement and deferred maintenance at our venues.

Arts and Venues’ mission is to “enhance Denver’s quality of life and economic vitality through premier public event spaces, public artworks and entertainment and cultural opportunities.” This goal is largely achieved by inviting the community into our venues to experience high quality and diverse entertainment offerings from our cultural partners at the Denver Performing Arts Complex and the world-renowned Red Rocks Amphitheatre.

Arts & Venues is a City agency that relies on its operating revenues and very modest CIP funding (surplus FDA tax and an allocation of mill levy dollars) to maintain and improve its facilities that are utilized by organizations — commercial and nonprofit — for the enjoyment of the community. These sources are insufficient to keep pace with the backlog of needed improvements and discretionary projects which are estimated to be $76M. It is critical to reinvest in the City’s facilities to compete with other private and municipal venues, to stimulate tourism dollars and to keep Arts & Venues from requiring monies from the General Fund.

We are excited about the opportunity to upgrade the City’s premier venues, Buell Theatre and Red Rocks Amphitheatre, which generate the lion share of revenue for our agency. We see it as a tremendous opportunity to improve the patron experience, advance arts and culture in the City, and provide broad community benefit to new and underserved audiences.

Sincerely,

Kent Rice
Executive Director

Ginger White
Deputy Director
Enclosed please find the following documents prepared by Denver Arts & Venues for 2017 General Obligation Bond Funds for Venerable City-Owned Cultural Facilities:

1. **Submission Overview**
2. **PowerPoint Presentation**
3. **Project Proposal Worksheets**
4. **Project Management Plans**
Denver Arts & Venues’ mission is to amplify Denver’s quality of life and economic vitality through premier public venues, arts and entertainment opportunities. The agency operates some of the region’s most renowned facilities, oversees several cultural policy and grant programs, commissions public art and produces free and low-cost cultural programs enjoyed by millions of residents and visitors each year.

As a City agency, Arts & Venues relies on its operating revenues and very modest CIP funding to maintain and improve its facilities. These sources are insufficient to keep pace with the backlog of needed improvements across all venues. Without a board of directors or any fund-raising capacity, Arts & Venues depends on the every decade issuance of GO Bonds to support major capital improvements.

### 2017 GENERAL OBLIGATION BOND SUBMISSION

Arts & Venues is submitting projects for capital improvement and deferred maintenance for 2017 GO Bond Funds for venerable City-owned cultural facilities. In aggregate, these projects:

- Improve the patron experience
- Respond to consumer trends
- Improve operations, safety and functionality
- Enhance aesthetics
- Boost competitiveness in the marketplace
- Advance the goals of IMAGINE 2020 and venue master plans

<table>
<thead>
<tr>
<th></th>
<th>Cost Estimate</th>
<th>Estimated Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>I. RED ROCKS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stage Roof Replacement</td>
<td>$4,000,000</td>
<td>Q2 2021</td>
</tr>
<tr>
<td>North Tower Adaptive Reuse</td>
<td>$1,300,000</td>
<td>Q2 2020</td>
</tr>
<tr>
<td><strong>II. BUELL THEATRE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Glass Façade Replacement</td>
<td>$1,900,000</td>
<td>Q3 2020</td>
</tr>
<tr>
<td>Restroom Renovation</td>
<td>$1,100,000</td>
<td>Q3 2020</td>
</tr>
<tr>
<td>Lobby &amp; Mezzanine Update</td>
<td>$462,000</td>
<td>Q3 2020</td>
</tr>
<tr>
<td><strong>III. MAINTENANCE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Security System Upgrade at DPAC</td>
<td>$648,700</td>
<td>Q2 2019</td>
</tr>
<tr>
<td>Erosion Control and Concrete Repair at RR</td>
<td>$1,992,000</td>
<td>Q2 2019</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$11,402,700</strong></td>
<td><strong>2019-2021</strong></td>
</tr>
</tbody>
</table>
I. RED ROCKS STAGE ROOF REPLACEMENT & NORTH TOWER ADAPTIVE REUSE

Improving efficiency and safety for concert productions and enhancing the natural aesthetics for patrons ensures Red Rocks remains a world-class venue and unique cultural asset for Denver.

**REPLACE STAGE ROOF - $4.0M**
Replace roof to increase loading capacity, improve safety and efficiency for stagehands, and enhance sightlines for patrons.

**ADAPTIVE REUSE OF NORTH TOWER- $1.3M**
Redesign underutilized 3-story tower for additional dressing rooms, multi-function space and storage.

II. BUELL THEATRE LOBBY & RESTROOM RENOVATION

The 1991 lobby and restroom facilities require a much needed update. This will increase revenue generating opportunities and elevate the patron experience.

**REPLACE GLASS FAÇADE - $1.9M**
Replace aging glass with more appealing and energy efficient design, and increase pedestrian pathways in the Galleria.

**RENOVATE RESTROOMS - $1.1M**
Renovate original restrooms to increase capacity, update finishes and improve ADA.

**UPDATE LOBBY - $0.5M**
Improve patron experience in dated Lobby and Mezzanine levels and create more marketable spaces for additional revenue.

III. DEFERRED MAINTENANCE

Maintenance and technology updates to Red Rocks and the Arts Complex are necessary for the safety of patrons and staff.

**SECURITY UPGRADES - $0.6M**
Replace analog security system at Arts Complex with modern, high resolution digital cameras and server-based recording.

**EROSION CONTROL & CONCRETE REPAIR - $2.0M**
Repair Amphitheatre seating area due to compaction and drainage issues to eliminate trip hazards for patrons.
PRESENTATION HIGHLIGHTS

• Arts & Venues Overview
• Overview of Submitted Projects
• Presentation of Individual Project Needs
• Q&A
**Mission:** To enhance Denver's quality of life and economic vitality through premier public venues, arts and entertainment opportunities.

### Arts
- Public Art
- Cultural Programs
- Create Denver
- Colorado Convention Center
- Bellco Theatre
- Urban Arts Fund
- PS You Are Here
- Five Points Jazz Festival
- SCFD Toll
- III Admin

### Venues
- McNichols Building
- Red Rocks Amphitheatre
- Denver Coliseum
- Denver Performing Arts Complex
- Ellie Caulkins Opera House
- Buell Theatre
- Boettcher Concert Hall
- Galleria, Sculpture Park, Garage, Retail, etc.
Our venues continue to host large audiences of residents and visitors each year.

2014
1,029 events
2.05 M

2015
1,055 events
2.30 M

2016
922 events
2.33 M
ARTS & VENUES OVERVIEW

2014-2016 Operating Revenues & Expenditures

- Revenue:
  - 2014: 35,511,809
  - 2015: 42,140,946
  - 2016: 49,615,558

- Expense:
  - 2014: 28,390,072
  - 2015: 32,575,069
  - 2016: 34,981,942
SERVING MILLIONS OF CULTURAL FANS

Red Rocks Amphitheatre
- Over 1.5M visitors annually
- 181 events in 2016
- Generated $31.2M in gross revenue in 2016

Buell Theatre at DPAC
- 430K visitors annually
- 210 events in 2016
- Generated $4.9M in gross revenue in 2016
OVERVIEW OF PROPOSED PROJECTS

RED ROCKS STAGE ROOF REPLACEMENT & NORTH TOWER ADAPTIVE REUSE

As the region’s most iconic cultural asset, increased usage requires ongoing major capital improvements to ensure it remains a world-class venue and economic driver for the city.

BUELL THEATRE LOBBY & RESTROOM RENOVATION

As the primary home for Broadway shows and lead generator of revenue and attendance within the Arts Complex, there is a much needed lobby and restroom refresh from the original 1991 design to enhance the patron experience.

DEFERRED MAINTENANCE AT RED ROCKS & DPAC

In addition to these two proposed projects, maintenance and technology updates at both venues are necessary for the safety of our patrons and staff.
OVERVIEW OF PROPOSED PROJECTS

Guiding Documents

IMAGINE 2020 CULTURAL PLAN
• Vision 2: Amplification
• Vision 6: Economic Vitality

THE NEXT STAGE VISION PLAN
• Nearer-term capital project recommendations include the Buell
• Reclaim existing Mezzanine level, activate lobby space, increase visibility throughout Galleria

RED ROCKS 1995 MASTER PLAN
• Renovate stage roof as recommended in 1995 Red Rocks Master Plan
  • Functional improvements - weather conditions, drainage, sound and lighting equipment
  • Aesthetic improvements - form, color, material

CAPITAL ASSESSMENTS
• Facilities Condition Assessments - $15M recommended improvements
• City and County of Denver Infrastructure Analysis - $29M backlog of deferred maintenance
• Elevate 2020 (Six Year CIP Plan) - $76M deferred and discretionary projects
RED ROCKS STAGE ROOF REPLACEMENT & NORTH TOWER ADAPTIVE REUSE

The two elements of this proposed project for the iconic Red Rocks Amphitheatre include replacing the current stage roof and making modifications to the existing North Tower.

• GO Bond Funding will:
  • Increase efficiency for concert productions, improve safety for stagehands and event personnel, and increase available space near stage
  • Preserve a historic landmark and unique cultural asset for Denver, enhance aesthetics for concertgoers, and ensure Red Rocks remains a world-class venue
Replace Stage Roof

- Roof approaching end-of-life utility and requires replacement due to aesthetic and functional deficiencies
- Project Description:
  - Complement aesthetics of amphitheatre and natural surroundings
  - Increase loading capacity for sound and lights
  - Improve safety and efficiency for stagehands
  - Enhance sightlines for patrons
- Cost Estimate: $4,000,000

*Images are of existing conditions*
Adaptive Reuse of North Tower

- Underutilized 3-story storage vestibule (adjacent to stage) repurposed to increase limited support spaces

- Project Description:
  - Additional 1,000 square feet for dressing rooms and new multi-function event space
  - New second and third floor decks constructed to match current tower spaces
  - Maintain first floor for facility storage

- Cost Estimate: $1,300,000

*Images are of existing conditions*
FUNDING & PHASING

PROJECT SCOPE: $5.3M

- Replace Stage Roof $4.0M
- Adaptive Reuse of North Tower $1.3M

ADDITIONAL FUNDING RESOURCES:

- Arts & Venues annual CIP allocation of ~$3.0M and its annual operating surplus must be spread among all its venues for capital maintenance
- Without a board or any fund-raising capacity, Arts & Venues depends on the every decade issuance of GO Bonds to support major capital improvements

PHASING:

- Planning: 10 months
- Design: 8 months
- Implementation: 5 months
- Project Duration: November 2019 - March 2020
- If phasing is necessary, second phase would be completed by March 2021 as construction is limited to off-season
Although Arts & Venues maintains and makes modest updates whenever possible, there has not been a comprehensive renovation of the full lobby and restroom facilities since opening in 1991

- GO Bond Funding will:
  - Facilitate a much needed refresh to public spaces elevating the patron experience
  - Increase revenue generating opportunities on the upper levels of the lobby
Replace Glass Façade

- Replace aging single-pane glass with more energy efficient design and aesthetically appealing façade

- Project Description:
  - Redesign façade to complement theatre, Galleria and future changes around the Arts Complex
  - Utilize more energy efficient materials
  - Remove unused smoking balconies adding six feet to Galleria for better circulation of pedestrian pathways

- Cost Estimate: $1,900,000
Renovate Original Restrooms

- Complete restroom renovation to remaining original facilities built in 1991

- Project Description:
  - Increase capacity, update finishes and improve ADA accessibility
  - Complete remaining restroom renovation

- Cost Estimate: $1,100,000
Update Lobby & Mezzanine Finishes

• Improve patron experience in dated Lobby and Mezzanine levels and create more marketable spaces for ancillary events and revenue

• Project Description:
  • Redesign with modern finishes and natural materials to match aesthetics inside the theatre and to complement future changes within the Arts Complex
  • Create new event spaces on Mezzanine levels

• Cost Estimate: $462,000
FUNDING & PHASING

PROJECT SCOPE: $3.5M

- Glass Façade Replacement $1.9M
- Restroom Renovation $1.1M
- Lobby & Mezzanine Updates $0.5M

ADDITIONAL FUNDING RESOURCES:

- Arts & Venues annual CIP allocation of ~$3.0M and its annual operating surplus must be spread among all its venues for capital maintenance
- Without a board or any fund-raising capacity, Arts & Venues depends on the every decade issuance of GO Bonds to support major capital improvements

PHASING:

- Planning: Completed
- Design: 6 months
- Implementation: 18 months
- Project Duration: January 2019 - July 2020
  - Construction implemented in stages to limit impact on Buell operations and Broadway season
Security Upgrades at DPAC

- Existing camera system is low resolution with limited viewing and recording capabilities and cannot be integrated campus-wide

- Project Description:
  - Replace analog system with modern, high-resolution digital cameras and server-based recording
  - Integrate with city-wide security camera system
  - Double number of cameras from existing count

- Cost Estimate: $648,700
Erosion Control & Concrete Repair at Red Rocks

- Poor quality of walking surfaces in southeast portion of seating area due to compaction and drainage issues

- Project Description:
  - Evaluation of subgrade (Fall 2017)
  - Stabilize subgrade below concrete walkways where original fill has washed out
  - Repair or replace concrete panels below bench seating to match adjacent panels and eliminate trip hazards

- Cost Estimate: $1,992,000

*Images are of existing conditions
The projects submitted for 2017 GO Bond Funds for venerable City-owned cultural facilities:

- Improve patron experience
- Respond to consumer trends
- Improve operations and functionality
- Enhance aesthetics
- Boost competitiveness in marketplace
- Advance the goals of IMAGINE 2020 and venue master plans

<table>
<thead>
<tr>
<th>Project</th>
<th>Cost Estimate</th>
<th>Estimated Completion</th>
</tr>
</thead>
<tbody>
<tr>
<td>RED ROCKS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Stage Roof Replacement</td>
<td>$4,000,000</td>
<td>Q2 2021</td>
</tr>
<tr>
<td>North Tower Adaptive Reuse</td>
<td>$1,300,000</td>
<td>Q2 2020</td>
</tr>
<tr>
<td>BUELL THEATRE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Glass Façade Replacement</td>
<td>$1,900,000</td>
<td>Q3 2020</td>
</tr>
<tr>
<td>Restroom Renovation</td>
<td>$1,100,000</td>
<td>Q3 2020</td>
</tr>
<tr>
<td>Lobby &amp; Mezzanine Update</td>
<td>$462,000</td>
<td>Q3 2020</td>
</tr>
<tr>
<td>MAINTENANCE</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Security System Upgrade at DPAC</td>
<td>$648,700</td>
<td>Q2 2019</td>
</tr>
<tr>
<td>Erosion Control and Concrete Repair at RR</td>
<td>$1,992,000</td>
<td>Q2 2019</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$11,402,700</td>
<td>2019-2021</td>
</tr>
</tbody>
</table>
QUESTIONS?
DENVER BOTANIC GARDENS

BOND PROPOSAL
Center for Science, Art and Education
It’s hard to imagine it happening anywhere else.

Over the past 10 years, many powerful forces have come together to propel Denver Botanic Gardens to an unprecedented level of operational success and global impact. It begins with the annual support provided by the City of Denver and the Scientific and Cultural Facilities District. Real momentum develops with the nearly-completed execution of the 2007 Master Development Plan. A quartet of core values and a visionary strategic plan extend the work of the Gardens from food stands in Montbello to coffee research in the mountain forests of Madagascar.

Now, Denver Botanic Gardens stands as one of the most visited gardens in North America (setting a still-unmatched record in 2014) and one of the most influential in the world.

It took real investment to make that happen — in a great team and in more than $80 million of new infrastructure and facilities.

There’s just one step remaining before the long-term potential of the Gardens can be secured. The final project of the Master Development Plan is a 50,000 square foot (100,000 including parking decks) solution to problems and creator of opportunities – the Center for Science, Art and Education (the Center).

The current library and rare books room are inadequate and small. The Center will house a growing collection at the highest standards and provide broader community access. Indoor art exhibitions currently require works that can withstand direct sunlight and humid conditions, narrowing the field of possibilities dramatically. The Center will house gallery space that could be used for one or multiple exhibits, complementing outdoor exhibits or providing unique experiences. Imagine 2017’s exhibit of monumental works by Alexander Calder coupled with an indoor counterpart. The School of Botanical Art & Illustration sells out classes in an hour. The Center will allow the School to serve more than double the students.

On rainy days, hundreds of school children fill lobbies and halls to eat lunch and take part in programs. The Center will enable the remodeling of the Boettcher Memorial Center basement into Kid Central – a safe indoor zone with expanded capacity for school programs and camps. General education programs are hindered by a lack of space, with only two very inadequate classrooms that are hard to find and access. The Center will have four flexible classroom spaces in addition to the dedicated botanical illustration studios with access straight off York Street. It will also provide an auditorium for frequent public lectures and film series.

Current tissue culture and conservation genetics labs are in makeshift spaces that had once been storage closets. Collections in two regionally important herbaria are unable to expand given space constraints. The Center will include state-of-the-art labs and new herbaria – all safe and efficient for staff and visitors alike.

The Center will add another 142 parking spaces to the campus, opening better access to visitors and reducing stress on the neighborhood. Neighbors have been looped into the design process from the very beginning and are strongly supportive of the Center, especially the coffee shop that will anchor the public floor of the building.

The Center for Science, Art and Education is the solution to problems and the creator of opportunities.

That brings us back to the unique nature of the City and County of Denver.

No other metropolitan area has a district like the SCFD. Very few cities invest in science and culture like Denver regularly does. That means few communities across the country have the same economic engine of creative industries and the ascendant power of broad engagement in culture. This is a remarkably fortunate place.

Denver Botanic Gardens – the whole team of trustees, staff and volunteers – we all know how fortunate we are. Support in the amount of $12 million for the Center for Science, Art and Education will be matched with another $22-24 million and send us capably into the future.

In terms of the big financial picture, we are nearing the conclusion of a Master Development Plan contributing more than $115 million dollars to build City assets. With this funding, the City will have invested less than one-third of that cost, with two thirds coming from private donations and earned revenue.

We are energized. We are ready, and we are deeply grateful.

Sincerely,

Brian Vogt
CEO
The Gardens extends to three unique locations:

1. York Street, the main campus and the focus of this project, is a 24-acre botanic garden close to Denver’s center with indoor and outdoor plant displays and two herbaria. Recent additions include the Science Pyramid, the outdoor Hive restaurant, visitor center, parking structure, a popular children’s garden, and a greenhouse complex, complete with horticultural research lab, orangery, and two-story orchid pavilion.

2. Denver Botanic Gardens Chatfield Farms encompasses 700 acres of open space southwest of Denver, offering nature trails, native plant and vegetable gardens, trial research gardens, educational exhibits, historical farms and schoolhouse, and 50 acres of wetland and riparian zones. Chatfield Farms grows produce for the Gardens’ community-supported agriculture program and supplies the Gardens’ farm stands, which sell vegetables (accepting EBT/SNAP benefits) and offer nutritional education in food desert communities. In 2015, the Gardens’ farm stands served more than 3,200 people through stands at Denver Human Services and Denver Housing Authority locations.

3. The Mount Goliath Natural Area is an interpreted alpine trail and high altitude (11,540 ft.) garden located on Mount Evans, 50 miles west of Denver. Mount Goliath is managed in partnership with the USDA Forest Service.

Denver Botanic Gardens also manages educational programming at the Plains Conservation Center in Aurora.

A Rocky Mountain Asset with National and International Scope

Scientific knowledge is essential to society and the Gardens is taking an ever-expanding leadership role. Through academic rigor, art programs, community engagement and informal learning, the Gardens connects people with the natural world in a way unique among cultural institutions. Demand for programming outpaced physical capacity at the York Street location several years ago. Educational offerings fill quickly, leaving community members shut out. The herbaria, laboratories, and library spaces are inadequate to provide access to the public or scientific community. Current gallery space limits exhibitions due to natural light and a lack of climate control. The rare book, archives and works on paper collections are inadequately housed to meet current museum standards.

The Gardens is responsible for the stewardship of both living and non-living permanent collections as well as public education, utilizing these resources to foster change in awareness and behaviors that impact society at large. More than a set of display gardens, the Gardens manages seven living collections, including: Alpine, Amenity, Aquatic, Cactus and Succulent, Native, Tropical and Steppe. Non-living collections are the focus of this outlined facility, including: Art, Library, the Herbarium of Vascular Plants, and the Herbarium of Fungi.

The Center will more appropriately house valuable herbaria, art and library collections while providing additional space for critical scientific, conservation and education activities. This new building will highlight the intersection of art and science at the Gardens through the creation of a public venue that centralizes the collections, provides needed, suitable access that is unique to these collections, and accommodates expanded research activities, educational programming and community engagement.
CONCEPTUAL DESIGN OF THE CENTER

Significance of a Facility to Highlight Science, Art and Education at the Gardens

The Center will enable the Gardens to advance plant-related scientific knowledge in the 21st century by creating an interdisciplinary home for the Gardens’ diverse pursuits. To foster scientific evaluation and artistic examination on both a macro and micro scale, the building will house the herbaria, plant genetics, tissue culture and ecology laboratories, the library, archives and rare books room, classrooms, the School of Botanical Art & Illustration, an auditorium, dedicated exhibition space, and the Gardens’ Center for Global Initiatives. Bringing the Gardens’ non-living collections under the same roof as core art and educational initiatives will create a nexus for communicating botanical research and conservation that impacts Colorado and steppe regions around the world. The Center will facilitate the expansion of knowledge sharing, creating a hub for partnerships and collaborations with other botanic gardens and universities.
Science

Scientific endeavors at Denver Botanic Gardens play a critical role in the conservation, preservation and documentation of native Colorado flora, with the Gardens serving as an active center of biodiversity research for the southern Rocky Mountain region and steppe regions globally. Through monitoring, surveys, seed collection and documentation efforts, Gardens’ scientists help land managers understand the distribution and status of species found on their lands. Restoration efforts contribute to the improvement of habitats, ecosystem services and biodiversity. The conservation genetics program investigates diversity levels and patterns in some of the state’s rarest species. The ethnobotanical and fungal collections are unique in the region and serve as educational hubs for the public. In collaboration with partnering groups and agencies, Gardens’ scientists collect essential data for long-term understanding and management of species at risk of extinction. The program is known for consistency of product and longevity of commitment given the long-term nature of many of these investigations. At this time, the Gardens’ facility can support only four concurrent projects.

Globally, Gardens’ scientists work to support economic development through coffee research and agricultural projects collaborating with various international organizations such as World Coffee Research and Crop Trust. New genetics and tissue culture labs will allow for the expansion of global research and economic development programs in coffee and other crops and crop wild relatives. Such projects connect back to Denver. For example, through the Gardens’ participation in the prestigious World Food Prize Global Youth Institute, Denver high school students will have the opportunity to interact with Nobel and World Food Prize Laureates to discuss pressing food security and agricultural issues with international experts.

Herbarium Collections

The Kathryn Kalmbach Herbarium of Vascular Plants and the Sam Mitchel Herbarium of Fungi are an integral part of the Gardens. Together they house 78,000 specimens, which document vascular plants and fungi from the Southern Rocky Mountain Region. The herbaria hold historical collections, uncommon species and recent collections.

Scientific collections, such as the plant and fungal specimens housed in the Gardens’ herbaria, serve as invaluable resources to scientific researchers and lay people on a global scale. Herbaria provide the basis of knowledge of the distribution of biological diversity. These collections signal how native species will be impacted by pressures such as land use changes, invasive species or climate change over time. With current facilities, the Gardens will be unable to provide critical support for this essential work.

The herbaria promote the mission of the Gardens by increasing, documenting and making available knowledge of native, cultivated, and naturalized plants and fungi. The herbaria serve as a convenient resource for the Denver metropolitan public and represent a public face for science at the Gardens and the advancement of regional botanical and mycological knowledge.

Ethnobotany Collection

Housed within the herbarium is an ethnobotany collection that highlights the relationship between plants and people, particularly the way plants are used for medicinal, folkloric and cultural purposes. This collection focuses on how plants native to Colorado and the Southern Rocky Mountain Region have been utilized over time, both medicinally and culturally. It also highlights species sold throughout the region in markets, especially Hispanic medicinal herb stores called botánicas.
Exhibitions and Art

Exhibitions provide an important vehicle not only to attract new audiences to Denver Botanic Gardens and the City, but also to engage a variety of communities in meaningful dialogue that fosters relationships beyond the run of a particular exhibition. Art stimulates curiosity and allows for response to the ever-changing world.

For example, Native Roots | Modern Form: Plants, Peoples and the Art of Allan Houser (2011) provided a platform for working with Denver’s large American Indian community. Partnerships with the Denver Indian Center and the Denver American Indian Commission allowed the Gardens to craft programs that can be repeated in the future, centered on native plants. Essential complements to this outdoor show were the indoor exhibitions, which featured living contemporary artists who gave voice to the experience of being Native in the 21st century. Similarly, the 2016 Remember, Honor, Celebrate: Days of the Dead exhibition celebrated the Mexican holiday through the outdoor display of colorful nichos (niches) housing altars personalized by community members in remembrance of their deceased loved ones and marked an expanded collaboration between the Gardens and the Mexican Cultural Center. Integral indoor elements and interpretation continued the cultural narrative for visitors.

Indoor exhibitions are small because of their current space, but remain a strong draw for community engagement and will expand dramatically with the new Center. Most often, local or regional artists are featured, in partnership with local galleries and cultural organizations. In 2012, two indoor shows allowed the Gardens to reach out to Denver’s Japanese and Japanese-American communities: Fluid Duality, featuring bamboo basketry and sculpture by Kenichi Nagakura, and Someone Like You: Paintings by Margaret Kasahara. The overall exhibition program also attracts funds from local, regional and national funders, including the Institute for Museums & Library Services, the National Endowment for the Arts, the National Museum of the American Indian and Colorado Creative Industries.

Art Collections

Art holdings consist of almost 2,000 works on paper, as well as more than 20 three-dimensional works. Artists represented in the collection are diverse, from Japanese garden designer Koichi Kawana to recognizable names such as Pierre Joseph Redouté, John James Audubon, Karl Ludwig von Blume, Margaret Mae, Emma Ervin and Anne Ophelia Dowden. Mee and Dowden both have supporting collections at the Hunt Institute for Botanical Documentation in Pittsburgh and the New York Botanical Gardens. Dowden, along with Emma Ervin and Ida Pemberton (whose major collections are held at the University of Colorado at Boulder), represent a triumvirate of Colorado female artists. Along with the scientific data captured in their illustrations, these collections help to document the significance of women as artists in the West. These important examples of botanical illustration serve as significant resources to students in the School of Botanical Art & Illustration.

Denver-centric focus is also included, represented in part by preparatory sketches by muralist John Edward Thompson, who is credited for bringing modern art to Denver in 1918, when he and his followers presented an exhibition at the Colorado Armory. Thompson’s work can be found in many Denver residences, including the Gardens’ Waring House, a Jules Jacques Benedict estate. In recent years, Thompson murals were discovered at the Marjorie Reed Building at the University of Denver. A subsequent mural restoration project at DU highlighted the importance of the Gardens’ holdings.
Library

General Collections
The general collections of the Helen Fowler Library are comprised of nearly 31,000 items and more than 100 active periodical subscriptions. The books in the circulating collection date as far back as the 19th century and cover subjects such as the history of gardening; botanical art; the lore and mythology of plants and flowers; ethnobotany; cultural/medicinal herb uses; current and historic horticulture techniques; world flora; botanical exploration; and biographies of the world’s greatest naturalists. Serial subscriptions address practical and scientific subjects as varied as: horticulture and gardening; notable gardens around the world; botanical illustration; environmental news; and connecting children with nature. The periodicals are especially useful in observing alterations in gardening trends – both culturally and aesthetically – as well as the paradigm shift toward ecological awareness and increased conservation efforts.

Special Collections
The Special Collections of the Library consist of more than 700 rare books; archives comprised of photographs, correspondence, scrapbooks and slides; an extensive botanical stamp collection; and a substantial assortment of historic seed catalogs.

Rare Books
Special collections include a core number of rare books augmented significantly by rare botanical books donated by Dr. James Waring and John Mitchell, prominent Denverites. Subjects addressed within this collection include early European botanicals, documentation for New World expeditions, and 19th century treatises. While some books date to the 16th century, the bulk of books in the collection are from the 19th and early 20th centuries. Highlights include:

De Historia Stirpium Commentari Insignes (Leonard Fuchs, 1542) is considered to be one of the most beautiful books of the Renaissance; it was also arguably the most scholarly plant book produced at that time. A massive folio volume, this landmark work describes in Latin some 497 plants including select New World plants. It is illustrated with more than 500 superb woodcuts based on first-hand observation. Only 150 copies or so are known to exist in special collections.

Temple of Flora (Robert John Thornton, 1799) is a bound presentation of large floral prints, botanical information, and nods to classic poetry. It is considered by many to be one of England’s premier pieces of botanical literature.

Archives
Archival material includes photographs; scrapbooks; blueprints; records of the Colorado Forestry and Horticulture Association that predated the Gardens; illustrated manuscripts from regional botanists, horticulturists and writers; and records (1888-1935) from the historical Deer Creek School located at Chatfield Farms. These materials offer a unique insight into Denver history and illustrate connections between people, nature and art in late 19th and early 20th century Colorado.

PetKempner Stamp Collection
The Library also holds a botanical and nature-themed stamp collection of more than 50 volumes. International in scope, this collection of several thousand miniature prints illustrates flowers and plants as interpreted by artists in 279 countries. A relationship with the Rocky Mountain Philatelic Association allows for continued research into this collection.

Seed and Nursery Catalog Collection
The Library also holds a substantial collection of seed and nursery catalogs. Not only do these publications reflect American trends in gardening and horticulture from the late 1800s through the 20th century, but many of the illustrations are artworks in themselves derived from lithographs that represent a specific genre of American folk art.

De Historia Stirpium Commentari Insignes by Leonard Fuchs, 1542.
Tulips from Temple of Flora by Robert John Thornton, 1799.
Historical seed catalog collection.
Educational Programs

People, like plants, never really stop growing. It’s true whether you’re a child realizing that plants are actually alive, a gardener planning to transplant beloved flowers, a builder considering an investment in a green roof, a cook looking for healthier recipes, a parent searching for experiences to share with a child, or a teenager perplexed and bewildered by a botanist’s insistence that peanuts are seeds and raw ones can grow into plants. The Gardens’ education programs reach more than 71,000 people each year, but there is potential to engage with even more. As the citizens of Denver dig deeper into the Gardens, they see it as not only an urban oasis, but as a place for personal growth and learning.

The Center will enliven and empower many Gardens’ audiences, from adult learners to school groups. Adult learners will gain expanded course offerings, enabling them to transform the quality of their lives and their community in myriad ways. Schoolchildren will gain better, more consistent access, allowing authentic experiences to shape their growth and understanding. Currently serving more than 36,000 children a year through programs, the Gardens views the Center as an important element to meeting future demand for youth education.

Botanical illustration is the centuries-old tradition of portraying plants for scientific purposes, recording vanishing species for the historical record, and capturing the beauty and inspiration we experience in the flora of the world. In the School of Botanical Art & Illustration, the core curriculum provides comprehensive instruction in botany as well as in the artistic techniques and aesthetic vision needed to render plants in remarkable scientific detail, creating beautiful and lasting plant portraits.

 Added Capacity for Public Engagement

Public engagement began years ago. The Center was discussed by more than 200 people who participated in the Master Development Plan process in 2007 and has been a popular topic ever since. Recently, two public meetings have been held with neighbors to obtain their feedback on the initial plan for the Center and then modifications were made because of their suggestions. The response has been overwhelmingly positive. Throughout the past two years, the design and planning of the Center has benefited from the best thinking of staff, Board members, volunteers, neighbors and donors.

The Center will enable Denver Botanic Gardens to expand its reach by adding capacity to better serve the general public, students of all ages and the scientific community. Much of this expanded capacity is quantifiable: six new classrooms, including two dedicated to the popular School of Botanical Art & Illustration, will enable the Gardens to welcome more students with a broader offering of classes; a 270-seat auditorium will host lectures, film screenings and other public fora to stimulate public exploration and discussion; a parking structure with 142 additional spaces will alleviate congestion in the neighborhood by accommodating staff and event overflow parking; 5,721 square feet of indoor gallery space will link art, library collections, herbaria and laboratories to the Science Pyramid and outdoor gardens to showcase and interpret Colorado’s connection to other steppe regions around the world.

Beyond the numbers, however, the Center’s impact will be immeasurable. The Center is, first and foremost, about community. It is a convener, a place to stimulate investigations on how to improve the world – be it in one’s own backyard, across a region or around the world. The inclusion of a coffee shop open to both the public and visitors demonstrates the Gardens’ commitment to community building.
The Gardens requests $12 million (approximately one-third of total project costs) and will raise the remaining funds to reach the target of $36,302,112 for this effort. The project will be accomplished in two phases. First, the Center for Science, Art and Education will be constructed (14 to 16 months) and then the basement and portions of the main and second floors of the existing Boettcher Memorial Center will be repurposed and rehabilitated (six to eight months).
FUNDING SOURCES AND MATCHING CAPACITY

The Center for Science, Art and Education (the Center) is the final project in the Gardens’ Master Development Plan and related Flourish Capital Campaign launched in 2007. The silent phase for the Center’s fundraising began early 2016. Through December 31, 2016, $13,296,673 has been secured in cash and pledges, including gifts from 100 percent of the Gardens’ employees and members of the Board of Trustees. To date $9,076,673 has been raised from individuals; $3,620,000 from foundations (including family foundations); and $600,000 from a realized bequest. The outstanding pledges on these funds are due to be paid on or before March 2018, the majority to be paid before the November 2017 election.

The staff and volunteer leadership of the Gardens are working on dozens of prospects for the building. Several local foundations are aware of and are interested in the project but have policies that limit serious consideration of funding before 30-50 percent of the funding has been secured.

The Gardens has secured a $7.5 million pledge for the naming of the building and is actively seeking a single matching donation to reach a total of $15 million. Through this capital fundraising, the Gardens intends to secure two-thirds of the total cost by November 2017 to support groundbreaking in early 2018.

The Gardens’ aim is to be the first project included in this bond package to break ground. Assuming a successful election outcome, the intention is to have all matching dollars raised and the project clear to start in early 2018. Construction is expected to take 14 to 16 months.

CITY REVENUE

In 2015, Denver Botanic Gardens generated $353,142 through sales tax and seat tax and $11,460 in occupational privilege tax for the City of Denver. The Gardens anticipates an increase over time in employment and in overall retail sales, including those generated by the Center’s planned coffee shop that will be open to Gardens visitors and the general public.

CITY-WIDE BENEFIT

Already one of the world’s pre-eminent botanic gardens consistently attracting more than a million visitors each year, Denver Botanic Gardens will be poised to expand its reach and impact locally and globally with this funding. The City will benefit from this investment because it helps propel the IMAGINE 2020 cultural plan to develop further Denver’s arts landscape. Among the City-identified priorities addressed by this project is “increased visibility of local artists and creative talent.” Despite existing facility challenges, since 2005 the Gardens has presented work by more than 30 Denver- and Colorado-based artists through solo exhibitions. Larger group exhibitions increase that number three-fold, allowing emerging artists the opportunity to present within a museum venue. The new Center for Science, Art and Education will enable the Gardens to partner consistently with local and regional artists to engage the public through artist-in-residence opportunities, in-gallery artist talks, and more. Additional capacity will make it possible to continue strong partnerships with the students of the Gardens’ School of Botanical Art & Illustration, the Guild of Natural Science Illustrators, and the Rocky Mountain Society of Botanical Artists. In addition, this project will support Denver Public Schools’ arts education and strategic plan to educate the whole child learner.

The City will also benefit from the Gardens’ broadened recognition as a center for the study of the world’s steppes environments – the high plains of Colorado, Central Asia, South Africa and Patagonia. The study of flora in these extreme semi-arid environments is of special importance because of the inconsistent availability of water in steppe climates. Native plants in these regions are extremely resilient and hold promise as shifts in climates make traditional horticulture and agriculture more challenging. Currently the Gardens works with University of Denver, University of Colorado Denver, Colorado State University and Metropolitan State University of Denver to train and mentor students at the graduate and undergraduate levels in the fields of botany, ecology, applied conservation and mycology. The Center will provide for expanded laboratory, collection, and library resources for staff and students at the Gardens, allowing for greater depth and breadth of scientific investigations.

The Center for Science, Art and Education at the Gardens is a paradigm of a public/private partnership with a focus on building the infrastructure necessary for 21st-century cultural development and promotion—another IMAGINE 2020 priority noted by the City.

As a top tourist destination, Denver Botanic Gardens is often ranked as the number one Denver recommendation on websites like Trip Advisor. As a result, the Gardens consistently contributes in a meaningful way to Denver’s creative economy and drew 469,291 visitors from outside of the metropolitan area in 2015 (33 percent of its one-million plus total attendance), including 159,808 from other countries.
The Center will increase capability to serve as an international hub for scientific research, housing active herbarium collections of vascular plants and fungi, new versatile laboratories that enable conservation genetic research, ecological studies and tissue culture propagation. Together with a fully functional research library, these resources will draw scientists and visitors from around the world. Expanded classrooms and the auditorium will reach, inspire and enlighten students of all ages. STEAM-focused and inquiry-based educational models will better integrate Science, Technology, Engineering, Art and Mathematics, aligning with the global shift in job training and transdisciplinary work to foster critical thinking among learners of all ages to prepare them for college, careers and global citizenship. Next Generation Science Standards (K12) offer a model to better explore the practices employed by scientists as they investigate and build theories about the natural world.

Personal and community well-being is central to the Gardens’ programmatic offerings. Visitor studies document that a core benefit of visiting the Gardens is the creation of a connection to nature, a sense of perspective and reflection. To that end, a significant focus of the Center will be on engaging the public in dialogues and experiences concerning environmental stewardship and sustainability issues, harnessing creative expression and innovative problem-solving skills to expand awareness and foster a conservation plan. Given Mayor Hancock’s holistic approach to sustainability, as laid out in his 2020 Sustainability Goals, the Center will be testament to “measurable steps the City, its businesses and its residents can take to enhance Denver’s quality of life.”

At the intersection of art and science, the Center’s galleries will attract new audiences and support more artists. The Center will support decades of capacity to sustain and expand scientific and artistic investigation, discovery and display.
HISTORY OF BOND SUPPORT FOR DENVER BOTANIC GARDENS

In 2007, the Gardens received bond funds for the first time since an initial investment of $300,000 in 1989 – $18.585 million from the Better Denver Bonds, issue G. Monies were used to build the new Greenhouse Complex, including 12 state-of-the-art greenhouses (six of which are viewable by the public; one of which houses the now famous corpse flower, “Stinky”). These funds also enabled the construction of head houses, horticultural offices, storage, mechanical space, an orchid display area (Marnie’s Pavilion), the Orangery and adjacent terrace. Plus, an entirely new infrastructure loop was built, including potable and non-potable water lines and telephone, electrical and fiber optic lines. New ADA-compliant sidewalks and ramps were also constructed throughout the property.

In a second round of Better Denver Bond awards in 2014, the Gardens received $6.619 million that was used to build the Hive Garden Bistro and the Science Pyramid. The Pyramid, with its iconic design and engaging functionality, has won numerous construction and architectural awards, including an ACE Award (Award for Construction Excellence) for best project under $10 million by the Associated General Contractors of Colorado, and the ENR (Engineering News Record-Mountain States) overall Project of the Year for Colorado and Wyoming (2014). Bond support for both projects was leveraged to raise additional private funds to complete construction and create programming.

CITY CODES AND PRIORITIES

The Gardens has become accomplished at understanding and reaching the standards set by the City through code requirements plus the one percent set aside for public art, which has resulted in the execution of three installations. The design process for the Center has received its MBE/WBE goal of 24 percent and is on the way to exceeding that number.

The Center will fully embrace ADA requirements and will go the extra mile to ensure comfortable access for all. It will be a LEED Gold building. Education of the public on sustainability issues will be highlighted throughout, specifically focused on water, plants, energy and soils. Transportation access is also a priority, with a bike share station, Car2Go spaces and bus stops.
BONFILS THEATRE COMPLEX
THEATRE UPGRADES

Response to request for capital project submittals for city-owned cultural facilities for 2017 General Obligation Bond: March 15, 2017
Project Name
Bonfils Theatre Complex Theatre Upgrades

Agency Executive Responsible for Project
The Denver Center for the Performing Arts
Janice Sinden, CEO
Clay Courter, Vice President, Facilities Management and Event Services
1101 13th Street
Denver CO 80204
303-446-4871
ccourter@dcpa.org

1. Provide a clear and complete description and statement of need for the proposed project. Responses should include master plan information, asset condition assessment information and other supporting materials that will enable the committee to understand the request and how the proposed project relates to the current facilities. Please state if the project provides services to underserved communities or programs, and/or whether the proposed project will complete an existing project.

Project Overview:

Renovation of the Bonfils Theatre Complex’s (Bonfils Complex) Stage theatre, public spaces and backstage support areas serving these theatres. Specifically, project scope will include:

- Improved public safety by updating critical fire/life safety systems (fire detection and suppression) and by rebuilding the Stage theatre from code compliant non-combustible materials.
- Increased physical accessibility for audiences, artists, and staff by:
  - adding an elevator from the main lobby to the Ricketson Theatre (current accessible path to this popular theatre space travels through building loading dock and backstage areas);
  - redesigning locations of accessible seating within the Stage theatre;
  - creating accessible dressing rooms for all theatres;
  - installing technology to expand assisted listening services
- Enhanced public spaces and a first-class customer experience for new and existing audiences through new seating and finishes, state-of-the-art technology, and improved egress.
- Advanced energy efficiency by replacing lighting and mechanical systems that are well beyond their useful lives.
The Denver Center for the Performing Arts and the City of Denver’s Performing Arts Complex Background:

Both The Denver Center for the Performing Arts (DCPA) and the Denver Performing Arts Complex were the vision of the DCPA’s founder Donald Seawell in the early 1970’s. By 1974, with significant financial backing from the DCPA’s Helen G. Bonfils Foundation, ground was broken on what would become the 4-block, 12-acre Denver Performing Arts Complex. Since its opening, the DCPA has been the largest tenant of the Denver Performing Arts Complex offering locally-produced plays and touring musicals year-round.

By 1978 Boettcher Concert Hall — the nation’s first in-the-round concert hall — was completed. Donald Seawell raised more than $6 million and contributed another $1 million from the DCPA’s Bonfils Foundation for the construction of the Concert Hall.

By 1979, the Bonfils Complex - home to the Stage, Space, Ricketson, and Jones theatres - was completed by the DCPA with $12M in funds from the Helen G. Bonfils Foundation. In 1980, the Bonfils Complex was donated by the DCPA to the City of Denver. The DCPA manages and maintains the Bonfils Complex on behalf of the City of Denver pursuant to its 1999 lease agreement with the City.

At the time the Bonfils Complex was built, Time magazine called it “the crown jewel of the Rockies,” and the Tony Award-winning theatre produced within its walls since that time has only added to its significance. No one would argue the DCPA’s considerable effect on the region, from its $600 million economic impact over the last five years, to the work on its stages, to the 105,000 students served annually by its considerable arts in education programs. Home to the nationally acclaimed Colorado New Play Summit, more than 450 plays have been produced in the Bonfils Complex since it opened. More than 210,000 adults and students attend theatre and events in the Bonfils Complex each year.

After almost three decades of inadequate attention to the Bonfils Complex’s physical infrastructure, it is time for our well used, and popular, theatre and public spaces to be renovated to reflect new technologies, ADA accessibility, code compliance, energy efficiencies, and audience needs appropriate to the 21st century.

Bonfils Complex Facilities Development Admission (FDA) tax Background:

Since 1979, the DCPA has paid over $11.6M in FDA tax for its performances in the Bonfils Complex. Starting in 2007, the DCPA received FDA tax rebates to be spent on the Bonfils Complex’s capital infrastructure. Since then, a total of $4.8M in rebates has been spent specifically on critical capital projects in the Bonfils Complex.
Bonfils Complex Master Plan Information:

In 2008, the DCPA assessed its needs through 2020 in order to develop a Facilities Master Plan. Our top priorities addressed critical deferred maintenance issues on large systems and infrastructure in order to maintain operations and realize operational efficiencies. Much of this prioritized work in the Bonfils Complex has been accomplished with seat tax rebates and funding by the DCPA. While replacement of major systems was the first priority, we also identified other vital needs relative to our theatre spaces:

1. Code Compliance – Specifically, Fire/Life Safety
2. ADA Accessibility
3. Public Safety, Health and Convenience
4. Operational Efficiency

These critically important improvements to the theatre spaces remain the last piece of the DCPA’s Master Plan. In 2012, the DCPA recognized that the most pressing theatre improvements would require funding beyond the DCPA’s means.

Fortunately, we were able to begin important theatre renovation work from our Master Plan in 2013 through the funding of $9.9M in Better Denver Bond funds. This funding provided for the renovation of the Space Theatre, critical front of house improvements (construction of accessible lobby restrooms), and renovation of the Seawell Grand Ballroom.

Bond funded renovations to The Space Theatre (currently under construction) correct issues related to City codes, ADA compliance, and fire-life/safety standards as well as greatly modernize the venue in terms of accessibility, and audience and artist experience.

We are now 75% complete with the Space Theatre project. With an expected completion in mid-2017, the DCPA will have addressed an important portion of our Master Plan. Recognizing this important work, there is more work to be done, particularly in the Stage and Ricketson Theatres and their public and backstage support areas. It is the necessary work to the Stage Theatre and backstage support areas that is the focus of this request.

The following Master Plan projects and Critical Priorities for the Stage theatre – and the areas that support this theatre (and two other theatres) remain. Much of our programming and schematic design work for this scope is already complete. We could launch into construction documents as soon as December 2017 and will be shovel ready to start construction in the Stage theatre as early as March 2019.

Our Master Plan includes the following specific needs relative to our proposed Project:
Code compliance for the Stage Theatre:

- Substantially renovate the Stage Theatre and its “back of house and support areas” (including dressing rooms, green rooms, storage, etc.) to address fire, and ADA and accessibility compliance.
- Address critical fire-life/safety systems (detection, suppression, replacement of combustible materials) and improve energy efficiency by replacing lighting and mechanical systems that are well beyond their useful life.

Create Full Accessibility for the Stage Theatre and Related Public Areas:

- Improve and address non-code compliant ADA accessibility issues in the Stage Theatre and backstage support areas. This renovation would:
  - Provide a public accessible path to the cross-aisle seating in The Stage Theatre.
  - Provide accessible dressing rooms for all theatres.
  - Provide a new observation booth in The Stage Theatre for audio described performances.
  - Provide new assistive listening systems for both theatres.
  - Disperse accessible seating locations at cross-aisle level with improved sightlines and at rear-row level with a variety of view angles in the Stage Theatre.

Address non-code compliant ADA path of travel issues for the Ricketson theatre.

- Provide a direct elevator entrance to the Ricketson theatre through the main Bonfils Complex lobby.
- Replace the current accessible pathway to the Ricketson theatre. The current accessible pathway crosses through a backstage loading dock. This pathway will be replaced with an interior route utilizing a new public elevator from the main lobby to The Ricketson Theatre.

Public safety, health, and convenience for the Stage theatre and Public Areas

- Provide a compliant egress path from the stage of The Stage Theatre for ADA actor accessibility.
- Provide an ADA compliant pathway from the dressing room level of The Stage Theatre to the stage for performers, technicians, and staff.
- Improve ventilation backstage by providing a dedicated air handler for that building level and improve ventilation in the Stage theatre with redesigned air return systems.
- Dismantle and remove the inactive hydraulic stage support machinery from the Stage theatre trap and sub-trap levels to address a substantial hazardous materials risk and to provide much-needed storage space.
- Provide noncombustible support for all audience seating and egress paths to address code related issues.
- Improve seating areas for increased audience comfort and accessibility.

**Operational efficiencies for the Stage and Ricketson theatres and Public Areas**

- Implement major mechanical and lighting systems and other energy efficiency upgrades to build on our already successful reduction of energy consumption over the last eight years — specifically, replacing HVAC and dated/inefficient mechanical systems throughout.
- Separate the actor entry area from the loading dock to improve safety and building security.
- Relocate the main DCPA server room to allow for the mission-critical server functions to be supported by the emergency generator.
- Replace a propane-fueled forklift with a new materials lifts to reach levels above and below the loading dock level to improve staff safety during load-in activities in the Stage and Space theatres.
- Separate production support and building support functions currently located on the loading dock level of the building. Move housekeeping, IT and maintenance functions to the upper level of the building to reduce operating conflicts.
- Reconfigure the dressing room layout for both theatres to improve separation between multiple performances and relocate the green room/performer lounge function from a main emergency egress passage to a properly dedicated area.
- Provide new storage locations for the mezzanine level of the Space theatre and the stage level of the Stage theatre.
- Improve storage, backstage support areas and personnel offices the space reconfiguration.

**Asset Condition Information for the Stage theatre and Public Areas:**

As acknowledged in our 2012 application for bond funds for the Space Theatre, the list of deferred maintenance items for the Bonfils Complex is extensive. Three decades of insufficient facilities operating budgets weren’t enough to keep up with normal wear and tear when the DCPA’s primary objective was to create compelling and entertaining theatre. While many significant repairs and replacements have been made since 2007, there is still much critical work to be done.

There are several areas of the Bonfils Complex that are alarmingly non code compliant. Public areas that are decades behind in ADA accessibility; support areas that require mold remediation; and theatre spaces that are constructed out of combustible materials posing significant safety concerns for the public as well as our staff. These are the large ticket items that are a major part of our master plan. Scope that is extremely expensive yet critical to operations and safety. Scope that we haven’t had the resources to fund without assistance.
Measures to Address Asset Condition since 1979:

In addition to the FDA tax funding, the DCPA has invested over $28M of its own funds toward additions and improvements to the Bonfils Complex since donating the building to the City in 1980. These expenditures were made toward projects as diverse as the construction of the Seawell Grand Ballroom and the original Space Theatre, to the investment in replacing worn out and inefficient building systems and infrastructure improvements throughout the Bonfils Complex.

Our efforts to date have resulted in increased square footage, improved activation and utilization of a City owned facility, enhanced public spaces, and significant operational efficiencies. For example: since 2008, utility consumption in the Bonfils Complex has decreased dramatically from our 2004-2008 baseline consumption:

- Electrical consumption (kWh) has decreased an average of 14%.
- Consumption of district chilled water (tons) has decreased an average of 23%.
- Consumption of district steam (MLBS) has decreased an average of 10%.

As part of The Space Theatre renovation project, the DCPA has also entered into an agreement with the City of Denver Fire Department wherein the DCPA has committed to funding an estimated $2 - $3M toward additional fire-life safety code compliance work specifically related to the Space and Stage theatres (not related to this Project funding request) between 2016 and 2017.

In total, the DCPA has been extraordinarily self-sufficient in funding additions, maintenance, and upkeep of this important City facility. We have recognized significant operational efficiencies and have addressed decades of deferred maintenance while improving the experience for our guests, artists, and staff. As noted, many deferred maintenance items have been, and will continue to be, addressed. In fact, we are well on our way to addressing the needs for the Space theatre. Building on this momentum, we need further financial assistance to complete the renovation of our theatres, public spaces, and support areas if we are to be able to finish all work identified in our Master Plan and resolve critical code compliance issues throughout the building.

This Project Serves Underserved Communities and Programs:

The proposed Project represents an extension of the value that the DCPA places on diversity and inclusion in its programs, on its stages and through its outreach efforts. The Project will enable the DCPA to exceed ADA standards to welcome not only differently-abled guests, but accommodate the production needs of visiting artists such as PHAMALy Theatre Company.

The DCPA and the PHAMALy Theatre Company have had an important partnership for the past 26 years. With DCPA’s support, PHAMALy has produced professional plays and
musicals in the Bonfils Complex since 1990, cast entirely with performers who have
physical, cognitive and emotional disabilities. ADA improvements to our theatres, back of
house and public spaces will resolve currently non-code compliant accessibility issues.
Improvements for our audiences will also be made by the installation of new Assistive
Listening Systems in the Stage theatre. These improvements will substantially add to our
current offerings of Stage theatre performances with ASL interpretation, and Audio
Described and open Captioned performances, (the latter of which was tested at last
season’s production of Tribes and will be offered again for this season’s A Secret Garden).

The improved accommodations and increased technical capabilities will also enable the
DCPA and other guest artists to expand programming to attract more diverse audiences,
building upon our efforts over the past 11 years. Our programs are designed to welcome
persons of all ethnic backgrounds through an array of programming designed to reflect the
diversity throughout our community. Productions such as Crowns, Living Out, Pure
Confidence, 3 Mo’Divas (filmed by PBS), Mariela in the Desert, The House of the Spirits,
Ruined, Black Odyssey, Fences, Just Like Us, and One Night in Miami…, among many
others have been important components of the DCPA’s offerings.

In addition, accessible, functional, and world-class theatre spaces will only bolster the
DCPA’s reputation and ability to attract top-notch, diverse, artistic and directorial talent – an
important mission for the DCPA. For example: As part of the DCPA’s commitment to
bringing diverse and underrepresented artists to the heart of our work, DCPA appointed
acclaimed Latino artist Matthew Lopez as its first-ever Playwriting Fellow for the 2014-2015
and 2015-2016 Theatre Company seasons. During his first season, the DCPA produced the
world premiere of Lopez’ The Legend of Georgia McBride. Lopez served as a member of
the Theatre Company’s artistic leadership team, bringing the playwright’s voice to season
selection, serving as a national host for the Colorado New Play Summit, as well as offering
multiple programs and events for local playwrights as well as high school students. We feel
strongly that this Project will help to enhance the DCPA’s already outstanding reputation
throughout the nation and that this will continue to attract leading artists from all
backgrounds. Furthermore, this Project will enhance the DCPA’s service to audiences of
different ages, income levels, and educational levels. We can expand our efforts, which
include serving:

- **Different Ages** – In addition to providing code compliant access for those differently
  abled, the proposed project will also help to serve the DCPA’s subscriber and regular
  Theatre Company patron base whose average age is 62 years old. Providing ease
  of access, assisted listening, as well as improved and more functional restrooms is
  an important convenience and safety factor for an ageing population. These
  improvements will supplement our current offerings to young professionals, students,
  and families.
- **Different Income levels** — through the offering of $10 tickets and $10 Rush tickets for
  Students/Seniors/Military for performances in both Project theatre spaces.
- **Different Education levels** - by providing Student Matinees and family-friendly
  programming.
This Project is a Completion of an Existing Project:

In the context of the DCPA’s Master Plan, the proposed Project is an important step in the renovation of the Bonfils Complex’s public-facing spaces. We plan to leverage the momentum of the current Space Theatre renovation and its new and improved public spaces into an opportunity for increased capital fundraising and to provide a compelling case of need; contrasting the new and modernized theatre space with the old, non-compliant, and worn out theatre spaces. Completing the Stage theatre and public spaces on the heels of The Space Theatre will put the DCPA in line with our Master Plan, correct serious code deficiencies in this theatre space, and provide the public with enhanced, accessible, safe, and world-class facilities in line with the City’s Next Stage plan for the Complex as a whole.

2. With consideration given to costs, provide the expected magnitude of the project. Respondents should identify total project costs, including all planning, design, environmental, demolition needs, contingency, and construction related expenses. Make note if the project can be phased or scaled. And if so, which portions and associated costs go together. Any expansions to existing operational costs should also be identified. Please use the attached Project Request Worksheet in assembling total project costs.

There is no doubt that the proposed project will be complex and will have a significant effect on our operations and programming. Theatre seasons and productions are planned years in advance, and a project of this magnitude requires careful scheduling and coordination throughout the construction process.

Our previous Ballroom renovation and current Space Theatre renovation projects are a testament to the DCPA’s success in coordinating aggressive construction projects around our theatre production schedules and Ballroom events. Our past experience with projects in the Bonfils Complex has allowed us to maintain a safe and productive occupied environment while keeping the construction schedule unhindered for an on-time completion.

While the Stage theatre is being reconstructed, programming will be shifted to our other three theatres in the Bonfils Complex in order to provide a full season of theatre productions for our patrons.

The proposed project costs are estimated on the following page:
<table>
<thead>
<tr>
<th><strong>Design</strong></th>
<th><strong>Estimated Cost</strong></th>
<th><strong>Description</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning Study</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Design</td>
<td>1,240,000</td>
<td></td>
</tr>
<tr>
<td>Design Contingency</td>
<td>124,000</td>
<td></td>
</tr>
<tr>
<td>Survey/Testing</td>
<td>75,000</td>
<td></td>
</tr>
<tr>
<td>Commissioning</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,439,000</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Land Acquisition</strong></th>
<th><strong>Estimated Cost</strong></th>
<th><strong>Description</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Land Acquisition</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>-</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Construction</strong></th>
<th><strong>Estimated Cost</strong></th>
<th><strong>Description</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction</td>
<td>21,048,544</td>
<td></td>
</tr>
<tr>
<td>Construction Contingency</td>
<td>2,104,854</td>
<td></td>
</tr>
<tr>
<td>Construction Quality Assurance</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Construction Management Services</td>
<td>375,000</td>
<td></td>
</tr>
<tr>
<td>Environmental Costs</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Environmental Contingency</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Water Quality Elements</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Permits</td>
<td>100,000</td>
<td></td>
</tr>
<tr>
<td>Fees</td>
<td>318,000</td>
<td></td>
</tr>
<tr>
<td>Utilities</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Public Art</td>
<td>210,485</td>
<td>1% of Construction budget if project cost greater than $1 Million</td>
</tr>
<tr>
<td>FFE</td>
<td>250,000</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>24,406,884</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Overall Project Contingency</strong></th>
<th><strong>Estimated Cost</strong></th>
<th><strong>Description</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Contingency</td>
<td>1,052,427</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>25,459,311</td>
<td></td>
</tr>
</tbody>
</table>

**Total Cost:** 26,898,311
3. Have you secured matching funds for this project? If yes, please provide details concerning the source and the amount of matching funds and how the source intends to support the proposed project. Be specific. Your response must, at a minimum, provide details related to funds already available. If the matching funds are part of a capital fundraising campaign, please indicate development plans that might support the project as well as a capital fundraising schedule and information about any requests that are pending.

Recently, the DCPA’s primary focus has been securing additional funding for the Space theatre project currently under construction. While we have not yet secured matching funds for the proposed project, an intensive capital campaign around this project is scheduled and the DCPA intends to match each $1.00 in approved bond funding with $1.00 in private funds secured from corporations, foundations and individuals. With this funding structure, the DCPA is requesting $13,000,000 in bond funding and has committed to match these City funds with $13,000,000 from the DCPA’s capital campaign for the proposed project.

The DCPA has a long and successful track record of fundraising for capital needs. Previous major gifts have been received from individuals for the Space Theatre, Jones Theatre, the Robert and Judi Newman Center for Theatre Education, and the Bonfils Complex’s Directors Room. In addition, the Boettcher Foundation and the Joan and Phill Berger Charitable Fund have contributed to recent capital projects. The DCPA also has a successful track record of attracting operational support from foundations such as the Shubert Foundation, the Harold and Mimi Steinberg Charitable Trust, the Doris Duke Charitable Foundation, and the Wallace Foundation.

The DCPA’s seasoned Development and philanthropy team has been significantly fortified with the recent hiring of Janice Sinden as President and CEO and Deanna Haas as the DCPA’s Chief Development Officer. This well respected team will lead this capital campaign along with the support of DCPA Chairman Dan Ritchie. To this end, major donors for this campaign have already been identified and the DCPA is exploring opportunities for more significant corporate sponsorship and naming opportunities.

We intend to capitalize on our ability to secure private funds from corporations, foundations, and individuals by building a comprehensive campaign that will include a variety of available naming opportunities in the Stage, Space, and Ricketson Theatres. Through a thorough market analysis, review of other naming opportunities in Denver, and application of best practices we believe we will have enough naming opportunities, from $500k to $6M that will allow us to successfully raise $18M.

Our goal is to complete a feasibility study in line with best practices by the end of second quarter 2017, and begin our silent phase securing lead gifts by the end of fourth quarter 2017. The full campaign will run through second quarter 2020. The DCPA has no capital requests for this proposed project pending.
4. **Will the proposed project increase revenue for the city through FDA tax or other revenues? If yes, provide details as to how this will be accomplished.**

Yes. The proposed project will ensure safety, security, and 21st Century production values that will increase the viability of the performances space not only for DCPA productions but also for use by rental clients and visiting artists.

Arts organizations that offer attractive and accessible state-of-the-art venues welcome audiences from throughout the region. Add to that the DCPA’s commitment to diversifying its programming and providing exemplary customer service, and that makes the proposed project a critical component to our ongoing success. In the past five years, the DCPA has contributed a $600 million economic impact — generating additional revenue to nearby restaurants, hotels, parking facilities, retail and other attractions. Revenue to the City will increase through higher collections of FDA tax, sales tax and parking proceeds from the Arts Complex and Convention Center garages. It is anticipated that expanded use of the renovated facility will grow this economic impact in coming years.

5. **Provide a detailed description of how the city will benefit from investing in your proposed project.**

The City benefits from the DCPA’s proposed project in a number of ways. This City-owned facility will be more energy efficient, have significantly improved safety features, and improved accessibility for patrons, artists, and staff. The proposed project will also address longstanding critical code compliance concerns in the Stage theatre and backstage support areas.

We will be investing in the future of the performing arts in our community by providing for new technologies that improve our ability to produce plays for the 21st century. Denver is already known for its Performing Arts Complex, its Tony Award-winning Theatre Company, and for the quality of performances made available to the people who live or visit the City. With the completion of this Project, the public facing facilities in the Bonfils Complex will be on par with the programming produced on our stages and will put the Bonfils Complex’s facilities in alignment with the City’s Next Stage Plan, Imagine 2020, and the Elevate 2020 plans.

Specifically the City will see:

- Markedly improved safety and accessibility in the building’s lobby and theatres.
- More attractive, comfortable theatres equipped with the technology to attract the best talent in the country.
- Facilities that reflect the quality of what the DCPA produces on its stages for a world-class experience.
- A greener, more energy efficient Theatre Complex.
- New and improved spaces for patrons, businesses and groups to hold functions.
6. **Describe how the proposed project will positively impact economic development, job creation, the environment, efficiencies, and the well-being of Denver.**

According to forecasts by the Colorado Business Committee for the Arts, patronage of the arts in our metro area is expected to grow by nearly 5% by 2028, stimulating $3.82 billion in economic activity, generating $989 million in economic impact, and increasing employment in the cultural and scientific organizations to 16,582. Additionally, the proposed project aligns with both the City of Denver’s IMAGINE 2020 cultural plan (specifically improving accessibility to reduce barriers that limit participation and commitment to inclusivity and engagement) and Arts & Venues’ Next Stage plan (specifically to sustain programming and venues, enliven the spaces in which we perform and diversify our programming and audiences).

According to a 2016 report issued by the National Endowment for the Arts, Colorado ranks third in the nation in per capita attendance at theatrical productions. As the largest non-profit theatre organization in the nation, the Denver Center for the Performing Arts contributes heavily to these statewide attendance figures as well as providing jobs for up to 1,000 individuals throughout the course of each season. With an improved performance space, our staff will be required to have increased technical skills, which will provide new opportunities for employment. Additionally, we will be able to expand the type and amount of work we offer to our audiences, thereby welcoming more individuals from throughout the region and increasing our contribution to Denver’s thriving economy.

Supplementing the already recognized energy efficiencies noted above, the proposed project will continue the replacement of inefficient major systems and equipment which could reduce the building’s energy consumption by an additional 9-13%. The result would be considerable operational savings for the DCPA.

7. **Has the applicant received funds from any of the city’s prior general obligation bonds? If yes, provide a summary related to the receipt of the bond funds. Your response must include details about the general obligation bond proceeds and which ballot issue the bonds were associated with, the total amount of bond funds received for each of the bond issues, and how the bond proceeds were used. Be specific.**

Yes. The DCPA received $9.93M in general obligation bond funding from the City of Denver in 2013. These funds, originally allocated toward deferred maintenance of the Boettcher Concert Hall, were a result of the original Cultural Facilities Ballot Measure G (Purpose 2) approved by the voters in 2007.

The Measure G bond proceeds to the DCPA were specifically to be used for:

- **Seawell Grand Ballroom Renovations:** $1.3M
- **Space Theatre Renovations / Restroom Renovations & Additions:** $8.6M
Management of both construction projects is handled by the DCPA through a Funding and Assignment Agreement with the City of Denver. The Seawell Grand Ballroom renovation project was completed in January 2014. Renovations to the Bonfils Complex lobby restrooms were complete in September 2016. The Space Theatre renovations and restroom addition projects will be complete in June of 2017 in time for the opening production of our 2017-2018 theatre season.

8. **Describe your experience and commitment complying with the Denver Revised Municipal Code and the City Ordinances related to: competitive procurement, payment of prevailing wages, small business enterprise, equal employment opportunity, minority, women business enterprise, and small business enterprise.**

Being a City-owned facility that is managed by the DCPA, we’re experienced with compliance to the Denver Revised Municipal Code and City Ordinances. Most recently, the Ballroom renovations as well as the renovations for The Space Theatre project (both projects managed by the DCPA) were subject to these important ordinances.

The DCPA was heavily involved with the City of Denver as well as the City’s Bond Office in the competitive procurement of both architects and contractors, the payment of prevailing wages, and the setting and monitoring of the Division of Small Business Opportunity and Minority- and Women-Owned Business Enterprises (M/WBE) goals (which have or will be met or exceeded) for both the Seawell Grand Ballroom and The Space Theatre renovation projects.

The DCPA actively participated in the application and interview process for the setting of M/WBE goals applications for architects and contractors through the City’s Office of Economic Development for both projects. The DCPA also monitors prevailing wages on its current Space Theatre project through the City’s LCPtracker in conjunction with the City’s Bond Office.

9. **General obligation bonds have specific Internal Revenue Service requirements that are imposed on units of government. Specifically, the city will be expected to warrant and certify that it has a reasonable expectation that the bond proceeds applied to city-owned cultural facility project will be spent on that project within a three year timeframe. Please explain your ability to program, design, and construct your proposed project within this three year timeframe. Make note of any risks or challenges that may be present. Please include a conceptual schedule for the proposed project and prior actualized schedules for any past city funded general obligation projects and details.**

As proven with the Seawell Grand Ballroom and The Space Theatre renovation projects, the DCPA has the capacity and the expertise to program, design, and fully manage the construction of large and complex projects while maintaining an occupied facility and
producing theatrical productions without interruption. Bond funds for the Ballroom renovation were spent within nine months of issuance and we are on track to spend 73% of bond funds for The Space Theatre within 39 months of issuance with full spending for this current project to be within 43 months of issuance.

**Schedule and Implementation Strategy**

The DCPA has already completed programming and schematic design for The Stage Theatre, all back of house, and support areas. This important head start allows us to begin the proposed project’s construction documents as soon as December 2017 and construction as soon as March 2019. Our proposed milestone schedule is as follows and is in sequence with our Capital Campaign and three theatre production seasons:

<table>
<thead>
<tr>
<th>Month</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>December 2017</td>
<td>Begin Project Design Development &amp; Construction Documents</td>
</tr>
<tr>
<td>October 2018</td>
<td>Construction Documents Complete</td>
</tr>
<tr>
<td>November 2018 – January 2019</td>
<td>Value Engineering &amp; Permitting</td>
</tr>
<tr>
<td>February 2019</td>
<td>Establishment of Guaranteed Maximum Price</td>
</tr>
<tr>
<td>March 2019</td>
<td>Start Construction Stage Theatre &amp; Support Areas</td>
</tr>
<tr>
<td>September 2020</td>
<td>Open Stage Theatre</td>
</tr>
</tbody>
</table>

For additional information, please see the attached working construction schedule. *Copies of actualized project schedule for the completed Ballroom project and the current project schedule for Space Theatre renovation project are attached.*

10. **Provide additional information that the applicant wants the review committee to consider in evaluating the proposed project.**

The DCPA and the City have a mutually beneficial partnership. From having a $600 million economic impact through ticket sales over the last five years to engaging with more than 1.2 million guests and 105,000 students in our fiscal year 2016, we are the nation’s largest non-profit theatre organization and a driving force for performing arts in Denver. We are proud of the fact that we have been able to operate successfully, both programmatically and financially for nearly four decades. We share the City’s pride in having one of the largest Performing Arts Complexes in the country and we share an interest in making our facilities the best they can be for the 21st century. We are also excited that the Bonfils Complex will remain an important piece of the City’s civic infrastructure and look forward to this building being a relevant part of the City’s Next Stage plans for the Performing Arts Complex.

Undeniably, we have reached a time when the Bonfils Complex requires a greater financial investment than we can make on our own, and we welcome this opportunity to request the City’s support for this proposed project.

*End of Response. Attachments follow.*
ATTACHMENTS

1. Project Request Worksheet
2. Plan Schematics of Proposed Project Scope
3. Proposed Project Schedule
4. Actualized Ballroom Construction Schedule (past bond project)
5. Space Theatre Construction Schedule (current bond project)
6. Renderings for Space Theatre project
7. Renderings for Proposed Project
8. Photos of existing conditions of Stage Theatre and support areas
ATTACHMENT 1

PROJECT REQUEST WORKSHEET
**PROJECT REQUEST WORKSHEET**

**Project Contact:** Clay Courter  
**Agency or Department Name:** The Denver Center for the Performing Arts

**Project Name:** Bonfils Theatre Complex Upgrades  
**Project Location:** 1050 13th Street, Denver CO 80204

Renovation of the Bonfils Theatre Complex’s Stage theatre, and associated public and backstage support areas.

**Purpose of project:**

*Why is change needed?*

"Why are you requesting this project?"

There are several areas of the Bonfils Complex that are alarmingly non code compliant. Public areas that are decades behind in ADA accessibility; support areas that require mold remediation; and theatre spaces that are constructed out of combustible materials posing significant safety concerns for the public as well as our staff. These large ticket items are a major part of our master plan, scope that is extremely expensive yet critical to operations and safety. Scope that we haven’t had the resources to fund without assistance.

**Project Scope:**

Renovation of the Bonfils Theatre Complex’s Stage theatre, and associated public and backstage support areas. Specifically, the project will include: Improved public safety by updating critical fire/life safety systems and by rebuilding the Stage theatre with non combustible materials. Enhanced public spaces and a first-class customer experience for new and existing audiences through new seating and finishes, state-of-the-art technology, improved egress and code compliance. Significantly increased physical accessibility for audiences. Advanced Energy efficiency by replacing mechanical and lighting systems that are well beyond their useful life.

**Project risks:**

*What known risk could cause cost escalation?*

"For example Environmental cleanup costs, other unknowns"

While we feel confident in our estimated costs for this project (including contingencies and cost escalations based on projects construction schedules) several factors could risk cost escalation to the proposed project. Market conditions and demand for materials over the last three years have significantly affected our current projects. While we theorize that these conditions will change by 2019, factors on a national level as well as local market demand may change, forcing an unexpected change in pricing for materials and labor.

Our cost estimates note significant contingencies, complexity factors, and escalations. If these forecasts are not sufficient to balance anticipated risk, the Proposed Project will be value-engineered to meet available funding. Other strategies include increasing related capital campaign goals in order to fund unanticipated risk.

<table>
<thead>
<tr>
<th>Design</th>
<th>Estimated Cost</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning Study</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Design</td>
<td>1,240,000</td>
<td></td>
</tr>
<tr>
<td>Design Contingency</td>
<td>124,000</td>
<td></td>
</tr>
<tr>
<td>Survey/Testing</td>
<td>75,000</td>
<td></td>
</tr>
<tr>
<td>Commissioning</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1,439,000</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Land Acquisition</th>
<th>Estimated Cost</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land Acquisition</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>-</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Construction</th>
<th>Estimated Cost</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction</td>
<td>21,048,544</td>
<td></td>
</tr>
<tr>
<td>Construction Contingency</td>
<td>2,104,854</td>
<td></td>
</tr>
<tr>
<td>Construction Quality Assurance</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Construction Management Services</td>
<td>375,000</td>
<td></td>
</tr>
<tr>
<td>Environmental Costs</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Environmental Contingency</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Water Quality Elements</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Permits</td>
<td>100,000</td>
<td></td>
</tr>
<tr>
<td>Fees</td>
<td>318,000</td>
<td></td>
</tr>
<tr>
<td>Utilities</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Public Art</td>
<td>210,485</td>
<td>% of Construction budget if project cost greater than $1Million</td>
</tr>
<tr>
<td>FFE</td>
<td>250,000</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>24,406,884</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Overall Project Contingency</th>
<th>Estimated Cost</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Contingency</td>
<td>1,052,427</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>25,459,311</td>
<td></td>
</tr>
</tbody>
</table>

**Total Cost:** 26,898,311
ATTACHMENT 2

PLAN SCHEMATICS OF PROPOSED PROJECT SCOPE
OVERALL PLAN LEVEL 3 OFFICES/MEZZANINE

THE DENVER CENTER FOR THE PERFORMING ARTS

2017-03-01
OVERALL PLAN LEVEL 4 LOBBY CRESCENT

THE DENVER CENTER FOR THE PERFORMING ARTS
2017-03-01

Phase 1 Complete

Phase 2 Proposed
ATTACHMENT 3

PROPOSED PROJECT SCHEDULE
# DCPA Working Construction Schedule for Stage Theatre and Backstage Support Areas

## FY2017 - 17-18 Season
- **Jul-17**: Pre-planning and 2017 GO
- **Aug-17**: Pre-planning and 2017 GO
- **Sep-17**: Pre-planning and 2017 GO
- **Oct-17**: Pre-planning and 2017 GO
- **Nov-17**: GO Vote / Approval
- **Dec-17**: Begin Architectural - Stage & Support

## FY2018 - 18-19 Season
- **Mar-18**: 18-19 Season Announce
- **Apr-18**: Architectural & MEP
- **May-18**: Architectural & MEP
- **Jun-18**: Architectural & MEP
- **Jul-18**: Architectural & MEP
- **Aug-18**: Architectural & MEP
- **Sep-18**: Architectural & MEP
- **Oct-18**: Architectural & MEP
- **Nov-18**: VE
- **Dec-18**: VE & Permitting
- **Jan-19**: VE & Permitting
- **Feb-19**: GMP
- **Mar-19**: 19-20 Season Announce
- **Apr-19**: Start Construction Stage & Support
- **May-19**: Start Construction Stage & Support
- **Jun-19**: Start Construction Stage & Support
- **Jul-19**: Start Construction Stage & Support
- **Aug-19**: Start Construction Stage & Support
- **Sep-19**: Start Construction Stage & Support
- **Oct-19**: Start Construction Stage & Support
- **Nov-19**: Start Construction Stage & Support
- **Dec-19**: Start Construction Stage & Support
- **Jan-20**: Start Construction Stage & Support
- **Feb-20**: Start Construction Stage & Support
- **Mar-20**: 20-21 Season Announce
- **Apr-20**: Open Stage Theatre
- **May-20**: Start Construction Stage & Support
- **Jun-20**: Tech, Fixture & Punch
- **Jul-20**: Tech, Fixture & Punch
- **Aug-20**: Tech, Fixture & Punch
- **Sep-20**: Open Stage Theatre & Support
- **Oct-20**: Open Stage Theatre & Support
- **Nov-20**: Open Stage Theatre & Support
- **Dec-20**: Open Stage Theatre & Support
- **Jan-21**: Open Stage Theatre & Support
- **Feb-21**: Open Stage Theatre & Support
- **Mar-21**: 21-22 Season Announce
- **Apr-21**: Open Stage Theatre & Support
- **May-21**: Open Stage Theatre & Support
- **Jun-21**: Open Stage Theatre & Support
ATTACHMENT 4

ACTUALIZED BALLROOM
CONSTRUCTION SCHEDULE
(PAST BOND PROJECT)
ATTACHMENT 5

SPACE THEATRE
CONSTRUCTION SCHEDULE
(CURRENT BOND PROJECT)
### DCPA's Space Theatre Renovation

#### Special Projects Division

<table>
<thead>
<tr>
<th>Act ID</th>
<th>Description</th>
<th>Start date</th>
<th>Run date</th>
<th>Data date</th>
<th>Early Start</th>
<th>Early Finish</th>
<th>Total Float</th>
</tr>
</thead>
<tbody>
<tr>
<td>2440</td>
<td>Intumescent painting of structural steel</td>
<td>07DEC16</td>
<td>07DEC16</td>
<td>07DEC16</td>
<td>03MAR17</td>
<td>03MAR17</td>
<td>-80</td>
</tr>
<tr>
<td>1920</td>
<td>Install stairs to trap</td>
<td>03JAN17</td>
<td>09JAN20</td>
<td>03JAN17</td>
<td>15FEB17</td>
<td>15FEB17</td>
<td>680</td>
</tr>
<tr>
<td>4490</td>
<td>Install Theatre stairs</td>
<td>10JAN17</td>
<td>10JAN17</td>
<td>10JAN17</td>
<td>27FEB17</td>
<td>27FEB17</td>
<td>590</td>
</tr>
<tr>
<td>4470</td>
<td>Hang &amp; finish sheetrock</td>
<td>10JAN17</td>
<td>10JAN17</td>
<td>10JAN17</td>
<td>03MAR17</td>
<td>03MAR17</td>
<td>330</td>
</tr>
<tr>
<td>1860</td>
<td>Install ST-2 Guardrails, handrail</td>
<td>15JAN17</td>
<td>15JAN17</td>
<td>15JAN17</td>
<td>14APR17</td>
<td>14APR17</td>
<td>80</td>
</tr>
<tr>
<td>4500</td>
<td>Prime &amp; 1st coat paint</td>
<td>10JAN17</td>
<td>10JAN17</td>
<td>10JAN17</td>
<td>17MAR17</td>
<td>17MAR17</td>
<td>330</td>
</tr>
<tr>
<td>5800</td>
<td>Apply &amp; patch fireprofiling (2nd &amp; trap)</td>
<td>10JAN17</td>
<td>10JAN17</td>
<td>10JAN17</td>
<td>17MAR17</td>
<td>17MAR17</td>
<td>460</td>
</tr>
<tr>
<td>5900</td>
<td>Install doors &amp; hardware</td>
<td>10JAN17</td>
<td>10JAN17</td>
<td>10JAN17</td>
<td>21MAR17</td>
<td>21MAR17</td>
<td>330</td>
</tr>
<tr>
<td>5200</td>
<td>Wood in-fill @ Voms</td>
<td>10JAN17</td>
<td>10JAN17</td>
<td>10JAN17</td>
<td>28MAR17</td>
<td>28MAR17</td>
<td>420</td>
</tr>
<tr>
<td>4320</td>
<td>Rough in FCU's</td>
<td>10JAN17</td>
<td>10JAN17</td>
<td>10JAN17</td>
<td>26FEB17</td>
<td>26FEB17</td>
<td>1350</td>
</tr>
<tr>
<td>4300</td>
<td>Install removable trap floor panels</td>
<td>10JAN17</td>
<td>10JAN17</td>
<td>10JAN17</td>
<td>13APR17</td>
<td>13APR17</td>
<td>26</td>
</tr>
<tr>
<td>5700</td>
<td>Install demountable seating platforms</td>
<td>10JAN17</td>
<td>10JAN17</td>
<td>10JAN17</td>
<td>19JUN17</td>
<td>19JUN17</td>
<td>-480</td>
</tr>
</tbody>
</table>

#### Level 2: Space Theatre

- **Schedule revision work start**: 10JAN17
- **Complete wall framing**: 16FEB17
- **Electrical & AV/Data rough in**: 03MAR17
- **Fire sprinkler rough in**: 03MAR17
- **Frame balcony ceilings**: 03MAR17
- **Install stairs to control booths**: 01JAN17
- **Electrical & AV/Data rough in @ ceilings**: 03MAR17
- **Inspect fire sprinklers**: 03MAR17
- **Apply & patch fireprofiling**: 14MAR17
- **HVAC rough in @ ceilings**: 03MAR17
- **Rough in FCU's**: 03MAR17
- **Hang sheetrock @ walls**: 03MAR17
- **Inspect electrical @ ceilings**: 10APS17
- **Inspected HVAC**: 10APS17
- **Inspect condensate drains**: 10APS17
- **Hang sheetrock @ ceilings**: 10APS17
- **Finish sheetrock**: 10APS17
- **Install balcony handrails**: 15APR17
- **Prime & 1st coat paint**: 15APR17
- **Install U/LA's**: 30APR17
- **Install Flooring**: 10APR17

**Start date**: 07DEC16
**Run date**: 03MAR17
**Data date**: 07DEC16

© Primavera Systems, Inc.
<table>
<thead>
<tr>
<th>Act ID</th>
<th>Description</th>
<th>Dur</th>
<th>Rem</th>
<th>Early Start</th>
<th>Early Finish</th>
</tr>
</thead>
<tbody>
<tr>
<td>1920</td>
<td>Install steel catwalk/grating</td>
<td>15d</td>
<td>15d</td>
<td>01FEB17</td>
<td>21FEB17</td>
</tr>
<tr>
<td>1930</td>
<td>HVAC modifications</td>
<td>15d</td>
<td>15d</td>
<td>02FEB17</td>
<td>22FEB17</td>
</tr>
<tr>
<td>1940</td>
<td>Apply/glaz fire proofing</td>
<td>15d</td>
<td>15d</td>
<td>03FEB17</td>
<td>23FEB17</td>
</tr>
<tr>
<td>1950</td>
<td>Painting</td>
<td>15d</td>
<td>15d</td>
<td>04FEB17</td>
<td>24FEB17</td>
</tr>
<tr>
<td>1970</td>
<td>Painting</td>
<td>15d</td>
<td>15d</td>
<td>06FEB17</td>
<td>26FEB17</td>
</tr>
<tr>
<td>1980</td>
<td>Install steel wall paneling</td>
<td>15d</td>
<td>15d</td>
<td>08FEB17</td>
<td>28FEB17</td>
</tr>
<tr>
<td>2010</td>
<td>Install glazing</td>
<td>15d</td>
<td>15d</td>
<td>10FEB17</td>
<td>29FEB17</td>
</tr>
<tr>
<td>2030</td>
<td>Install doors &amp; hardware</td>
<td>15d</td>
<td>15d</td>
<td>12FEB17</td>
<td>02MAR17</td>
</tr>
<tr>
<td>2050</td>
<td>MEP fixtures &amp; trim</td>
<td>15d</td>
<td>15d</td>
<td>14FEB17</td>
<td>03MAR17</td>
</tr>
<tr>
<td>2055</td>
<td>Install balcony/boards</td>
<td>15d</td>
<td>15d</td>
<td>16FEB17</td>
<td>04MAR17</td>
</tr>
<tr>
<td>2060</td>
<td>Install acoustical wall treatments</td>
<td>15d</td>
<td>15d</td>
<td>18FEB17</td>
<td>06MAR17</td>
</tr>
<tr>
<td>2200</td>
<td>Install signage</td>
<td>15d</td>
<td>15d</td>
<td>20FEB17</td>
<td>08MAR17</td>
</tr>
<tr>
<td>2260</td>
<td>Owner to install fixed seating</td>
<td>15d</td>
<td>15d</td>
<td>22FEB17</td>
<td>10MAR17</td>
</tr>
<tr>
<td>2270</td>
<td>3 Corners / Jones Dressing Rooms</td>
<td>15d</td>
<td>15d</td>
<td>24FEB17</td>
<td>12MAR17</td>
</tr>
<tr>
<td>2500</td>
<td>MEP fixtures &amp; trim at AC finishes</td>
<td>15d</td>
<td>15d</td>
<td>26FEB17</td>
<td>14MAR17</td>
</tr>
<tr>
<td>2550</td>
<td>Framing &amp; modifications</td>
<td>15d</td>
<td>15d</td>
<td>28FEB17</td>
<td>16MAR17</td>
</tr>
<tr>
<td>2560</td>
<td>Test, inspect &amp; commission electrical systems</td>
<td>15d</td>
<td>15d</td>
<td>02MAR17</td>
<td>18MAR17</td>
</tr>
<tr>
<td>2580</td>
<td>Test, inspect &amp; commission HVAC systems</td>
<td>15d</td>
<td>15d</td>
<td>04MAR17</td>
<td>20MAR17</td>
</tr>
<tr>
<td>2600</td>
<td>Test, inspect &amp; commission plumbing systems</td>
<td>15d</td>
<td>15d</td>
<td>06MAR17</td>
<td>22MAR17</td>
</tr>
<tr>
<td>2610</td>
<td>Hang &amp; finish sheetrock</td>
<td>15d</td>
<td>15d</td>
<td>08MAR17</td>
<td>24MAR17</td>
</tr>
<tr>
<td>2640</td>
<td>Prime &amp; 1st coat paint</td>
<td>15d</td>
<td>15d</td>
<td>10MAR17</td>
<td>26MAR17</td>
</tr>
<tr>
<td>2670</td>
<td>Install millwork</td>
<td>15d</td>
<td>15d</td>
<td>12MAR17</td>
<td>28MAR17</td>
</tr>
<tr>
<td>2690</td>
<td>Finish painting</td>
<td>15d</td>
<td>15d</td>
<td>14MAR17</td>
<td>30MAR17</td>
</tr>
<tr>
<td>2710</td>
<td>Install steel paneling</td>
<td>15d</td>
<td>15d</td>
<td>16MAR17</td>
<td>32MAR17</td>
</tr>
<tr>
<td>2760</td>
<td>Install doors &amp; hardware</td>
<td>15d</td>
<td>15d</td>
<td>18MAR17</td>
<td>34MAR17</td>
</tr>
<tr>
<td>2780</td>
<td>MEP fixtures &amp; trim</td>
<td>15d</td>
<td>15d</td>
<td>20MAR17</td>
<td>36MAR17</td>
</tr>
<tr>
<td>2800</td>
<td>Install signage</td>
<td>15d</td>
<td>15d</td>
<td>22MAR17</td>
<td>38MAR17</td>
</tr>
<tr>
<td>2840</td>
<td>Inspect electrical &amp; AV/Data</td>
<td>15d</td>
<td>15d</td>
<td>24MAR17</td>
<td>40MAR17</td>
</tr>
<tr>
<td>2870</td>
<td>Test, inspect &amp; commission HVAC systems</td>
<td>15d</td>
<td>15d</td>
<td>26MAR17</td>
<td>42MAR17</td>
</tr>
<tr>
<td>2890</td>
<td>Inspect HVAC/Mech.</td>
<td>15d</td>
<td>15d</td>
<td>28MAR17</td>
<td>44MAR17</td>
</tr>
<tr>
<td>2910</td>
<td>Prime &amp; 1st coat paint</td>
<td>15d</td>
<td>15d</td>
<td>30MAR17</td>
<td>46MAR17</td>
</tr>
<tr>
<td>2940</td>
<td>Hang &amp; finish sheetrock</td>
<td>15d</td>
<td>15d</td>
<td>01APR17</td>
<td>52MAR17</td>
</tr>
<tr>
<td>2970</td>
<td>Finish painting</td>
<td>15d</td>
<td>15d</td>
<td>03APR17</td>
<td>54MAR17</td>
</tr>
<tr>
<td>3010</td>
<td>Assemble &amp; present warranties, O&amp;M’s &amp; punchlist</td>
<td>15d</td>
<td>15d</td>
<td>05APR17</td>
<td>56MAR17</td>
</tr>
<tr>
<td>3020</td>
<td>Install floor coverings</td>
<td>15d</td>
<td>15d</td>
<td>07APR17</td>
<td>58MAR17</td>
</tr>
<tr>
<td>3050</td>
<td>Punchlist</td>
<td>15d</td>
<td>15d</td>
<td>09APR17</td>
<td>60MAR17</td>
</tr>
<tr>
<td>3070</td>
<td>Substantial Completion</td>
<td>15d</td>
<td>15d</td>
<td>11APR17</td>
<td>62MAR17</td>
</tr>
</tbody>
</table>

**DCPA's Space Theatre Renovation**

**Special Projects Division**

**Turner Construction Co.**

© Primavera Systems, Inc.
ATTACHMENT 6

RENDERINGS FOR CURRENT SPACE THEATRE PROJECT
6. Renderings for current Space Theatre project
6. Renderings for current Space Theatre project (continued)
ATTACHMENT 7

RENDERINGS FOR PROPOSED PROJECT
7. Renderings for Proposed Project (Lobby and Stage Theatre)
7. Renderings for Proposed Project (Stage Theatre)
7. Renderings for Proposed Project (Stage Theatre)
ATTACHMENT 8

PHOTOS OF EXISTING CONDITIONS
OF STAGE THEATRE AND SUPPORT AREAS
Wear and tear throughout building (37 years of deferred maintenance)
Dated and non-ADA accessible dressing rooms
Abandoned hydraulic pump and materials are leaking, combustible and do not meet fire code.
Backstage and under seating are not ADA accessible and constructed out of combustible materials and do not meet fire code.
Backstage and under seating are not ADA accessible and constructed out of combustible materials and do not meet fire code.
Audience seating is worn (over 30 years old) and not ADA compliant
Electrical equipment is over 37 years old and past usable life
Loose low voltage cables are not supported and run per electrical code
Denver Museum of Nature & Science
2017 GO Bond Request
Critical Deferred Maintenance
March 14, 2017
Project Overview
As one of the City and County of Denver’s premier cultural attractions, the Denver Museum of Nature & Science has served as a popular destination for audience engagement and education, scientific study, and a repository of collections (numbering over 4,000,000) from around the world. The City and County of Denver owns the facility, and the nonprofit Denver Museum of Nature & Science operates a natural history museum in the space for the citizens of Denver and the region.

Benefits to the City and Community Impact
The Museum is open to the public 364 days a year and has served over 80 million visitors since opening in 1908, and nearly 1.9 million alone in 2016. While those visitors have happily been engaged, entertained and educated over the years, the building and infrastructure are regularly impacted by the steady use. It is critical to maintain this city asset to keep the visitors and collections safe and secure.

The City of Denver helps to support the Museum. And the Museum provides benefits to the City of Denver. In 2015 over 405,000 of the Museum’s total audience came from Denver County. The remaining 1.3 million came from outside of Denver County. When visiting the Museum, these 1.3 million people spent their money in Denver County, helping to support Denver’s tax base.

The Museum’s strategic plan is titled “Everyone, Everywhere” and our mission is to “Be a catalyst and ignite our community’s passion for nature and science.” Currently 25% of the Museum’s general audience and 50% of our school group audience is made up of people of color and two-thirds of our audience receives free or reduced admission. Our goal is to continue to grow our impact and relevance and to be welcoming to everyone, everywhere. While the Museum does not anticipate expanding its exterior physical footprint in the future, newly vacated spaces resulting from the completion of the Education & Collections Facility (now known as the Morgridge Family Exploration Center and Avenir Collections Center) offer great opportunities within our current walls to create new exhibits, programs, and science to tie into our mission and have a broader reach into communities who have not traditionally engaged with the Museum.

Since completion of the latest addition in 2014, the Museum has been conducting research, building relationships, and working with a variety of segments of our community to co-vision pilot programs and ideas to expand our impact both within the Museum’s walls and out in the community. Utilizing the vacated spaces we plan to turn some of these pilot programs and ideas into reality to help attract a broader audience, including people of color, sensory sensitive, memory physically-challenged, LGBT, low income audiences, and others. However, before any space can be renovated for additional public use, several critical deferred maintenance needs must be addressed.

Project Need
The Museum is an assortment of buildings that have been constructed by connecting one to another since the first structure housing a workshop and heating plant was opened in 1903. The first public building opened in 1908 and remains a public area today. Approximately every decade since 1908, another wing has been constructed at the Museum, growing in total building size from 28,068 square feet in 1908 to the current square footage of 711,000 (see illustration below). In 2014, after completing construction of the latest wing, the Museum commenced with moving all collections to the new preservation areas. These collections were previously stored in 49 different locations throughout the Museum, including spaces that are ideal for public engagement. In anticipation of these vacated spaces, the Museum initiated a Facility Master Plan to evaluate the built environment of all spaces for future
public and non-public uses. Through this planning process, all aspects of the building were evaluated and assessed in order to have a complete understanding of the improvements required to transition the space use.

The Museum's life safety, mechanical, and electrical systems have been intermittently upgraded over time with the most significant changes to the mechanical and electrical systems taking place in the mid-1980s. Since these systems were installed, they have been administered under a preventative maintenance program that has greatly extended the life of each. For example, normal chiller and boiler system's life cycles are 15–20 years; the Museum's systems have been extended for over 30 years through attentive maintenance. However, there have been limited upgrades to these systems due to the degree of integration and interconnectivity with one another, additionally impacting the replacement costs.
These major HVAC equipment needs provide proper climate control to various areas of the Museum for guests, staff, and volunteers as well as the collections. Failure of any of these systems would require the Museum to close to the public until repaired and most are so old they are beyond repair at this point and require replacement:

- Replacement of two 400-ton chillers. Installed in the mid-1980s, the chillers provide the chilled water component (AC cooling) for the entire Museum. The preventative maintenance program helped extend the life of the chillers by at least 10 years, but this is no longer possible now that the equipment’s life has surpassed 30 years. There are now limited service options beyond replacement, and repair costs are increasing significantly. Failure of one of these chillers would lead to diminished chilled water in the Museum, resulting in interior summer time space temperatures in excess of 80°F leading to a building closure. In addition, while these two 400-ton chillers were upgraded in the past to the latest Freon options available and retrofitted with the latest soft start technology, energy consumption has only marginally decreased. This project would lead to an estimated annual energy savings of $60,000.

- West-side Cooling Tower Installation. Cooling towers and coils serve as an evaporative pre-cooling source for the air handling units (AHUs) and are extensively used throughout all seasons due to Colorado’s temperate climate. The construction of the West Atrium in 2002 was not supported with a cooling tower and pre-cooling coils for the four AHUs that service that section of the Museum. Not having pre-cooling functionality requires increased chiller usage, placing additional demand on the chiller system. In essence, the West Atrium addition compounds the chiller usage and issues and causes an additional increase in electrical consumption. While chiller replacement will help these units, it is only with the combination of the cooling tower and coils that the additional energy consumption can be achieved for the Museum. This project would lead to an estimated annual energy savings of $90,000.

- Replacement of the Northwest Wing Air Handling Unit. In 1968, the unit serving the Northwest Wing was brought online to provide the air requirements for the northwest basement and three floors of public space. It is very rare to have an AHU last almost 50 years, and this unit is well beyond any possible upgrades. We have high maintenance costs for the unit and still have the great possibility of failure, which would lead to a closure of this section of the building. In addition, the unit is located in the basement and rises through the first floor, presenting servicing challenges and preventing the creation of a key circulation path for the public to key spaces like the West Atrium and Ricketson Auditorium. By installing a new unit on the west penthouse roof, we will update the equipment, reduce utility and maintenance costs, and open an opportunity to create a new public pathway for greater community access to these spaces. This project would lead to an estimated annual energy savings of $20,000.

The Life-Safety replacements described below provide life safety services in the building for all guests, staff, and volunteers through the containment and removal of smoke from a fire scenario:

- Replacement of the Smoke Control System. Installed in the mid-1980s, the smoke control system was state-of-the-art at that time because it served 100% of the building (equivalent to 460,646 square feet). This system works in conjunction with the fire alarm system and the HVAC controls to operate the necessary sequence when a fire or smoke condition occurs. During construction of the West Atrium in 2001 and the South Extension in 2014, the smoke control systems were installed in separate stand-alone panels due to the complexities of the
existing building system. Additionally, fire alarm and suppression upgrades in 2007 did not change the interface of the smoke control system. In order to bring this smoke control system up to new codes and standards, all field wiring and devices must be replaced to integrate the entire system with the fire alarm panel. Energy savings are not recognized as this system is only functional during a smoke control scenario.

- Replacement of Damper Control System. The dampers and equipment installed in the Museum are from the mid-1980s construction and mainly utilize pneumatic controls for their operation. Since the HVAC system performs both normal operation and smoke control operation, any upgrades to the smoke control system directly impact the normal operation of the HVAC system. In order to bring this damper control system up to new codes and standards, all field pneumatics and actuators need to be changed to electronic controls and actuators. Because this system is related to life safety, there is a requirement to convert this system to emergency power. This project would lead to an estimated annual energy savings of $60,000.

- The Central Atrium is the three-level central circulation path of our guests, staff, and volunteers as they enter and access the Museum. Built in the mid-1980s, the smoke control system implemented at that time was code compliant; however, recent code changes require different configuration of equipment and air volumes to support this system. This project will require different building openings in the atrium to support the necessary air volume speeds and new fan equipment to remove smoke from the space. In agreements through past projects with the Denver Fire Department, this condition must be corrected prior to any construction on a new public exhibit spaces. Energy savings are not recognized as this system is only functional during a smoke control scenario.

The estimated cost for construction to address these critical deferred maintenance HVAC and Life Safety priorities is $13,032,000. There are synergies and efficiencies gained in design, construction, and commissioning by presenting this project as one request versus presenting them as separate stand-alone items. As a single project, there are benefits to contracting with a single general contractor for project execution, coordination of approach and work schedules, and reduction on the impacts to the Museum for guests and staff.

This proposal addresses major critical deferred maintenance of our existing infrastructure that is required to maintain the functionality of the existing building and before renovating additional spaces for public use so it is directly tied to us achieving our mission.

**Costs and Funding**

It is anticipated that the overall project cost will be $14,832,000. The Denver Museum of Nature & Science will pay for the planning and design services estimated at $1.8M prior to the vote on the 2017 GO Bond. By completing design prior to the vote, DMNS accepts the risk if the funding does not become available but is positioned to initiate construction as soon as funding becomes available by having all projects “shovel-ready”. The bond request is for the remaining $13,032,000, which is the estimate for construction costs as shown on the next page.

Specific project costs are presented in the Project Request Worksheet and are presented here for reference.
Denver Museum of Nature & Science Deferred Maintenance Needs:

<table>
<thead>
<tr>
<th>Design</th>
<th>Estimated Cost</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning Study</td>
<td>$0.00</td>
<td></td>
</tr>
<tr>
<td>Design</td>
<td>$0.00</td>
<td></td>
</tr>
<tr>
<td>Design Contingency</td>
<td>$0.00</td>
<td></td>
</tr>
<tr>
<td>Survey/Testing</td>
<td>$0.00</td>
<td></td>
</tr>
<tr>
<td>Commissioning</td>
<td>$0.00</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>$0.00</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$0.00</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Land Acquisition</th>
<th>Estimated Cost</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land Acquisition</td>
<td>$0.00</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>$0.00</td>
<td></td>
</tr>
<tr>
<td>Total:</td>
<td>$0.00</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Construction</th>
<th>Estimated Cost</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction</td>
<td>$10,237,255.00</td>
<td></td>
</tr>
<tr>
<td>Construction Contingency</td>
<td>$1,023,725.00</td>
<td>10% of Construction</td>
</tr>
<tr>
<td>Construction Quality Assurance</td>
<td>$80,000.00</td>
<td></td>
</tr>
<tr>
<td>Construction Management Services</td>
<td>$0.00</td>
<td></td>
</tr>
<tr>
<td>Environmental Costs</td>
<td>$125,000.00</td>
<td></td>
</tr>
<tr>
<td>Environmental Contingency</td>
<td>$12,500.00</td>
<td></td>
</tr>
<tr>
<td>Water Quality Elements</td>
<td>$0.00</td>
<td></td>
</tr>
<tr>
<td>Permits</td>
<td>$100,000.00</td>
<td></td>
</tr>
<tr>
<td>Fees</td>
<td>$20,000.00</td>
<td></td>
</tr>
<tr>
<td>Utilities</td>
<td>$0.00</td>
<td></td>
</tr>
<tr>
<td>Public Art</td>
<td>$130,320.00</td>
<td>1% of Construction budget if project cost greater than $1 Million</td>
</tr>
<tr>
<td>FFE</td>
<td>$0.00</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>$0.00</td>
<td></td>
</tr>
<tr>
<td>Total:</td>
<td>$11,728,800.00</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Overall Project Contingency</th>
<th>Estimated Cost</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Contingency</td>
<td>$1,303,200.00</td>
<td>10% of Budget</td>
</tr>
<tr>
<td>Total:</td>
<td>$1,303,200.00</td>
<td></td>
</tr>
</tbody>
</table>

Total Cost: $13,032,000.00

It would be beneficial to incorporate as much work as possible through one general contractor for project scheduling, execution, and cost containment in order to meet the bond requirements to expend 85% of the funding within three years and create minimal impact to the Museum guests, staff, and volunteers during this internal work. The Museum is very experienced in this type of project approach and would fully engage in and manage this process. Completing these projects and installing new energy-efficient and life-safety equipment will decrease operational costs, enhance the Museum experience for our community, and help protect the artifacts and specimens under our care.
If full funding is not received for these projects, they would be completed over time when funding becomes available. Given current funding streams, it would take over ten years to generate the funding needed to complete them together. And if addressed individually over time, it would be less efficient and would result in an increase in average cost, materials, and labor associated with the projects in the future.

Construction estimates were developed on a basis of design and scope of work from DMNS in 2016. Various general contractors provided cost estimates for the work which are the basis for the costs presented in our proposal. Budgets developed include prevailing wage and M/WBE factors, with 10% contingency added over the cost of the projects. Between the construction contingency and 10% overall contingency, there is a blended project contingency of 17.8%. Costing models would need to be re-evaluated if funding is not secured through the 2017 General Obligation Bond.

Through the completion of these projects, there will be an annual estimated operational energy costs savings of $230,000. Preventative maintenance costs for the new equipment will be less than existing costs and savings are estimated at $20,000 annually. Therefore, it is anticipated that $250,000 could be saved annually through the completion of these projects. DMNS would reinvest the annualized savings to complete other projects on the existing deferred maintenance list.

As this request is for critical deferred capital maintenance of a City asset, and because securing philanthropic dollars for deferred capital maintenance is very difficult, we are proposing a match that is a combination of funds recently spent on deferred maintenance as well as the $1.8M to design the current bond project request as mentioned above.

In 2016 and 2017, DMNS spent $2.3M of Museum funds to complete our top two most critical deferred maintenance projects, replacement of the escalators and replacement of the East cooling tower, which the City was not able to fund through annual CIP funds. These projects were funded primarily from the Museum’s undesignated reserve funds, as the $1.8M will be for design of the current request. This totals $4.1M of Museum funds that have been or will be spent on deferred capital maintenance in the 2016–2017 time period. It is important to note that these reserve funds were built up over 10+ years of small operating surpluses and are not sufficient to cover more than the $4.1M offered.

Our total deferred capital maintenance needs are currently $34M. We are requesting bond funding for only the top-priority items. Remaining needs will be addressed over time with annual CIP funds and Museum funds. Self-funding the entire $34M would take decades for projects that are already urgent in nature. An influx of bond funds is needed to get ahead of the immediate critical needs.

After the top-priority deferred capital maintenance needs are met, the Museum is planning a fundraising campaign to renovate internal areas for public functions that will serve all members of our community. While the plans for the spaces are in the initial planning stages, it is expected that these projects will cost $50 to $80M and that this funding will be secured primarily from philanthropic individuals, foundations, and corporations.

**Mobility/transportation**

Though not a focus of this request, the Museum has done much to address mobility at our facility in the past several years. We have worked with Parks to add and replace walkways around the Museum, added and improved bike facilities and rest areas, and address parking pressures with a variety of
operational procedures. Some of those procedures include renting off-site parking for staff and volunteers during busy times, working with companies like Lyft to incent guests not to drive, incentivizing staff and volunteers to use alternative transportation, and coordinating with major Park events to avoid overlap.

**Previous Bond Work**

The Denver Museum of Nature & Science received $19.2M from the 2007 Better Denver Bond Letter G-Deferred Maintenance. These funds were used to renovate and update inadequate systems, address life-safety issues, provide a higher comfort level for guests, and create energy savings and efficiencies throughout the Museum. No match was required for Letter G.

Half of the $19.2M from Letter G went to renovating the 13,000-square-foot Phipps Special Exhibition Gallery which included replacing all architectural finishes and mechanical and electrical systems, including a new AHU and distribution system. In addition, 7,000 square feet of new floor space was added outside the gallery for queuing and emergency egress to a new stair core that was added south of the building to meet the increased egress requirements by the City. Some upgrades to the atrium smoke exhaust system were also required and completed.

The remaining half of the $19.2M funded a variety of smaller deferred maintenance projects, including design and installation of fire detection in areas that had no suppression or outdated zone detection systems, removal and replacement of the 25+ year old roofing system on the Northeast and East Wing roofs, installation of a 500HP boiler to serve increased capacity needs, removal and replacement of two 25+-year-old elevators in the Northeast and Southeast Atria with new MRL elevators, and removal of 25- to 50-year-old restroom fixtures and porcelain, replacing with high-efficiency fixtures throughout the Museum and saving over 4M gallons of water.

The work done in 2007 addressed the top-priority projects at that time. This 2017 request is for current priorities. Together, these two bond packages address a majority of the Museum’s major critical deferred maintenance needs. Smaller remaining needs beyond this will be addressed through annual capital funds from both the City and the Museum for items such as ongoing roof replacements, elevator upgrades, door and window replacements, etc.

The Museum also received $30.3M from the 2007 Better Denver Bond, Letter H, for new construction. The funding was used to construct the 126,000-square-foot, five-level South Extension, home to the Morgridge Family Exploration Center and Avenir Collections Center (formerly known as the Education and Collections Facility). This addition was completed on time and on budget. We were later invited to apply for an additional $2.2M in excess bond funding, which was used to advance the completion of the collections storage spaces. The Museum raised $26.2M in private funds for the project ($23M was the required match of the Bond H funds).

**Scope, Schedule and Implementation Strategy**

As the project scope has been previously discussed, by completing the $1.8M design in 2017, DMNS anticipates being “shovel-ready” for construction after the 2017 General Obligation Bond is available.

The Museum has two project managers that were involved in the 2007 Better Denver Bond project and collectively managed $75.7M in project funds. They are experienced in project management, the various city processes, construction and the working environment of the Museum. In addition, the
Museum has other project managers that are being trained on the various requirements such that the Museum will have a group of project managers that can oversee the components of the projects.

Upon voter approval of the 2017 General Obligation Bond, the Museum will have RFPs ready for general contractor solicitation. For these RFPs to be ready, the Museum will have already engaged DSBO on the necessary goals for the project. All of this “pre-work” is necessary to achieve the requirement to spend 85% of the funding within three years of funding, per the bond request. In order to accomplish this and as an experience gained through the 2007 Better Denver Bond process, the Museum also recommends that the City use the remainder of 2017 to develop Memorandums of Understanding that can be vetted by each of the agencies in advance thus reducing the time to execute the 2017 bond process. General contractors will be solicited as prime for these projects as the work and work impact are better managed through a general contractor. Expected delivery method is a competitive bid process with a lump sum or FGMP for the contracting process. Construction will commence in 2018 with expected project completion by 2020.

Thank you
The Museum appreciates the invitation to propose this project to the City and County of Denver for the 2017 GO Bond. We are glad to provide any additional information needed and participate in any way necessary as the bond goes through city approval process and on to the voters in November. We look forward to discussing this proposal with you in the next few weeks.

Agency Executive Responsible for Project:
Ed Scholz, VP of Finance and Business Operations
2001 Colorado Boulevard, Denver, CO 80205
303-370-6480
edward.scholz@dmns.org
DENVER ZOO
2017 GENERAL OBLIGATION
BOND SUBMISSION
MARCH 15, 2017
At the request of our visitors, staff and Trustees, Denver Zoo’s submittal for inclusion in the City and County of Denver’s 2017 General Obligation Bond is in alignment with our City-approved Master Plan – The New Denver Zoo: Leading the Next Generation of Scientists & Conservationists through Incredible Experiences and focuses on addressing mission critical and life support system needs for our animals. The total program cost is $26 million, comprised of $13 million in public support and matching funds provided by the Zoo through philanthropic support, operations and other sources. To date, nearly $7 million in private support has been secured.

Denver Zoo is honored to be considered for inclusion in the 2017 bond, but believes it important to note that our needs for capital investment are well beyond the amount noted in this proposal. Nearly 50 percent of the facilities on our 80-acre campus - above and below ground - are beyond their useful life.

The full Phase I of our 2015 Master Plan was included in our original submission to the City, which proposed a total program cost of $120 million; $70 million in public support and $50 million from Denver Zoo through various sources.

In the simplest of terms, and as a partner to the City, we want to stress that this $26 million proposal will not address all infrastructure in significant stages of failure, or critical deferred maintenance needs at Denver Zoo. What it will do is update areas with critical life support and safety needs and ensure we continue to meet evolving best practices around animal care and veterinary medicine. It will also better our ability to educate the public about our conservation work and engage in additional educational programs. Further, the additional entrance and bus drop-off area will increase safety, mobility and traffic flow for the up to 100 buses per day that drop school children off for an experience at Denver Zoo.

As you consider this proposal, we ask that you look at your Denver Zoo through a new lens - as a 24-hour, year-round home to more than 4,000 residents who are in our collective care.

The SUBMITTAL

In the simplest of terms, and as a partner to the City, we want to stress that this $26 million proposal will not address all infrastructure in significant stages of failure, or critical deferred maintenance needs at Denver Zoo. What it will do is update areas with critical life support and safety needs and ensure we continue to meet evolving best practices around animal care and veterinary medicine. It will also better our ability to educate the public about our conservation work and engage in additional educational programs. Further, the additional entrance and bus drop-off area will increase safety, mobility and traffic flow for the up to 100 buses per day that drop school children off for an experience at Denver Zoo.

As you consider this proposal, we ask that you look at your Denver Zoo through a new lens - as a 24-hour, year-round home to more than 4,000 residents who are in our collective care.

FIFTY PERCENT OF DENVER ZOO’S CAMPUS INFRASTRUCTURE IS FUNCTIONALLY OBSOLETE.
CONTENTS

CREDITS 2
THE SUBMITTAL 3
YOUR DENVER ZOO: A UNIQUE TREASURE IN CITY PARK 6
THE CHANGING ENVIRONMENT IN ZOO FACILITIES 8
THE CHANGING ROLE OF THE ZOO IN THE COMMUNITY 9
FACILITY ASSESSMENT AND DEFERRED MAINTENANCE 10
ENVISION “A NEW DENVER ZOO” – 2015 MASTER PLAN 11
MISSION CRITICAL PROJECTS FOR 2017 GENERAL OBLIGATION BOND CONSIDERATION 12
PROPOSAL: NEW ANIMAL HOSPITAL 14
PROPOSAL: NORTHEAST QUADRANT CRITICAL LIFE SAFETY 20
PROPOSAL: CONSERVATION AND EDUCATION CENTER 22
PROPOSAL: NORTHERN SHORES CRITICAL LIFE SAFETY 28
BENEFITS OF THIS EFFORT 30
FUNDRAISING & FUTURE PHILANTHROPIC CAPACITY 31
120 YEARS OF VISION AND BOLD LEADERSHIP 33
SCOPE, SCHEDULE AND IMPLEMENTATION STRATEGY 34
SCHEDULE 36
CHALLENGES AND RISKS 38
CLOSING 40
APPENDIX 42
PROJECT REQUEST WORKSHEET 43
ANIMAL HOSPITAL PROGRAM 44
CONSERVATION AND EDUCATION CENTER PROGRAM 47
NORTHEAST QUADRANT: CRITICAL LIFE SAFETY PROGRAM 48
YOUR DENVER ZOO: A UNIQUE TREASURE IN CITY PARK

For more than 120 years, Denver Zoo has been an integral thread in the fabric of the lives of children and families in Denver and our region. From our first resident, Billy Bryan – an orphaned black bear who was a gift to Mayor Thomas S. McMurray – to today, where more than 4,300 animals and over 600 species are under the watchful care of our professional animal care team. Your Denver Zoo has always been a place where memories are made daily, and generations return to both relive their experience and engage their families and friends in their own Zoo journey.

From a place-based standpoint, our history and future are intertwined with City Park. The Zoo’s campus is 80 acres within the boundaries of Denver’s largest urban park, and we strive daily to operate as a good neighbor to guests who utilize the green space for their enjoyment, as well as residents who call the neighborhood home.

Denver Zoo is an asset of the City and County of Denver, as the City owns the land on which we operate and the buildings and exhibit space that house our animal residents, staff and educational facilities. Day-to-day operations, decisions related to staffing, as well as animal care and acquisition, are the responsibility of the management team employed by the Denver Zoological Foundation (DZF). This partnership is carefully outlined in a Cooperative Agreement with the City that was crafted in 1956 and updated in the late 1990s. Denver Zoo works closely with the Denver Department of Parks & Recreation and other City leaders to ensure DZF operates as an equal partner on key issues and opportunities.

Zoos are unique places. They operate 24 hours a day, 365 days a year. They have residents who need appropriate and safe housing and access to medical care. They interface with the public and must ensure the safety of guests through facilities and operating procedures that are of the highest standard. Zoos are monitored and regulated through numerous governmental and self-imposed guidelines.

DENVER ZOO IS THE MOST VISITED CULTURAL INSTITUTION IN THE STATE OF COLORADO WITH MORE THAN 2 MILLION GUESTS ANNUALLY.
How We Operate: Accredited and Regulated

For more than 40 years Denver Zoo has been proudly accredited by the Association of Zoos and Aquariums (AZA), the gold-level standard for animal care, operating procedures and safety protocols in the zoological industry. AZA accredited facilities undergo a thorough review every five years which includes a detailed application, as well as an on-site inspection by a team of zoological and non-profit business experts. The Accreditation Commission evaluates every zoo or aquarium to make sure it meets AZA’s high standards for animal management and care, including living environments, social groupings, health and nutrition. Veterinary programs, involvement in conservation and research, education programs, safety policies and procedures, security, physical facilities, guest services and the quality of the institution’s staff are also reviewed. The Commission also evaluates each institution’s finances, its governing authority, and its support organization, as a zoo or aquarium needs a strong foundation to continue to meet high standards.

At the request of the Auditor of the City and County of Denver, the inclusion of accreditation will be added to the Zoo’s Cooperative Agreement. Denver Zoo welcomes this addition. Other regulatory bodies the organization interfaces/collaborates with on a regular basis include the United States Department of Agriculture (USDA), United States Fish and Wildlife Service (USFWS), the Occupational Health and Safety Administration (OSHA) and the Colorado Department of Public Health and the Environment (CDPHE).

Colorado’s Most Visited Cultural Institution

Denver Zoo is the most visited cultural attraction in Colorado, with more than 2 million visitors annually. We work daily to enable moments of awe by educating our guests about the critical role animals play in our world, and strive for them to embrace our mission of creating a better world for animals through human understanding. This connection may occur spontaneously through a conversation with a keeper or volunteer who is on-site at an exhibit, or it may be structured through formal educational programs - beginning with early childhood and K-12 interactions to the delivery of an accredited, graduate-level Advanced Inquiry Program (AIP) at Denver Zoo in collaboration with Miami University. No matter the method, at Denver Zoo we believe you support what you love, and instilling a love of animals, nature and our planet will lead to future generations of scientists and conservationists.

The organization is a proud recipient of funding from the Scientific and Cultural Facilities District (SCFD) as well as private sources, gate admissions, concessions and attractions. Denver Zoo has successfully executed capital improvement projects through City bond funding in the past. The most sizable investment of $62.5 million, coming nearly 20 years ago, to execute components of the Millennium Master Plan. Key improvements financed through that bond issuance include the creation of a 400 seat Wildlife Theater, a parking garage, Congo Basin, a new main entrance, Benson Predator Ridge, Lorikeet Adventure, the Aviation Propagation Center and Asian Tropics (now Toyota Elephant Passage).
THE CHANGING ENVIRONMENT IN ZOO FACILITIES

Your Denver Zoo is a leader in animal care, combining behavioral science and quantitative research to better the habitats and husbandry for the animals in our care. Toyota Elephant Passage is an example of one of the most advanced pachyderm exhibits in the country, providing multiple yards and pools for our elephants and rhinos. These rotational or “flex” habitats maximize the choice and variety for our animals providing greater enrichment and welfare. In fact, Denver Zoo’s Benson Predator Ridge is one of the first exhibits in the country to utilize this new design strategy, and AZA awarded Benson Predator Ridge Exhibit of Year honors in 2005.

Earlier this month we opened The Edge - funded in partnership with the City and County of Denver through bond funds - a new home for our Amur tigers. The exhibit provides nearly double the space they had in their previous home in the Felines Complex, and allows for increased enrichment opportunities for the animals and a more educational experience for guests where we can share important facts about this endangered species.

With approximately 50 percent of our campus facilities beyond their useful life, our need is great. In most cases, the changes needed are outside a simple upgrade but rather a reconfiguration of major exhibits to provide a better, safer and more natural habitat for animals.
THE CHANGING ROLE OF THE ZOO IN THE COMMUNITY

Your Denver Zoo is no longer simply a place for families to come and visit animals. Today’s Zoo is about education, conservation and sustainability.

We are proud advocates for the health and welfare of wildlife and the preservation of endangered species who are threatened with extinction.

We are a leading science-based institution contributing to the education of thousands of school children and the Denver community at-large. We also connect with thousands of tourists each year, sharing with them about the changing conditions in our world and the impact of humans on the natural environment.

Denver Zoo speaks to every demographic of our community, equally and equitably. Animals have universal appeal to every culture and all peoples. We believe it is important that this asset in our community continues to improve to ensure this cultural gem is vital and relevant for years to come.

SINCE 1996, DENVER ZOO HAS PARTICIPATED IN MORE THAN 600 CONSERVATION PROJECTS IN 62 COUNTRIES.
FACILITY ASSESSMENT AND DEFERRED MAINTENANCE

Denver Zoo staff conducted a thorough Facility Assessment between 2010-2012 to take inventory and analyze the current state of facilities, infrastructure, animal needs, guest-use and parking. In reviewing the 90+ buildings and exhibits constructed between the 1890s and the present, it became clear that more than 50 percent of the facility assets, which are owned by the City, are over 30 years old. These facilities are well beyond service life expectancy and struggle to meet current needs.

Zoo-wide there are more than 500 distinct maintenance items that are considered as deferred needs based on the City’s definition. The cost of these items is currently valued at more than $20 million and the work is spread across the 80-acre campus, above and below ground.

The bond proposal improvements are situated on, or in, particularly deferred maintenance/deficiency dense areas and in some cases, have a direct link to critical life-safety improvements. These proposed projects improve approximately 8 percent of the total campus area, and will rectify 43 percent of the concentrated critical deferred maintenance needs, or $5.0 million, of current deferred maintenance expenses. At the same time, in addressing deferred maintenance, in many cases we will be replacing obsolescence which will reduce operating and maintenance expenses moving forward.

ZOO-WIDE THERE ARE MORE THAN 500 DISTINCT MAINTENANCE ITEMS THAT ARE CONSIDERED AS DEFERRED NEEDS BASED ON THE CITY’S DEFINITION.
ENVISION “A NEW DENVER ZOO” – 2015 MASTER PLAN

“The New Denver Zoo: Leading the Next Generation of Scientists & Conservationists through Incredible Experiences” is a $250 million, 15-20-year roadmap which envisions an environment that immerses audiences from the entire community in the wonder and awe of animals while providing amazing educational opportunities and igniting a passion for science learning.

**Broad Stakeholder Engagement**

Board Trustees, outside experts in zoo design and more than 160 Zoo staff members were directly involved in developing the Master Plan, devoting more than 10,000 hours of their time and expertise. More than 700 community members also participated through open house sessions and an online module.

**A Prioritized Approach**

The highest priority areas outlined for building improvements were those that directly impact the animals housed at Denver Zoo. With that as the lens, the guiding principles identified by the team were:

- Animal Conservation
- Animal Care
- Veterinary Science
- Community
- Guest Experience
- Securing the Zoo’s Future
- Education
- Sustainability

**An Approved Plan**

The proposed plan was approved by the Denver Parks and Recreation Advisory Board (DPRAB), as well as the Manager of Parks. The Building Plan associated with the approved Master Plan was approved by City Council in April 2015. Since that time, Denver Zoo and the City and County of Denver have executed an Assignment Agreement – per the requirements of the Zoo’s Cooperative Agreement – allowing the organization to proceed with Phase I Master Plan Improvements. The proposal for inclusion in the 2017 general obligation bond request is in alignment with Phase I of the plan.

10,000 HOURS OF TIME AND EXPERTISE WERE INVESTED IN THE 2015 DENVER ZOO MASTER PLAN.
MISSION CRITICAL PROJECTS FOR 2017 GENERAL OBLIGATION BOND CONSIDERATION

As noted previously, Denver Zoo’s original proposal to the City was to move forward Phase I of The New Denver Zoo Master Plan. Recognizing the availability of bond resources is not adequate to fully implement that vision at this time, we seek funding for mission critical projects that directly intersect with life support/safety, animal welfare, care and conservation. All projects take into consideration the current state of our campus and deferred maintenance needs. Additionally, this proposal seeks to preserve the opportunity for the entire Phase I program to be accomplished at a later date, thus preserving the value of the approved Master Plan as it was conceived and approved by the City and County of Denver.

Denver Zoo’s request is for $13 million in public support, which will be equally matched through philanthropic support and operational resources for a total of $26 million.

With reduced funding available, we propose deferred maintenance investments in areas with the most pressing life/safety issues. Many of these projects have interconnected needs, so it’s not as simple as doing one and not the other.

<table>
<thead>
<tr>
<th>Use</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Animal Hospital</td>
<td>$12.5 M</td>
</tr>
<tr>
<td>Northeast Quadrant: Critical Life Safety</td>
<td>$ 5.0 M</td>
</tr>
<tr>
<td>Conservation and Education Center</td>
<td>$ 8.5 M</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$ 26 M</strong></td>
</tr>
</tbody>
</table>
THE PROJECTS PROPOSED AS PART OF DENVER ZOO’S BOND SUBMISSION ADDRESS CRITICAL ANIMAL CARE, LIFE SAFETY AND LIFE SUPPORT ISSUES. THE SCOPE OF THESE PROJECTS ARE APPROVED BY THE CITY AND COUNTY OF DENVER AND ARE SHOVEL READY.

**Animal Hospital Needs:**
- Building is obsolete and beyond its useful life
- Insufficient number and quality of treatment rooms
- Inadequate housing for a variety of species
- Minimal quarantine facilities
- Outdated animal holding areas
- General lack of space, storage and equipment to treat patients
- Outdated handling and restraint equipment - greater difficulty, higher stress treating more dangerous patients
- Inadequate HVAC system

**Northeast Quadrant Needs:**

**Felines Complex**
- Felines Complex is 53 years old and functionally obsolete
- Inadequate space for large carnivores
- Consistently noted by public, staff and volunteers as antiquated

**Northern Shores**
- Facilities are 33 years old
- Rockwork, pool structures, life safety systems in significant stages of failure
- Seals/Sea Lions in freshwater, not salt water, posing health issues
PROPOSAL: NEW ANIMAL HOSPITAL

Denver Zoo’s existing animal hospital is the result of several building and remodeling efforts between 1969 and the present. While the hospital allows us to provide quality care, it is significantly below today’s industry standards. It lacks integration of current medical technologies and does not represent the level of leadership your Zoo is regarded for in others aspects of our operations and facilities. The critical gaps in our ability to provide state of the art care to our animals include:

- Inadequate housing for a variety of species
- Inability to provide appropriate temperature, humidity and air flow for many of our patients
- Quarantine facilities are minimal and lacking for larger species
- Holding areas for sick and injured animals are outdated or unavailable
- Only one medical treatment room hinders the ability to treat more than one patient at a time from a collection of 4,000 animals
- There is no ability to connect our visiting community to the amazing veterinary care we provide our patients
- We lack the space and actual equipment to help us treat our patients, most notably a Computed Tomography (CT) scanner, which can dramatically improve our ability to diagnose illness and disease
- Handling and restraint equipment is outdated, making it much more difficult, dangerous and stressful to treat our patients
- General flow of the hospital is poor, creating serious inefficiencies for medical staff to work and care for our animal patients
- The building is antiquated, and is inadequate for the staff to perform their daily functions

Age of Current Hospital: 48
Last Relevant Renovation: 1981
Current Facility Assessment: Obsolete

DENVER ZOO CARES FOR MORE THAN 4,000 ANIMALS, MANY SPECIES OF WHICH ARE ENDANGERED OR THREATENED.
DENVER ZOO’S CURRENT ANIMAL HOSPITAL: IN USE DAILY FOR NEARLY FIVE DECADES

The photographs of existing conditions visually demonstrate the tremendous need for new space and the antiquated conditions of the existing building. A comparison revealed the reality that it would be very difficult to renovate the existing concrete block building because of its functional inadequacies, circulation problems, the affinities and efficiencies of operations and the obsolescence of its systems. Working with a general contractor, it was demonstrated that it would cost more to renovate the existing building than to scrape the building and replace it with a new facility.
The Heart of the New Animal Hospital

The new facility will provide opportunities for accessing the animals safely, providing holding that includes quarantine spaces as well as enrichment and training areas. These areas will be flexible to maximize the space given to each individual and have features that can be available based on the needs of the occupant. Some possible features include pools with covers to provide for both terrestrial and aquatic animals, and movable walls to provide more space when larger rooms are required. The heart of the new Animal Hospital will contain animal treatment rooms, critical care units, a surgery suite, and a laboratory and pharmacy where technological advances in veterinary care will be supported with state of the art equipment. In addition to a world-class laboratory for diagnostics, nutritional analyses and research, the hospital will have digital radiography equipment, ultrasonography, and endoscopy units and advanced anesthesia monitoring. It will also include a CT scanner; an advanced imaging technique present in only one or two zoos in the country. Its use within the zoo environment will revolutionize the ability to diagnose and treat patients.

Research and Collaboration

Additionally, this facility will provide increased opportunities for research, collaboration and teaching. It will provide access to technology and facilities for veterinary students from Colorado State University (CSU) and beyond, graduate students, visiting veterinarians and other visiting researchers. A new laboratory will connect the hospital and animal holding areas, providing a space for middle school, high school and college students to explore advanced concepts and scientific careers through an engaging behind-the-scenes view into the veterinary and animal keeper facilities. The new building will also incorporate offices for veterinary hospital staff, animal department staff, and minimal overnight accommodations for staff who are required to be on call during a 24-hour period.

Education and Guest Engagement

The new hospital will showcase the Zoo’s exceptional veterinary care program through interpretation, educational programs and tours. These observations of the Zoo’s animal hospital staff and the state of the art facilities and equipment they use will help visitors appreciate and understand how Denver Zoo is continuously improving to deliver the highest possible level of medical care for its animals. For Zoo guests, this area will be open every day and will provide more than just a peek behind-the-scenes. It will offer interactive interpretation to allow our visitors a deeper understanding of the dedication, resources and level of care the Zoo’s animals receive inside the Animal Hospital.

TOTAL BUDGET FOR ANIMAL HOSPITAL INCLUDING EQUIPMENT: $12.5M
ENTRY PLAZA: DENVER ZOO ANIMAL HOSPITAL
SITE PLAN: DENVER ZOO ANIMAL HOSPITAL

- 23RD AVENUE
- QUARANTINE AND NECROPSY
- EXISTING GARAGE
- ENCLOSED YARD
- CONTROLLED ACCESS GATE
- EXISTING GATE
- RENEWABLE ENERGY/PV LIGHT WELL
- SURGERY, TREATMENT, PHARMACY AND ADMIN
- EXISTING TREES PRESERVED
- SEATING AREA AND SIGNAGE
- GUEST PLAZA
- GUEST INTERFACE

[Map of the site plan with labels for each feature mentioned.]
Secure a better world for animals through human understanding

**PHASE 1: Critical Care Spaces**

The first phase of the new animal hospital includes operations in the second critical portion of the existing hospital, while constructing 15,000 sq ft of new animal treatment and care space along the east edge of the current hospital site.

**PHASE 2: Quarantine and Necropsy**

Critical hospital operations will move into the new phase 1 space prior to demolition of the remaining existing building and the construction of a 4,500 sq ft second phase quarantine and necropsy pathology facility along the east edge of the current hospital site.

**COMPLETED PROJECT**

The goal of the new animal hospital is to improve access to daylight and the animal care simulation for mobile animals, as well as improve the care at the hospital while creating a new more enhanced plant experience at the southeast corner after planting.

**FLOOR PLAN: DENVER ZOO ANIMAL HOSPITAL**
The northeast quadrant of Denver Zoo is home to numerous deferred maintenance projects. The New Denver Zoo Phase I proposal, submitted in the original bond request, included new facilities that addressed most of these needs. With reduced funding available, we propose deferred maintenance investments in areas with the most pressing life/safety issues. This includes upgrades at Northern Shores and adaptive reuse of the current Felines Complex.

**Northern Shores Exhibit**

Constructed in 1984, this exhibit consists of a polar bear complex (pools, Life Support Systems (LSS), holding buildings); seal/sea lion complex (pools, LSS, holding buildings); cafe; picnic/observation deck, and a children’s play area. The rockwork, pool structures, and LSS are in significant stages of obsolescence and represent the largest animal care, capital and operational risks for Denver Zoo and our partner, the City and County of Denver. Strict standards of care for marine mammals are outlined in the Animal Welfare Act and monitored by the United States Department of Agriculture (USDA). Meeting, and exceeding, these standards is of importance to Denver Zoo.

**Felines Complex**

Constructed in 1964, the Felines Complex currently house medium and small carnivores and was the previous home of our Amur tigers which recently moved to their new exhibit, The Edge. These buildings are past their useful life as exhibit space for large animals and have been consistently noted by the public, professional staff and volunteers as the most antiquated exhibit space in our Zoo. We propose an adaptive re-use of portions of these buildings.

**PROPOSAL: NORTHEAST QUADRANT CRITICAL LIFE SAFETY**

**MARINE MAMMALS - LIKE SEA LIONS, SEALS AND POLAR BEARS - ARE AMONG THE MOST HIGHLY REGULATED SPECIES IN ACCREDITED ZOOS.**
To go forward, we must look back. The New Denver Zoo Phase I improvements in the original bond proposal outlined a scope of work that included a new East Portal entrance for school groups, new education programming, a conservation and education center, and an interactive exhibit entitled Coastal. This exhibit would have created direct interaction between animals and visitors in a “hands to paws” experience.

The Coastal Exhibit - with a footprint that would have replaced the Felines Complex (1964) and Northern Shores (1984) - envisioned a series of new pools and display spaces that improved and rebuilt the existing facilities for polar bears, seals, sea lions and other aquatic animals in new state of the art exhibits, with appropriate space more replicate of their native habitat. In additional these new exhibits took care of significant preventative maintenance needs by replacing antiquated pools, pumps, life support system, below grade infrastructure and deteriorating rockwork.

The Phase I Master Plan improvements also anticipated a new “Education Center” at Coastal which would provide an immersive learning environment with unique views into exhibits, as well as innovative connections to animals and behind-the-scenes areas.

With a proposed budget of $26 million, Denver Zoo proposes an approach that will provide critical deferred maintenance and a much-needed new education and conservation facility that will have immediate use until the entire program envisioned in Phase I can be achieved. While this facility does not take the place of the total build out, the new facility creatively addresses some of the deferred maintenance by repurposing the Felines Complex with a new life; while preserving the historic stone walls of the existing structure. The new facility also enhances several exhibits and provides a new flex space for group education, events and community gatherings, with the opportunity to spill out into structured outdoor space.

This project also provides opportunities for Zoo revenue by providing an additional event space for activities that cannot be accommodated on-site currently, or can only be provided in temporary tent space or in the existing Conoco Pavilion during the warm weather season. In addition, this venue provides a new gateway into Denver Zoo. This portal will create a safe, dedicated drop-off zone for school buses, which average 100 buses per day and 3,000 school children, all of which occurs in a two-hour period each morning.

Of critical importance is the need for this bond package to fund improvements in animal care and the visitor experience that will be visible and evident. The unfortunate reality of deferred maintenance is that it is invisible to the paying public, and very unlikely to gain philanthropic support. Therefore, the additional benefit of this new Conservation and Education Center is the opportunity to celebrate the enhancement of Zoo facilities through bond proceeds, and the ability to create new philanthropic giving opportunities for naming the various programmatic elements of the venue.

The proposed Conservation and Education Center, while not accomplishing all that was intended in the East Portal and Coastal exhibit, creates the framework for many of the intended purposes of a larger program and addresses critical needs for new space for education, guest engagement and community space. It eliminates many critical deferred maintenance needs and replacement the Felines Complex.

Conservation and Education Center Cost: $8.5 million
WELCOME PLAZA: DENVER ZOO CONSERVATION AND EDUCATION CENTER
THE CONSERVATION AND EDUCATION CENTER INCLUDES A LOADING AND UNLOADING ZONE WHICH WILL PROVIDE SAFER ACCESS FOR THE MORE THAN 100 BUSES AND 3,000 STUDENTS VISITING THE ZOO EACH DAY.
Secure a better world for animals through human understanding

SEATING AREA: DENVER ZOO CONSERVATION AND EDUCATION CENTER
SEATING AREA: DENVER ZOO CONSERVATION AND EDUCATION CENTER

EVENT SPACE

BUS DROP OFF
POLAR BEAR EXPERIENCE: DENVER ZOO
CONSERVATION AND EDUCATION CENTER
The Northern Shores Exhibit, represents the largest animal care, capital and operational risks for Denver Zoo. Northern Shores has pool and Life Support System (LSS) needs, well over a million dollars, which are tied to the strict standards of care for marine mammals outlined in the Animal Welfare Act, and monitored by the United States Department of Agriculture (USDA). Since the current exhibits’ construction there have also been:

- Advances in animal care knowledge. Utilizing exhibit design and approach to provide the best care for animals
- Significant advances in marine mammal water quality and LSS design and technology, leading to the obsolescence of the existing LSS
- Need for continued conservation of endangered species, in this case: polar bears
- Need for continued educational support for issues facing these animals, and society’s role and responsibility in saving them
- Need for enhanced experiences that inspire a love of animals and learning

Proposed updates financed through this bond proposal include:

- Conversion of the sea lion and seals exhibit from fresh water to salt water to advance animal care
- New life support filters and pumps
- Rock work repair
- Additional polar bear habitat to provide more natural substrates and aquatic environment for these popular and endangered mammals

**Total Deferred Maintenance budget:**

$5.0M
Northern Shores Critical Life Safety Areas of Focus

1. Polar Bear, Arctic Fox, Otter
2. Barn (Polar Bear, Arctic Fox, Otter)
3. Arctic Fox Exhibit
4. Otter Exhibit
5. Seals and Sea Lions
6. Barn (Seals/Sea Lions)
7. Seal and Sea Lion Exhibits

Detailed critical life safety can be found in the Appendix.
BENEFITS OF THIS EFFORT

Investment in Denver Zoo’s early Master Plan improvements will ripple through our community by:

• Increasing employment
• Spending and increased tax receipts from increased tourism
• Allowing for increased programming of science-based education opportunities for all Denver’s citizens, from early childhood through adult learners
• Focusing guests on the impact of their choices on their environment and the role conservation plays at home and globally
• Ensuring world-class care and adequate life support systems for the animals in our care

Key visioning themes with outcomes that will benefit the City and County of Denver and its citizens include:

Jobs and the Economy

• Employment opportunities for local firms and individuals; multiplier effect creates economic impact in community, increasing spending and tax collections.
• Denver Zoo is a top local attraction, as well as a tourist destination. Increased visitation from outside the City has an impact on City coffers.

Education

• Increased formal and informal science-based educational offerings for all ages.
• Improved mobility and safety for students visiting the Zoo through new drop off/entrance.

Conservation

• Denver citizens become better informed of how their choices impact the changing world.
• Citizens take action, reducing personal climate footprint; ripple effect for City, state and beyond.

State of the Art Animal Care

• The City and County of Denver is lauded for investment in proper welfare and care for the animal population.
• Opportunity for collaboration with higher education institutions, appropriate/interested health care entities, and other City assets involved in animal welfare and husbandry.
• Visitors and students view, ask questions and gain understanding of the level of care provided for Denver Zoo’s animal residents.
At the Denver Zoological Foundation (DZF) Board of Trustees October 2015 retreat, a consultant was engaged to work with the group to design a multi-year capital fundraising campaign effort to realize Phase I of The New Denver Zoo: Leading the Next Generation of Scientists & Conservationists through Incredible Experiences. A civic and cultural treasure, Denver Zoo is the model of a public-private partnership. Leadership understands the elements required for a successful fundraising campaign to compliment voter-approved public funding, including:

- Demonstrated fundraising success & sustained donor relationships
- Lead gift commitments & future philanthropic capacity
- Compelling vision & bold leadership

DZF has a strong history of meeting its obligations to match public investments in Denver Zoo. Most recently, DZF provided a $55.7 million match to the Millennium Bond package of $62.5 million. DZF’s match was obtained over a 13-year period, during which $44.4 million of that total was attributable to philanthropic sources, received from more than 4,100 individuals, corporations, and foundations. The remaining $11.3 million included operational support.

As noted above, DZF has received $6.943 million in cash and commitments towards a total match obligation of $13 million, leaving a balance of approximately $6.057 million. We anticipate the following revenue milestones:

### Lead Gift Commitments & Future Philanthropic Capacity
To date, DZF has received a total of $6.943 million in cash and commitments towards this phase of the Master Plan, including:

- $4 million from the Helen K. and Arthur E. Johnson Foundation
- $2 million pledge from the Schlessman Family Foundation
- $425,416 gift from the Bonfils Stanton Foundation
- $350,000 in pledges from two additional donors
- An additional $167,000 in other gifts received for the Master Plan.

DZF plans to continue the “quiet phase” of its fundraising campaign throughout 2017, with plans for a more public phase of the fundraising campaign pending the outcome of the November 2017 bond election.

In evaluating the likelihood of fundraising success for this campaign, DZF staff has performed an initial analysis of the philanthropic capacity among our existing base of donors, which is summarized below. Donor is defined as someone having made a gift in one or more of the last five years. “Philanthropic Capacity” is defined as the ability to make a philanthropic gift at the level indicated over a period of five years. While only a snapshot, this analysis indicates that DZF has a donor base that can enable DZF to achieve fundraising success with the anticipated campaign and bond obligations. Furthermore, the analysis does not yet include corporations and foundations, which contributed a combined 63 percent of the Millennium Campaign total.

### Anticipated Milestones for DZF-Generated Matching Revenue:

<table>
<thead>
<tr>
<th>Time Frame</th>
<th>Match</th>
</tr>
</thead>
<tbody>
<tr>
<td>Through March 2017</td>
<td>53 percent of match ($6.943M)</td>
</tr>
<tr>
<td>End of 2017</td>
<td>Additional 10 percent of match ($1.3M)</td>
</tr>
<tr>
<td>End of 2018</td>
<td>Additional 25 percent of match ($3.25M)</td>
</tr>
<tr>
<td>End of 2019</td>
<td>Final 10-12 percent of match (~$1.5M)</td>
</tr>
</tbody>
</table>

### Initial Analysis of Philanthropic Capacity

<table>
<thead>
<tr>
<th>Philanthropic Capacity</th>
<th>Number of Donors/Prospective Donors</th>
</tr>
</thead>
<tbody>
<tr>
<td>$5 million or more</td>
<td>15</td>
</tr>
<tr>
<td>$1 million - $5 million</td>
<td>51</td>
</tr>
<tr>
<td>$500K - $1 million</td>
<td>143</td>
</tr>
<tr>
<td>$100K - $500K</td>
<td>1,814</td>
</tr>
</tbody>
</table>

Note: The above summary does not represent the entirety of the DZF database of donors and members.

---

**Secure a better world for animals through human understanding**

---
120 YEARS OF VISION AND BOLD LEADERSHIP

Demonstrated fundraising success, sustained donor relationships, lead gift commitments, and philanthropic capacity analysis are critical elements of success for any significant, multi-year campaign effort. However, they mean nothing without a compelling vision and bold leadership.

As proposed here, this initial phase of The New Denver Zoo presents an opportunity for the citizens of Denver to be part of something that isn’t not only a critical need for the Zoo’s aging infrastructure, but also advances the Zoo’s mission.

Our plans to construct a state-of-the-art Animal Hospital, address mission critical life/safety deferred maintenance issues, create a new Conservation and Education Center and provide safer accessibility for school students through better bus access are necessary improvements at Denver Zoo.

All of this requires leadership. The DZF Board of Trustees, executive leadership and staff are fully committed to the success of this endeavor, including the recent addition of development staff leadership with extensive capital campaign experience.
Implementation Strategy
Denver Zoo has developed a comprehensive schedule based upon a shovel-ready strategy for construction. We have authorized our design team to begin design work for both the Animal Hospital and the Conservation and Education Center. Design development will be completed by industry experts and a guaranteed maximum price will be established by the November 2017 election. In addition, the schedule anticipates an early start demolition and foundation package so that the work can begin immediately upon bond approval.

It is important to note that we anticipate all proposed projects to run simultaneously. This has the distinct advantage of working with one general contractor which will reduce the general conditions, provide for one project executive, one project manager and potentially one superintendent.

Denver Zoo has an excellent track record of competitive procurement within the design and construction professions and complies with City statutes, codes and ordinances regarding competitive procurement, payment of prevailing wages, small business enterprise, equal employment opportunity, minority women business enterprise and small business enterprise. Denver Zoo has actively engaged the City’s Office of Economic Development, Division of Small Business Opportunity regarding the proposed Master Plan Phase I proposal to ensure all interested parties are informed of upcoming opportunities.

Cost Estimate
In order to align the project scope with the proposed bond request, the design team developed documents that defined the entire scope and concept design for the proposed projects and for all deferred maintenance items to be included within the bond package. This definition of scope and concept was prepared by architects and engineers with an anticipation of building design including structure, mechanical systems, electrical and lighting and architectural design for both exterior and interior finishes. Based on this concept work, the design team worked directly with a cost-estimating team from a major construction company familiar with public work, and the Zoo, in order to prepare detailed line item budgets for the project.

Based on these budgets, Project One, the owner’s representative firm, prepared an estimate of all soft costs to be carried for this project. A 7.5% owner’s contingency was added to allow for unanticipated work scope, and a 7.5% design contingency was created to allow for the early phases of design work. The total contingency is 15%. This would be carried through schematic design, reduced to 10% for design development, 5% for construction documents, and 3% for construction.

The soft costs include all design fees, administrative costs and the cost of escalation of materials and labor in the two years of design and construction. At this juncture, the level of certainty of the actual final costs is in the range of 80% to 85% - thus the reason for contingency.

The budget also includes equipment for the animal hospital based on a program provided by the veterinarians and hospital staff. In addition, both buildings anticipate wayfinding, graphics and Zoo-related interpretive displays to be produced in-house.

The entire cost of the project is $26 million, equally funded by bond proceeds and Denver Zoo. Approximately $7 million has been raised, to date.
Secure a better world for animals through human understanding

INTERACTIVE EDUCATIONAL ENTRY: DENVER ZOO CONSERVATION AND EDUCATION CENTER
The enclosed schedule demonstrates the overall process of the work. Based upon the Assignment Agreement between Denver Zoo and the Department of Parks and Recreation, we anticipate two formal reviews as well as a permit period for the issuance of a building permit. These collective reviews add approximately a year to the overall schedule, which is reflected in the 2020 completion date of the work. It is anticipated that both projects will be completed in 2020, subject to the relocation of animals that need to be moved for the proposed work at the Conservation and Education Center that have already begun to ensure shovel readiness.

It is critical that this schedule at a minimum be maintained, and if possible accelerated. Given the cost escalation of construction work in the Denver market, for each added year of construction the project loses more than $1 million in buying power. While the budget does factor in escalation according to this schedule, we certainly would welcome discussions with the City as to how the work might be accelerated for a 2019 completion date. This would mean another $1 million could be utilized for deferred maintenance, which under the current budget will not be completed.

The schedule also takes into consideration the necessary logistics of maintaining visitor convenience during the project construction. This will not be an issue for the animal hospital as it is located in a more defined area of the site, where work can be completed without disrupting any animals and without impacting the visitor experience. The Conservation and Education Center has more complex logistics which are reflected in the project schedule and implementation strategy. For this project, the existing Feline Complex animals will need to be relocated, much of the facility demolished, and the work undertaken with consideration to visitor flows and circulation. It will be very important for the project to be safe and secure, and for all work to be protected with proper site protection. At the same time, we see opportunity to celebrate the construction by creating visitor portals where guests can watch the transformation of the Felines Complex into a new and vital addition to the Denver Zoo experience.

The construction for the Conservation and Education Center takes advantage of the historic sandstone walls that today are a part of the Felines Complex. The adaptive reuse of these walls, fitting new program within the existing structure, will save time and money in the overall construction process. Existing foundations will be adequate for the new building, with extensive glass walls spanning between the solid sandstone framework that will define the architecture of this new space. The overall construction process will be less complex and less costly than beginning from ground with a new building. At the same time, because we are working within the same building footprints, we anticipate less work below grade because we will not be disrupting infrastructure that is in place today. That will also save time and money and allow more of the budget to go into visible elements of the visitor experience.

It is anticipated that the animal hospital will take longer to complete, both because it is a larger project and because it will be built in two phases, although it can be completed in the timeframe required in our application. The phasing of the project will allow for the existing hospital to remain in operation while the new facility is completed. To accomplish this, a small portion of the existing building, currently closed off to public viewing, will be razed and the new building built adjacent. Once the new building is completed, the move of equipment and staff facilities will be accomplished quickly so that there is no downtime in critical hospital activities. Once the move into the new building is complete and the existing building razed, a new quarantine building will be constructed along the back wall of the Zoo, backing up to 23rd. This new building will define a new outdoor yard for outdoor yard space for the animals. Once the entire project is completed, the animal hospital will be dedicated and visitor access to the treatment and surgery areas will be allowed for viewing. It is anticipated that both projects will be complete and in operation no later than summer of 2020, and earlier if more timely reviews can be negotiated with the City. We will include a clause in the contract for construction that will incent the contractor to expedite all aspects of the physical construction because we believe that time is money, and as suggested above, if we can accomplish a faster construction period, we would like to do so.
### PROPOSED PROJECT SCHEDULE

<table>
<thead>
<tr>
<th>PROJECT PHASE</th>
<th>DURATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Obligation Bond Timeline</td>
<td></td>
</tr>
<tr>
<td>Lead Architect Selection</td>
<td>3M</td>
</tr>
<tr>
<td>Sub Consultant Selection</td>
<td>6M</td>
</tr>
<tr>
<td>Contractor Selection</td>
<td>2M</td>
</tr>
<tr>
<td>Site Development Plan Approval (if required)</td>
<td>8M</td>
</tr>
<tr>
<td>Pre-Bond Programming and Concept Design - CEC</td>
<td>3M</td>
</tr>
<tr>
<td>Pre-Bond Programming and Concept Design - AH</td>
<td>3M</td>
</tr>
<tr>
<td>Full Concept Design - CEC</td>
<td>2M</td>
</tr>
<tr>
<td>Full Concept Design - AH</td>
<td>3M</td>
</tr>
<tr>
<td>Schematic Design - CEC</td>
<td>3M</td>
</tr>
<tr>
<td>Schematic Design - AH</td>
<td>4M</td>
</tr>
<tr>
<td>Design Development - CEC</td>
<td>4M</td>
</tr>
<tr>
<td>Design Development - AH</td>
<td>4M</td>
</tr>
<tr>
<td>Construction Documents - CEC</td>
<td>4M</td>
</tr>
<tr>
<td>Construction Documents - AH</td>
<td>5M</td>
</tr>
<tr>
<td>Relocate Animals from Felines 1 and 2</td>
<td>6M</td>
</tr>
<tr>
<td>Building Permit - CEC</td>
<td>4M</td>
</tr>
<tr>
<td>Early Permit Demo/Site/Foundation - AH</td>
<td>3M</td>
</tr>
<tr>
<td>Building Permit - AH</td>
<td>4M</td>
</tr>
<tr>
<td>Temporary Animal Care Facilities</td>
<td>2M</td>
</tr>
<tr>
<td>Site Make Ready Work - CEC</td>
<td>1M</td>
</tr>
<tr>
<td>Site Make Ready Work - AH</td>
<td>1M</td>
</tr>
<tr>
<td>Demolition and Site Excavation - AH Phase 1</td>
<td>2M</td>
</tr>
<tr>
<td>Selective Demolition - Felines 2</td>
<td>1M</td>
</tr>
<tr>
<td>Site Excavation - CEC</td>
<td>1M</td>
</tr>
<tr>
<td>Construction - AH Phase 1</td>
<td>8M</td>
</tr>
<tr>
<td>Commissioning, FF&amp;E and Tenant Move-In - AH Phase 1</td>
<td>5M</td>
</tr>
<tr>
<td>Demolition and Site Excavation - AH Phase 2</td>
<td>2M</td>
</tr>
<tr>
<td>Construction - AH Phase 2</td>
<td>4M</td>
</tr>
<tr>
<td>Commissioning, FF&amp;E and Tenant Move-In - AH Phase 2</td>
<td>3M</td>
</tr>
<tr>
<td>Construction - CEC</td>
<td>9M</td>
</tr>
<tr>
<td>Commissioning, FF&amp;E and Tenant Move-In - CEC</td>
<td>5M</td>
</tr>
<tr>
<td>Northeast Quadrant Critical Life Support Deferred Maintenance</td>
<td>24M</td>
</tr>
</tbody>
</table>

**Denver Zoo Led Activity**

**City of Denver/AHJ Led Activity**

**Design Team Led Activity**

**Public Bond Presentation Package**

**Parks and Rec Review and Approval**

**Building Department/AHJ Review Meeting**

**Scope and Budget Review/Approval**

**Guaranteed Maximum Price (GMP)**
MASTER PLAN

CHALLENGES AND RISKS

Challenges

A project of this nature is not without challenges and risks. The biggest challenge, by far, is finding a way to reduce a project scope and budget of the Phase 1 Master Plan improvements, as requested in the initial bond submittal at $70 million, to a much reduced bond budget of $13 million. This bond reduction has required a rigorous exercise involving Zoo staff and the design team to find the proper mix of mission critical projects that could fit within this revised budget. In doing this, the design team looked at all the ways that the work could synergistically address deferred maintenance, as well as necessary need within the same dollars spent. As an example, the team identified a long list of mission critical items that needed to be addressed and that were included in the original work scope. These include:

- New animal hospital to maintain the care and welfare of the animal population
- Providing a new hospital guest experience (as conceived in the original bond package as the West Portal)
- Deferred maintenance of a deteriorated sea lion and seals exhibit (including life support systems)
- Deferred maintenance of life support systems, pumps and ponds in polar bear exhibit
- Addressing the obsolescence of the Felines Complex
- Providing a second entrance for school groups
- Providing new areas for bus drop-off
- Providing a new education facility (as originally conceived as the East Portal building)
- Providing a new Northern Shores habitat (as originally conceived as the Coastal Exhibit)
- Providing new community space for large gatherings (as originally conceived in the East Portal)
- Providing new infrastructure in Northern Shores exhibit
- Providing new parking in two new parking structures (as originally conceived in the larger bond request)
- Providing new immersive experience to enhance visitor experience and revenue (as originally conceived in the Master Plan and included in original bond proposal)

In addition to this list, it is important to reiterate that more than 50% of the Zoo’s existing facilities are at or beyond their functional and economic life, and that total mission-critical demand far exceeds the revenue available in the original bond request, and certainly with the current request. The challenge thus becomes a creative solution that combines as many of the items listed above, as taken from the original bond request, and accomplishing adequate solutions that can meet the needs for a much reduced budget. At the same time, the anticipated work must be done in a manner that protects the viability of the original Master Plan and does not preclude its eventual realization as funding becomes available.

This challenge has been met through the creation of this project program, which includes the animal hospital with a visitor experience and state of the art equipment and facilities as was originally conceived in the original bond request.

The Conservation and Education Center attempts to bring together many of the items on the aforementioned list of mission critical priorities, and a greatly scaled down venue that is smaller, less costly, and clearly a minor part of the overall critical needs. In building this project is that we have creatively defined a low-cost alternative that provides education and conservation space, a new entry, safe bus drop-off, and an enhanced visitor experience. At the same time, we have set aside dollars to perform needed deferred maintenance critical to the life support of the animals, including pumps and other replacement items that are obsolete and failing.

Another challenge is finding a proper mix of deferred maintenance and visitor enhancement and revenue generation. We are concerned that if we spend every dollar on deferred maintenance, that there will be little to generate philanthropic enthusiasm for matching funding. Thus the recommended program includes the opportunity for numerous naming rights and philanthropic donations for new exhibitry, new building elements, and new spaces for education and conservation. Both the animal hospital and the Conservation and Education Center include visitor opportunities that will create a visible evidence that the Zoo is advancing its mission, providing essential animal care, and improving the visitor experience.

In essence, through this program we have created answers that can in fact meet the immediate critical needs of the Northern Shores exhibit for a period of time to buy opportunity for enhanced funding in the near future so that the total program can eventually be realized. While in some ways this solution is only a first step, it clearly answers the critical needs of many of the items on the critical priority list as defined by the Zoo staff, animal curators, hospital doctors and veterinary staff.

Another challenge is time. As noted in the schedule, we must accelerate the design and construction work if at all possible so that money is spent on product, not escalation of cost.
Risks

We have completed a thoughtful process to identify and mitigate anticipated risk for the proposed projects. The greatest risk that will remain is whether there will be time to raise additional funding, above the bond amounts, to address the many deferred maintenance and obsolete facilities within Zoo boundaries. The new program does not address parking as a major need, and yet visitation continues to increase. The new program addresses some deferred maintenance, but numerous items remain that will need to be funded differently.

The greatest risk is that something significant will need to be addressed in the future without funding available to address the problem. These types of situations cannot be 100% anticipated with accuracy, but it is clear there is significant risk that additional work will need to be undertaken before the next bond is issued, as funds to complete the full deferred maintenance backlog do not exist. This means new and creative ways of increasing revenue will become a priority for the Zoo administration and Board of Trustees.

We recognize that much of Denver’s infrastructure is indeed failing due to obsolescence and age. We appreciate the dilemma of trying to provide equitable funding for all the needs and wants that will be defined in this and later bond issues. The difference, however, is significant in that the issues at the Zoo involve the health and welfare of the animal population. While the care and welfare is outstanding now, the risk for the future is whether this level of quality will be able to be maintained without the money to support these needs. The animals cannot speak for themselves, and therefore we must be advocates for their health, safety and welfare.

The ultimate risk for Denver Zoo is the risk that all zoos are experiencing right now. The old model of housing animals in cages is being criticized as inappropriate. The public is demanding a different animal experience. The Master Plan prepared for the Zoo, as well as Phase I Master Plan Improvements, clearly addressed this changing priority and provided more habitat for the Northern Shores exhibit. This need will not go away with the current funding and construction of these two projects. Thus, the ultimate risk is that need still exceeds revenue, and as with all cultural institutions, a new model of fundraising and financing will necessarily become the highest priority for the sustainability of the institution in the future.
World class cities are home to world class zoos. Denver, and the Denver Zoo are no exception.

The vision outlined in the 2015 City approved Master Plan: The New Denver Zoo: Leading the Next Generation of Scientists & Conservationists through Incredible Experiences ensures the organization meets and exceeds that expectation. At present, nearly 50 percent of our campus has reached the end of its useful life or is no longer appropriate for the level of care we know is optimal for the animals in our collection. Renovations and expansion efforts included in previous Master Plans – and financed through previous voter approved bond initiatives and Denver Zoo resources (1999-2012) – have been critical in our efforts to provide the best environment possible for our animals and community. The time has come to once again activate our proven partnership. Public financial support, partnered with Denver Zoo’s commitment to play a role in resource development, is a meaningful step forward to continue supporting our community’s beloved Zoo.

Denver Zoo is honored to be an asset to the City and County of Denver and submits this proposal for $13 million with great pride in our 120-year history and an eye toward the future.

We appreciate the opportunity to tell our story and we look forward to an opportunity to further partner with the City to meet our vision for The New Denver Zoo – a place of exceptional animal care, educational and conservation learning for all ages.
Secure a better world for animals through human understanding
**PROJECT REQUEST WORKSHEET**

**Project Contact:** Tamra Ward  
**Agency or Department Name:** Denver Zoological Foundation

**Project Name:** Phase One Master Plan Improvements  
75 char max.

**Project Location:** Denver Zoo, 2300 Steele Street, 80205

**Project Scope:** The project includes a new safe bus drop off zone and entry plaza, an immersive conservation and education center, a new animal hospital and critical life support deferred maintenance.

**Purpose of project:** More than 50 percent of the facility assets are over 30 years old and well beyond service life expectancy and meeting current needs. Specifically, the Felines exhibit, the Northern Shores exhibit and the existing animal hospital have been identified as having the greatest facility and operational risks.

**Project risks:**

**What known risk could cause cost escalation?**

Working together as a team, we have spent a significant amount of time and energy developing what we feel is an accurate detailed budget and schedule for the Phase One Master Plan Improvements Project. We believe the largest Project risk factor is escalation, which in Colorado has been fairly high recently. Historically, over the past 25-30 years, escalation has averaged 2-3% per year. In recent years, the Denver market has been trending at 5-5.5% per year. This item is currently an unknown and no one can predict this future cost.

**How will the risk be mitigated?**

The escalation risk has been mitigated as the budget currently holds in the "other" category below, an anticipated construction escalation factor on a per quarter basis. To assist in minimizing the potential escalation impact, we have developed a project approach that assures competitive pricing at all levels of the project, while implementing a procedure to accelerate construction of the project earlier.

**Additional Professional Service Allowance,**  
**Builder’s Risk Insurance,**  
**Legal Fees,**  
**Campaign Costs,**  
**Utility & Development,**  
**Materials Testing,**  
**Environmental/HAZMAT,**  
**Builder’s Risk Insurance,**  
**Legal Fees,**  
**Additional Professional Service Allowance,**  
**Miscellaneous Deferred Maintenance and Life Support Deferred Maintenance.**

**Design Estimated Cost Description**

<table>
<thead>
<tr>
<th>Description</th>
<th>Estimated Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning Study</td>
<td>$0.00</td>
</tr>
<tr>
<td>Master Plan approved April 2015</td>
<td></td>
</tr>
<tr>
<td>Design</td>
<td>$2,800,000.00</td>
</tr>
<tr>
<td>Incl. concept design through construction</td>
<td></td>
</tr>
<tr>
<td>Design Contingency</td>
<td>$232,090.00</td>
</tr>
<tr>
<td>Assumes 25% of 10% contingency on direct construction costs total</td>
<td></td>
</tr>
<tr>
<td>Survey/Testing</td>
<td>$50,000.00</td>
</tr>
<tr>
<td>Includes Site Survey and Soils Reports</td>
<td></td>
</tr>
<tr>
<td>Comissioning</td>
<td>$46,000.00</td>
</tr>
<tr>
<td>Incl. LEED Comissioning</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>$6,123,160.00</td>
</tr>
<tr>
<td>Owner’s Other Cost Categories</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$9,290,250.00</td>
</tr>
</tbody>
</table>

**Construction Estimated Cost Description**

<table>
<thead>
<tr>
<th>Description</th>
<th>Estimated Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction</td>
<td>$12,378,110.00</td>
</tr>
<tr>
<td>Hard construction costs</td>
<td></td>
</tr>
<tr>
<td>Construction Contingency</td>
<td>$696,269.00</td>
</tr>
<tr>
<td>Contingency on hard construction costs</td>
<td></td>
</tr>
<tr>
<td>Construction Management Services</td>
<td>$150,000.00</td>
</tr>
<tr>
<td>Environmental Costs</td>
<td></td>
</tr>
<tr>
<td>Water Quality Elements</td>
<td></td>
</tr>
<tr>
<td>Permits</td>
<td>$56,307.00</td>
</tr>
<tr>
<td>Permit fees (building and utilities)</td>
<td></td>
</tr>
<tr>
<td>Fees</td>
<td>Plan review and wastewater fee (n/a)</td>
</tr>
<tr>
<td>Utilities</td>
<td>3% of Construction budget if project cost greater than $1 Million</td>
</tr>
<tr>
<td>Public Art</td>
<td>$130,000.00</td>
</tr>
<tr>
<td>Includes Animal Hospital equipment</td>
<td></td>
</tr>
<tr>
<td>FF &amp; I</td>
<td>$972,000.00</td>
</tr>
<tr>
<td>Other</td>
<td>$1,224,195.00</td>
</tr>
<tr>
<td>Construction Escalation</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$5,667,081.00</td>
</tr>
</tbody>
</table>

**Overall Project Contingency Estimated Cost Description**

<table>
<thead>
<tr>
<th>Description</th>
<th>Estimated Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Contingency</td>
<td>$1,453,066.00</td>
</tr>
<tr>
<td>Owner contingency</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$1,453,066.00</td>
</tr>
</tbody>
</table>

**Total Cost:** $26,350,397.00

*Attachment 2 - Project Request Worksheet 3/14/2017*
ANIMAL HOSPITAL PROGRAM

OFFICES

Veterinary Staff Offices: Existing offices are inadequate, scattered throughout the facility with multiple staff sharing small offices, and offices located in spaces intended for other functions. New office space will be consolidated and efficient.

Small Apartment: There are currently no facilities to accommodate staff that must be in residence to tend to a critical patient overnight. A new apartment will provide minimal accommodation for food preparation and sleeping on site.

STORAGE

Vital Record Storage: Currently, required long term vital records, research findings, and background research material are stored in files scattered throughout the facility; in hallways and in areas that are not fire protected or secure.

There is inadequate storage space for daily records that document the care and welfare of current patients. The new program calls for fireproof storage rooms and for new files for current records.

Equipment Storage: There is currently inadequate storage space for equipment and supplies.

TREATMENT ROOMS

New Large Treatment Room: There currently is only one treatment room, which is inadequate to treat large animals. The treatment room also doubles for surgery and for radiology, as well as some equipment storage. It is virtually impossible in the current treatment room to achieve a sterile environment. The new large treatment room will be provided to accommodate larger animals and to facilitate direct transfer from treatment to either surgery or intensive care. The new treatment room will also have public viewing and new space for visiting students and veterinarians to observe proper treatment as a learning experience.

Small Treatment Room: A new small treatment room will be provided with tools and instruments to facilitate the treatment of small animals. This will also be directly accessible to the ICU and the surgery suite.

Radiology Room: Currently, radiology is either undertaken with a mobile unit or within the existing surgery room. The existing room is not lead lined, with x-ray only provided through a mobile unit. The new room will have a state of the art x-ray machine as well as appropriate x-ray tables and holding facilities to accommodate animals of varied size. A mobile x-ray machine will still provide service to the largest animals that cannot be accommodated within the new facility.

Treatment Room Equipment: The new building budget includes new equipment and instruments to replace those that are obsolete or worn. Much of the existing equipment was donated from “human” facilities, and these will be replaced with veterinary specific equipment appropriate for the treatment of animals.

SURGERY SUITE

Surgery Room: The current surgery room has been relegated to equipment storage because of all the advanced equipment required for state of the art animal care. Therefore, most surgery is undertaken in treatment rooms described above. A new upgraded surgery room will be provided in the new facility. This new room will have state of the art capabilities as well as appropriate design to establish the necessary sterile environment for undertaking animal surgery and care. The surgery space will also have the ability for public viewing to enlighten visitors of the high-quality animal care being undertaken at the Denver Zoo.

Surgery Prep: This is a two-room space that currently is not in the existing building as a dedicated space. This is the critical space where doctors scrub before administering to the patient, where proper tools and instruments are prepared for surgery and where the surgery team is briefed before undertaking the procedure.

CT Scanner Room: The current animal hospital does not include a CT scanner, so when needed, these services are provided by outside entities at a high cost. Advanced diagnostics in state of the art hospitals include CT scanner capability for large and small animal diagnosis. A dedicated room will be provided for a CT scanner to be acquired within this project.

INTENSIVE CARE UNIT

Currently, the ICU is comprised of minimal makeshift space. This space needs to be adjacent to the surgery room so that critical patients can be transferred there immediately after surgery or in the case of illness, from the treatment rooms. Currently that adjacency does not exist.

LABORATORY

Diagnostic Lab: Currently the laboratory is a shared space with office, storage, and records. There is only one fume hood and space for limited laboratory functions. The existing lab is shared for both diagnostic and long term research projects. The new facility will create two new labs, with two fume hoods and multiple stations for diagnostic work. There will be dedicated counter space for diagnostic equipment.

Research Lab: The combined lab today will be divided into diagnostic and long term research. The research lab will be established as a research and teaching space, with adequate space and viewing for students and visiting doctors.

Pharmacy: The existing pharmacy is nothing more than a closet accessed through an office space. It suffers from proper climate control and is not a secure space. Because of the controlled drugs being used in the space, the new pharmacy will need to be a secure and dedicated space, with proper climate control, available refrigeration and space for a pharmacist to prepare drugs for patients.

Oxygen: Currently, oxygen is supplied with portable tanks. The new system will have a centralized oxygen distribution system to Treatment rooms, Surgery, and to the ICU. A centralized oxygen concentrator will reduce the need for tank management.
ANIMAL HOSPITAL PROGRAM (CONT’D)

CONFERENCE ROOM AND LIBRARY

Conference Room: The current conference room is an adapted nursery space. A new dedicated conference room will have the capacity to handle 20 doctors, vet staff, and visiting students and doctors.

Library: Currently, books and papers are stored in book shelves scattered throughout the hospital in corridors, offices, and in the conference room. A new dedicated library will include both book shelves for books that continue to be used for medical research and diagnostic procedures, and also computer access for digital material.

HOSPITALIZED WARDS

Hoofstock Wards: The current facility does not have dedicated wards for different animal types. Because of their special needs, new wards will be designed specifically based upon the needs of Hoofstock. The wards will be divided 60% outdoor space, and 40% interior space, with movable walls to accommodate animal management and containment as well as flexibility to accommodate different size animals.

Large Animal Ward: The existing hospital currently does not have the capability to handle larger animals. While the largest species will be treated in their area of the zoo, the new large animal ward will be designed to handle a large animal such as a Rhino. This space will also have movable walls for animal management and containment as well as the flexibility to handle animals of different size.

Small Animal Ward: The highest need in terms of new space is a differentiation between large and small animals. Animals must be able to be contained and managed, and thus a small animal ward is very different from the large ward space.

Reptile Ward: Of necessity, reptiles need to be segregated from other animals.

Amphibians Ward: A dedicated space with an available pool will be required for amphibious animals.

Aquatic Ward: Today, the existing aquatic animals do not have adequate water facilities within the existing wards. A new aquatic ward will include a pool for proper accommodation for these animals.

Aviary Ward: A small dedicated ward will be provided for bird care. This space will include the capability to immobilize birds that have had a procedure or have been injured.

FOOD SERVICE AND LAUNDRY

Human and Animal Kitchens: The current kitchen is grossly inadequate, and must be used for both animal food and people food. Segregated facilities will be provided for both human food and animal food preparation.

Break Room: Currently there is no dedicated space for breakroom in the existing facility and existing breaks are taken in the conference room.

Laundry: The existing building does not have a dedicated laundry room. Because of the need for sanitary treatment of soiled clothing and linens, a dedicated laundry room and clothing storage is a necessity.

LOCKERS AND RESTROOMS

Dedicated lockers for both men and women are required in the facility for both medical procedures and for Necropsy (Autopsy). These are very different functions that require different levels of locker and shower space, and they should not be mixed in the same space. The current facility has inadequate space for both that is shared with the restrooms.

Restrooms are simply inadequate for both staff and for visitors in the facility. Again, separate rest rooms are required for both medical procedure areas and for Necropsy. Also, current restrooms are not accessible (ADA).

NECROPSY

The Necropsy area is a separate function that must be designed for its special needs, including an overhead hoist that can bring animals into the space, and then transfer them outside to the incinerator area. The space must be designed to be hosed down repeatedly and kept clean and sanitary. The space needs to handle both large and small animals in an appropriate and ethical manner.

QUARANTINE

Quarantine space will be provided in a separate building. This space is necessarily separate from the existing hospital because animals in the building may be recovering from illness. The quarantine space should include both indoor barn space as well as outside pens. The building will contain the following facilities:

• Locker area and changing room
• Separate laundry room and storage
• Hoofstock barn
• Reptile barn
• Amphibians barn
• Bird room
• Dangerous large Mammal area
• Small/medium sized Mammal area

EDUCATIONAL OPPORTUNITIES

Public Lobby and Viewing Area: The existing public viewing space has been converted into a conference room and storage. A major goal of the new facility is to provide suitable public viewing space to be directly connected to the public area of the Zoo, to better educate and inform the public of the outstanding animal care that is being undertaken within the Denver Zoo. This space will be both out of doors and inside, with interpretive displays and appropriate gallery space to house students who are specifically there to watch and learn from an immersive experience within the animal hospital.
ANIMAL HOSPITAL PROGRAM (CONT'D)

CIRCULATION
Currently, existing corridors are used for storage of equipment, files and records. The existing building has inadequate circulation space to move animals, and affinities between functions cannot be maintained. The new facility will be designed with dedicated treatment areas, dedicated wards, and dedicated people spaces.

BACK OF HOUSE SUPPORT
Equipment Storage: The current building lacks adequate storage for equipment and for storage of hard goods, food, and instruments. Currently spaces have been appropriated throughout the building, including small closets and corridors for the use as storage space. With the acquisition of new equipment and instruments, the treatment areas have been converted to storage, leaving only one surgery space in the building.
Mechanical and Electrical: A new mechanical and electrical room will be provided, with generate power for uninterrupted power source for operation of the building 24/7.
Loading dock: The current loading dock cannot accommodate the varied size vehicles bringing animals to the facility. The new dock will include a dock leveler to accommodate both vans and ambulance access.
Janitorial: Currently not provided, the new building will include cleaning and janitorial for both people and animal spaces.

HOSPITAL EQUIPMENT
Equipment: The program for the animal hospital includes the replacement of human specific instruments and equipment to be replaced with veterinary specific equipment and instruments. This includes the purchase of major pieces of equipment that currently are not available within the hospital, including a new CT scanner.
Incinerator: While the existing incinerator will be used, it is anticipated that in some time in the future, a new incinerator will be required.

OCCUPANT HEALTH AND WELLNESS
Sterile Work Environment: Because the lack of space causes the crossover of so many functions, maintaining a sterile, safe work environment is a major concern that will be addressed in the new facility.
There is no natural light in the facility and most areas are extremely tight and claustrophobic. New people spaces need to have more natural light, better environmental control, and facilities necessary to perform at the highest level and for relaxation from the very intensive work of animal care.

SOFTWARE COSTS
Soft Costs: The program includes various soft costs including A/E design fees, internal program costs, and demolition of the existing building.
Contingency: We are currently carrying 7.5% for owner contingency, and 7.5% for design contingency, for a total of 15% overall contingency.
Escalation: Given that the bond amount is fixed, it is essential that these new facilities proceed quickly once the bond issue is past. If the expenditure of these funds are delayed, we would anticipate not being able to fulfill the proposed scope in this project. Therefore we are only carrying one year of escalation, and expect to be shovel ready to break ground on an early start foundation package soon after the bond proceeds become available.
CONSERVATION AND EDUCATION CENTER PROGRAM

SCHOOL ENTRANCE AND DROP OFF

Safe Drop Off Zone: The new facility provides a safe, dedicated bus drop off zone for delivering students and for cars delivering for special events. This new “east portal” does not replace the creation of a new larger facility in the future, but will meet immediate needs for dedicated school drop off zone away from the main entrance.

New Front Door: The new Conservation and Education Center provides a new face to the public that will be inviting and will relieve the congestion that builds up at the main entrance by segregating large groups from the general admission visitor.

Ticketing and Admissions: A second ticketing capability will be provided to handle special events such as Zoo Lights, and to accommodate group admissions.

WELCOME AND EVENT PLAZAS

Adaptive Re-use of Felines Complex: There is historical significance to the existing Feline 1 and 2 buildings. They are some of the original sandstone structures from the early development of the Zoo, and as mid-century modern buildings, are important to be repurposed. In order to take advantage of the existing sandstone walls, they will be preserved to form a new entry gateway and welcome plaza.

Flexible Program and Event Plaza: The event plaza is a new multi-purpose outdoor space that in the future can be enclosed with a shade structure. For this project the space serves multiple purposes, including gathering places for school groups, an overlook of the Zoo, and hands-on exhibit and education space for display of animals who are brought to the plaza for special viewing. The space can accommodate vendors and other revenue generating opportunities.

CONSERVATION AND EDUCATION CENTER

Adaptive Re-use of Feline 2: The existing sandstone walls of Feline 2 will form the walls of a new Conservation and Education Center. This facility will have flexible exhibit space to show off Ambassador Animals and a moderate sized flexible space that can be used for smaller events, and for educational opportunities.

Conservation: The facility will contain permanent interpretive exhibits aimed towards educating current and future responsible citizens through the story of conservation. It will tell the story of the Zoo’s role as a voice for protection of the animal world against the threats of climate change and global warming.

Screening Room: Interactive digital media and presentations can be exhibited in a new screening room where a Zoo orientation can take place, and special programs can be given for lectures, continuing education, and fund raising. This space, coupled with the larger multi-purpose room provides a new venue for gatherings and for education of school groups and Zoo patrons.

Outdoor Event Space: The four season indoor Conservation and Education Center will be connected to the outdoors through large glass doors that provide a seamless relationship between the indoor and outdoor space. A secured, protected outdoor deck provides expanded space for larger groups in the 8 or 9 months of the year when indoor/outdoor activities are appropriate.

Donor Recognition: There is opportunity within these various spaces to have philanthropic purpose, and to be named, with donor recognition provided within the building.

Adaptive Re-use of Feline 1: While there is not sufficient budget in this bond fund to renovate the entire Felines Complex, the Feline 1 building will also be selectively demolished, preserving the existing sandstone walls to accommodate a second educational/exhibitry building in the future.

IMMERSION EXHIBIT OPPORTUNITY

Polar Bear Experience: The new Conservation and Education Center will create a new dynamic view of the expanded polar bear exhibit. A glass appendage to the center will connect to the polar bear exhibit, looking directly into the earthen substrate that will replicate the natural “tundra” land of the polar bear habitat. This “toes-to-nose” exhibit opportunity is an immersive way of involving school children immediately upon arriving at the Zoo, and to provide a direct connection of humans and animals for special events, weddings, and other group activities that might be held within the new facility.

Outdoor Presentation Space: Also included in the program is a new presentation space. The natural topography of the land, as well as the existing moat provides an opportunity for a casual gathering place on a terraced seat area for Ambassador Animal demonstrations, lectures, and for school groups to assemble and rest while eating lunch or viewing a presentation.

SERVICE FACILITIES

Restrooms: The existing Felines Complex contains public restrooms. These will be expanded and modernized to provide required restrooms in this area of the Zoo, where currently few exist.

Back of House Animal Curator Areas: There will be holding pens and cages for ambassador animals as well as back of house service areas for permanent and temporary exhibitry.

FLEXIBLE PROGRAM AREA

The center will be designed as a highly flexible, multipurpose space with catering kitchen and capabilities to handle smaller group events, school children groups, and special event lectures and gatherings.

Flexible Program lawn: To the west of Feline 2, a new flexible program lawn will provide the much needed location for vendor provided programs, special traveling exhibits, and seasonal events directed toward enhancement of the visitor experience and additional revenue generation. Much like the special events held at other cultural institutions, this area will accommodate highly promoted, and highly desirable presentations from other Zoos, or exhibits on relevant focused topics involving conservation and education.

SOFT COSTS

Fees: The budget includes architectural fees, contractor fees, and administrative costs

Contingency: A contingency of 7.5% is carried as an owner contingency, and 7.5% in design contingency

Escalation: As with the Animal Hospital, only one year of escalation is carried, emphasizing the necessity for this project to be “shovel ready” at the time the bond is funded, and that early start construction is anticipated so that money can go into the project, not into escalation of time.

Demolition and Infrastructure: The project budget includes demolition and work below grade to impacted infrastructure.
## NORTHEAST QUADRANT: CRITICAL LIFE SAFETY PROGRAM

### POLAR BEAR, ARCTIC FOX AND OTTER EXHIBIT

- Clean, jet, and inspect storm sewer main at Polar Bear underwater viewing.
- Repaint view structure at Polar Bear Secondary Exhibit.
- Replace media in Polar Bear and Otter sand filters.
- Replace laterals on Life Support System filters.
- Replace & upgrade Otter Life Support System pumps (must be able to achieve a 90-minute turnover rate).
- Replace potable supply back flow prevention.
- Replace Life Support System valves, pipes, sensors, gauges, etc.
- Repair and replace Life Support System ozone systems.
- Repair and replace Life Safety Support return pump and wiring in Polar Bear Primary Yard (at end of stream feature).
- Shore up thematic rock work retaining wall at back of Polar Bear Primary and Secondary exhibit.
- Repair concrete in Polar Bear Primary and Secondary exhibits.
- Re-line Primary pool and Secondary pools with 2” thick colored shotcrete with fiber mesh and integral waterproofing admixture.
- Jet all pool return lines in Polar Bear Primary Exhibit.
- Provide shade in Primary Exhibit.
- Modify Secondary Exhibit to make it more desirable for bears.
- Add feed ports.

### ARCTIC FOX EXHIBIT

- Reconstruct hotwire system in Arctic Fox Exhibit.
- Jet all pool return lines in Arctic Fox Exhibit.
- Re-line Arctic Fox stream feature.
- Modify and repair rockwork in Arctic Fox Exhibit.
- Modify Arctic Fox Exhibit for additional otter space and install top mesh. Install shade system.

### OTTER EXHIBIT

- Jet all pool return lines in Otter Exhibit.
- Replace rockwork in Otter Exhibit.
- Evaluate, remove and replace trees in Otter Exhibit.
- Re-line Otter pool with 2” thick colored shotcrete with fiber mesh and integral waterproofing admixture.

### SEALS AND SEA LIONS EXHIBIT

- Convert primary and secondary pools from fresh to salt water (critical).
- Re-line Primary pool (N) with 2” thick colored shotcrete with fiber mesh and integral waterproofing admixture.
- Tie the Life Support Systems for the primary (N) and secondary (S) pools together.
- Replace vertical Life Support System pumps with horizontals in Seals and Sea Lions.
- Replace miscellaneous Life Support System valves, pipes, sensors, gauges, etc.
- Repair Life Support System ozone systems (or install a chemical injection system more compatible with salt water).
- Install a protein skimmer. This will help remove biological components and foam from the water. The Filter Room does not have adequate space for this equipment. Additional conditioned space.
- Replace nine Life Support System valves and two SAN valves with salt-tolerant valves.
- Replace public railing at Seals and Sea Lions.
- Install two new ozone generators.
- Replace media in Seals and Sea Lions sand filters.
- Re-line Primary pool (N) with 2” thick colored shotcrete with fiber mesh and integral waterproofing admixture.
- Install a mixing tank and salt storage (SE of filter room in planter space OR unused old pump station area. Salt is added into the tank and diluted prior to injection into the main LSS system.
- Replace rockwork islands in Seals/Sea Lions Primary Exhibit.
- Replace rockwork islands in Seals/Sea Lions Secondary Exhibit.
- Repaint pool in Seals/Sea Lions Secondary Exhibit.
NORTHEAST QUADRANT: CRITICAL LIFE SAFETY PROGRAM

Replace concrete deck in Seals/Sea Lions Primary Exhibit.
Provide the ability to heat the Primary (N) and Secondary (S) pools. There does not appear to be sufficient space inside the Filter Room, the heater will need to be housed in a new conditioned space adjacent to or above the Filter Room. The Seals building currently lacks sufficient gas or electrical supply for this heater. The majority of this cost would go toward upgrading one of these two utilities.
Provide additional shade to protect the majority of the Primary pool and deck. The existing shade structure covers approx. 20% of the exhibit and has maxed out the structural stability of the Seals Bldg. wall. Assume this project would entail two separate structures - one west and the other east of the existing structure.

SEALS AND SEA LIONS BARN
- Install crate/squeeze for sea lions.
- Install additional fencing to interior holding.
- Replace approximately seven metal doors and frames.
- Replace refrigerator/freezer.
- Repair scale.
- Repair HVAC systems.
- Replace lighting systems and controls.
- Repair roofs.
- Replace shade cloth.
- Re-line indoor and 2 off-exhibit pools.
- Extend the keeper entry into the Holding Bldg. out another 10’-15’ to increase holding space and tour space.
- Modify keeper space to allow better space savings and organization (lockers, desk, scale, etc.).