

Revitalizing the Arts

A Plan to Breathe New Life into the Arts Complex



Peter John Lucking - Fabby Hillyard - Erik Dyce

Only In Denver

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Revitalizing the Arts

A Plan to Breathe New Life into the Arts Complex

Peter John Lucking - Fabby Hillyard - Erik Dyce

A Plan of Action for Discussion and Development

Only In Denver

Fabby Hillyard, Director - Peter Lucking, Project Development - Erik Dyce, Facility Management and Marketing
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Published By: Real Magic Design, LLC. Imprint of record CreateSpace Independent Publishing Platform

ISBN-13: 978-1482697063 ISBN-10: 1482697068

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Cover, illustrations, and book design by Peter John Lucking

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Only In Denver: Revitalizing the Arts

A Plan to Breathe New Life into the Arts Complex

Has presented the concept to:

The Denver Center for the Performing Arts

Daniel L. Ritchie, Chairman and CEO
Randy Weeks, President/COO, Executive Director, Denver Center Attractions
DR. Patricia Baca, DCPA Board
Robert Slosky, DCPA Board

Opera Colorado

Jeromy Shamos, Board of Directors Opera Colorado

Colorado Symphony Orchestra

Donna Good, CSO Board
Wellington Webb, CSO Board

The Denver, Stage, Film and Exhibition Employs Union IATSE #7

Joe Psuik, President, IATSE local #7
Mark Debell, Business Agent, IATSE local #7

Galleria Retail Space

Mickey E. Fouts, Chairman & CEO Equity Services Company

The Denver Theatre District

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David Moke, Denver Theatre District - ENDIT Management

City and County of Denver

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Paul Washington, Director Economic Development City of Denver
Denis Berkfeldt, Denver Commission on Cultural Affairs

SMG

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Jim McCue, Senior Vice President, Sports & Entertainment

College in Colorado

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University of Colorado Denver

Sueann Ambron, Dean UCD Business School

Metro State University

Erin Trapp, Vice President for Advancement and External Relations, Executive Director,
Foundation, Metro State University

Tim and Bernie Marques Foundation

Tim Marquez, Executive Chairman, Venocoinc & founder of the Denver Scholarship Foundation
Lisa Roy, Executive Director, Tim and Bernie Marques Foundation

Vail Foundation

Cecilia Folz, President of the Vail Foundation
Kris Sabel, Ex Director of the Vilar Performing Arts Center

RISKWISE Group

Michael Foxman, CEO and Managing Director

Ed Scholz, CFO Denver Museum of Nature and Science
Chris Crosby, Nichols Partnership
Brad Segal, Progressive Urban Management Associates

And will continue to discuss and develop the concept plan with all stakeholders.

Introduction

A Plan to Activate the Denver Theatre District

Only In Denver is a Non-Profit that has created an affirmative plan of action that can potentially increase City revenue and aids the “at risk” performing arts constituents in Denver, while creating educational and community outreach opportunities to Denver Public Schools and local Universities. This plan expands the arts audience to include the younger generations.

The Benefits of this Plan of Action are:

- Creates a new arts audience, bringing Generation X to the complex by repurposing *Boettcher* to a multiuse facility for generations to come;
- Creates additional revenue for the City of Denver by increasing the utilization of *The Ellie Caulkins Opera House* and *The Boettcher Concert Hall* with increased ticket sales and seat revenue with substantial downtown economic impact;
- Enhances and augments the performing arts community by expanding into an untapped market;
- Creates jobs in the local economy;
- The Denver Theatrical Stage Film IATSE #7 Unions would increase their members income;
- Provides a long-term opportunity for The Colorado Symphony Orchestra to raise funds whilst performing in a facility that meets and exceeds the audience’s expectations; and,
- Provides educational and community outreach opportunities, with community broadcast, performance, rehearsal, fine arts and support rooms for all.

Only In Denver's mission and vision is to provide educational outreach and unique opportunities to revitalize, promote and support the arts in Colorado.

Executive Summary

Only In Denver- transforming the City through the Arts and Education

Elevator Pitch: *It is time for a bold move!* **Only In Denver** is a group of passionate experienced professionals with a new vision intended to energize the Arts Complex, with a plan to repurpose Boettcher Concert Hall to host exciting events, increase City revenue, and provide educational outreach to younger generations.

Only In Denver plan also includes the creation of *The Classical Cornerstone of the Arts*, the home of all Classical Performances with the appropriate audience facilities that this, “highbrow” market segment expects. The Ellie is a “Grand Theatre” that can accommodate the symphony, given simple enhancements that raise it to the equivalent of the Bass Performance Hall, home of the Fort Worth Symphony Orchestra, Opera and Ballet and the world renowned Van Cliburn International Piano Competition and Cliburn Concerts. Scheduling issues can easily be resolved.

Create, The Classical Cornerstone of the Arts to provide presence and a destination that exceeds the high expectations of the classical arts, “highbrow” demographic.

Repurposed and Reenergized Boettcher presentation program that includes and features contemporary music, Avant-garde theatre and innovation multimedia shows that will attract a new generation of show goers and augments the existing arts community.

Create, a Meaningful Educational Program as an integral part of the arts Complex partnering with regional higher education, as well as school districts k through 12 and IATSE to increase the opportunity for arts education and experience through exposure to professional artists in master class settings and career path training in the technical arts of theatre.

Market Validation:

1. The Arts are a critical and essential element in the fabric of Denver life and the metropolitan area;
2. Music and the visual arts are the key to the economic activity generated in the Denver Theatre District; and,

3. The *Only In Denver* plan, includes a new and parallel real estate development for the Galleria, that is intend to bring a crescendo of activity to Downtown Denver.

Changes in Downtown:

Denver
The Place to Live Work and Play

VIBRANT YOUNG NEIGHBORHOODS HAVE EMERGED – RESTAURANTS – RETAIL – FLOURISH IN RESPONSE

- A Vibrant Destination for the Millennium
 - New Vibrant young Neighborhoods
 - New Business, New Jobs, New Attractions
 - Light Rail at the doorstep
 - New Restaurants , Clubs and Boutique Retail flourish
 - The City is a 24/7 Business-Entertainment Center

What has failed to Respond to this Opportunity – Major Tenants at the DPAC!

Since the grand opening of the Denver Performing Arts Complex, changes in the Downtown Denver demographic have been dramatic. The Downtown Denver Partnership and The Denver Metro Leadership Foundation brought civic and business leaders together to focus on making downtown Denver a successful and vibrant urban center.

The City has blossomed as new neighborhoods have emerged - LoDo, LoHi, Civic Center, Golden Triangle, Ball Park, Arapahoe Square, and Riverfront among them. These vibrant, young neighborhoods respond to the market demands of strong pedestrian friendly public spaces close to jobs and entertainment opportunities. Restaurants, clubs, and boutique retail have flourished in response to the demands of this new residential growth to become a 24/7 business and entertainment center.

What has failed to respond to this opportunity?

The Performing Arts Complex.

The Arts Complex Tenants are Struggling Attendance has Dropped – Building Utilization is Falling

COLORADO SYMPHONY - CANCELS CONCERTS – FAILS TO MATCH BOND FROM THE PEOPLE OF DENVER

- The Denver Post Tells the Story
 - ARTS AND ENTERTAINMENT

➤ **Colorado Symphony cancels 10 of 20 concerts scheduled this fall**

Posted: 10/06/2011 01:00:00 AM MDT By Kyle MacMillan *Denver Post Fine Arts Critic*

- ART

➤ **Mayor's plan: 9 Denver institutions to share \$57 million bond windfall**

Posted: 10/15/2012 04:38:55 PM MDT By Ray Mark Rinaldi *The Denver Post*



The Vibrant Communities are not supporting the Performing Arts Complex Tenants!

The Second Largest Performing Arts Complex in the United States is Struggling:

Audience attendance has dropped in the Ellie from 63% in 2005 to 57% in 2012, but more importantly, the facilities occupancy utilization has fallen in 2013 to an estimated 25%. The resulting loss of FDA seat tax income will affect all DPAC constituents.

Three of the major tenants appear to be struggling financially - The Colorado Symphony Orchestra, The Colorado Ballet and Opera Colorado, that just announced a major cut back of its current season.

Opera Colorado cancels world premiere, cuts back season - By Ray Mark Rinaldi

The Denver Post

"Suffering a disappointing year-end fundraising campaign in 2012, Opera Colorado is reducing its schedule by one-third, cutting back to just two productions for both the 2013 and 2014 season."

The Galleria is an Empty Daytime Space:

The Galleria is not flourishing as a 24/7 destination that the Downtown neighborhoods, business and theatre tenants and show-goers deserve. It is not the destination it should be.

The Arts Complex is "Dark" to Often

Attendance has Dropped – Building Utilization is Falling

- The DPAC and its Constituents are at Risk
 - Ellie Attendance is down from 63% 2005 to 57% 2013
 - Ellie Building utilization is falling to 29% 2013
 - Boettcher Building utilization is 50% 2013
 - FDA Seat Tax Income Drop affects all Constituents
 - Income to the Downtown Economy will be Lost
 - This affects the City and County of Denver income



The Next Generation are not attending the Denver Performing Arts Complex!

The "dark" days or vacancy in the Ellie and the Boettcher Concert Hall are too high. It is important that these institutions receive support from the City but they are currently underperforming and their futures are at risk. The current rate of return for the City on this major 12 acre and multimillion-dollar investment of the Denver Performing Arts Complex (DPAC) is falling.

The DPAC is a Multimillion-dollar Investment

The DPAC is the second biggest PAC in the USA

- **The Rate of Return is Falling**
 - Ellie and Boettcher are "dark" to often
 - Underutilized 29% and 50% puts the DPAC at "risk"
 - Seat Occupancy % rates are dropping - DPAC at "risk"
 - Attendance is down - the Constituents are at "risk"
 - The drop in the number of Events is bad for Denver
 - The "Programming" is not capturing an Audience
 - Community and Educational Outreach can be improved



The work horse of the Complex, the Buell Theatre is going strong!

The Ellie and the Boettcher facilities are potentially underutilized at 29% and 50% (2013 estimate estimated building utilization rate) with falling seat occupancy rates and an overall drop in events held.

The workhorse of the Complex, the Buell Theatre, is going strong as long as there are great productions touring Denver. This will always be a destination...but the Ellie and the Boettcher are underutilized. The Galleria is outdated and needs revitalization.

The Creation Of A Legacy

The History of The Performing Arts Center

THE BOLD MOVES THAT CREATE OPPORTUNITIES FOR GROWTH FOR THE CITY AND ARTS

- The Bold Moves of Visionaries
 - 1908 Democratic national convention at the Auditorium
 - 1968 Auditorium Arena hosts Led Zeppelin first US Gig
 - 1978 Boettcher Concert Hall
 - 1979 Helen G Bonfils Theatre Complex opened
 - 1991 Temple Hoyne Buell Broadway roadhouse opened
 - Predicted by critics to host *The Phantom of the Opera* once and then sit empty
 - *Phantom of the Opera* generates \$11 million in ticket sales making an estimated \$22 million economic impact

"Bold Moves," Create Opportunities and Growth



*It is Time for Another Bold Move
that
Enhances and Augments the Performing Arts Community.*

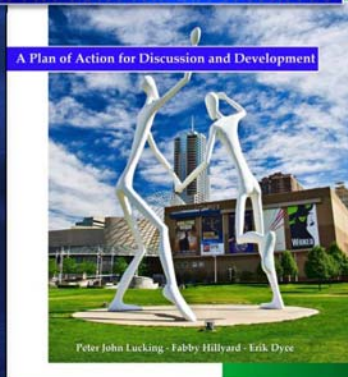
The Solution

Create a Destination for all Generations

Revitalizing the Arts

A PLAN TO BREATHE NEW LIFE INTO THE ARTS COMPLEX

- *Only In Denver* has created a plan to
 - Repurpose Boettcher Concert Hall to host exciting events, increase City revenue, and provide educational outreach to younger generations, whilst revitalizing the Ellie to create the “*Cornerstone of the Classic Arts.*” Along with a new parallel real estate development, for the Galleria, that brings a crescendo to Downtown Denver and The Performing Arts Complex



Its Time for Bold Thinking

The Solution:

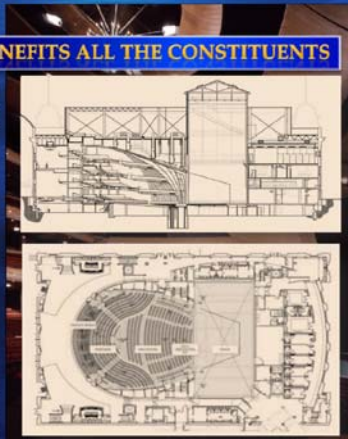
Only In Denver has created a plan to repurpose Boettcher Concert Hall to host exciting events, increase City revenue, and provide educational outreach to younger generations, whilst revitalizing the Ellie to create the “*Cornerstone of the Classic Arts.*” Along with a new parallel real estate development, for the Galleria, that brings a crescendo to Downtown Denver and The Performing Arts Complex.

The Quigg Newton Municipal Auditorium

Creating The Classical Cornerstone of the Arts

AN AFFORDABLE SOLUTION THAT BENEFITS ALL THE CONSTITUENTS

- The Ellie is a “Grand Theatre” designed for Music
 - The Ellie was Designed to Accommodate the CSO
 - The Orchestra shell was deferred till Boettcher was Refurbished
 - The Ellie can accommodate the CSO needs and those of there Audience
 - The Studio Loft can accommodate CSO rehearsals
 - The Studio Loft can be used as part of the Educational outreach program

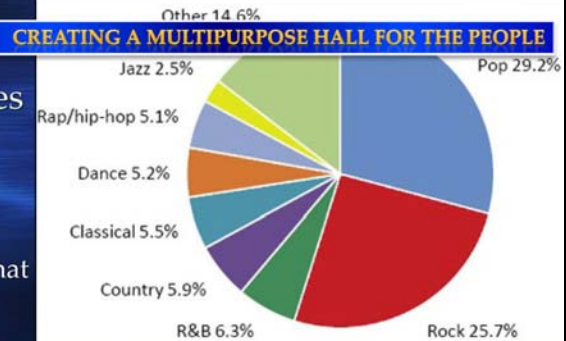


Drop the Opera and Market The Ellie!

Repurposing Boettcher

Capture the Market as a Multipurpose Space for All

- A Presentation Program that features
 - Contemporary Music
 - Avant-guard Theatre
 - Innovative Multimedia Shows
 - Educational and Community outreach; that
 - Captivates The Next Generation



GLOBAL SALES BY GENRE (2010) Classical dropped to 5.1% 2011 [Source: Music and Copyright](#)

Only In Denver – Envisions Boettcher being the “Peoples House!”

Market Opportunity:

Only In Denver and its partners are proposing to complete and contemporize the Denver Performing Arts Complex by adding two new and important programming components:

- First, a repurposed and reenergized Boettcher Concert Hall presentation program that features contemporary music, avant-garde theatre and innovative multimedia shows that augments the existing performing arts community; and,
- Second, a Meaningful Educational Program as an integral part of the arts Complex partnering with regional higher education, as well as local school districts k through 12 and IATSE to increase the opportunity for arts education and experience through exposure to professional artists in master class settings and career path training in the technical arts of theatre.

Only In Denver plans is to capture a major share of the music market:

Rock and Roll, Hip-Hop, Pop, Country, etc. A new audience market for the DPAC. Maximize the spaces music potential by re-rigging the house to accommodate a broad range of performance types.

- *Only In Denver* plans is to capture a major untapped market share of music and new shows to enhance and augment the performing arts community.

Educational And Community Outreach

Reconnecting Education with Creativity



EXPANDING THE MINDS OF OUR CHILDREN

- A Meaningful Outreach Program
 - Learning from BAM's & others Initiatives on Education
 - Master Classes
 - Backstage Seminars
 - School Break Programs
 - Café Live – Free music and more
 - Film Presentations
 - A Literary Series focusing on the Arts
 - Working with the Colorado Creative Carriers Task Force
 - Working with local Schools and Universities



A Repurposed Boettcher will include spaces for Community & Educational Outreach

- **Only In Denver** plans to create opportunities through educational outreach and exposure for DPS, Third tier constituents and local Universities.

Professional Spaces for the Community

Reconnecting Creativity with Community



THE VENUE IS A 24/7 DESTINATION – THE VENUE PROMOTES THE ARTS - THE VENUE STARTS A NEW TRADITION

- Spaces for Education and Community Use
 - Spaces to Support Professional and Educational outreach
 - 150 seat Theatre
 - Recording and Broadcast Rooms
 - AV Recording Studios
 - Classrooms and Expanded “Wet” Classrooms
 - Conference rooms
 - Art Gallery
 - Working with the Community to provide a Place to Play



A Feasibility & Program Study to Plan Spaces for Community & Education Outreach

Only In Denver, envisions Boettcher becoming the, “People’s House!”

The Potential Benefits of this plan of action are:

- Maximizes the utilization of the Ellie and Boettcher;
- Creates additional revenue for the City and County of Denver, Denver Performing Arts Complex, (DPAC) and adjacent land users;
- Provides educational and community outreach opportunities, with community broadcast, performance, rehearsal and support rooms for all;
- Creates jobs in the local economy;
- Repurposing Boettcher to a multiuse facility for new and old generations alike that enhances and augments the performing arts community;
- Creates a new arts audience, bringing the Next Generation to the complex by repurposing *Boettcher* to a multiuse facility for generations to come;
- Provides a long-term opportunity for The Colorado Symphony Orchestra to raise funds. And increases the DPAC profitability which can aid in building an appropriate Shoe Box Concert Hall in the future that meets their long term goals;
- Provides The Colorado Symphony Orchestra with a facility that meets and exceeds the audience's expectations;
- Provides performance, rehearsal and support rooms for all arts community tier's; and,
- Increase's the income for IATSE #7, the Denver Theatrical Stage Film And Exhibition Union employees.

By increasing the Ellie and the Boettcher facilities utilization, ticket sales – seat tax sales increase and the downtown economic impact is maximized.

By maximizing the utilization of the facilities, all operational aspects of the facilities can be improved. An example; the bars in the Ellie are under manned. Why? It is economically not feasible to operate the five-station bar on the Loge level due to the simple fact that at 23% - 35% building occupancy rates and 65% seat occupancy rates the, “Food and Beverages Contractor” cannot afford to employ full time staff for the empty days.

The *Only In Denver* plan doubles the Ellie and Boettcher income potential and will enable the best services to be provided to the constituents audience.

Facilities + Product + Attitude + Service = Excellence

Repurposing Boettcher: Why not just tear it down?

Boettcher Concert Hall has a unique in-the-round configuration that provides an intimate relationship to the performer, however its audience amenities are poor by comparison to other facilities. The facility has substantial value and represents a major investment opportunity that can be cost effectively repurposed, for new audiences and multiple performance types.



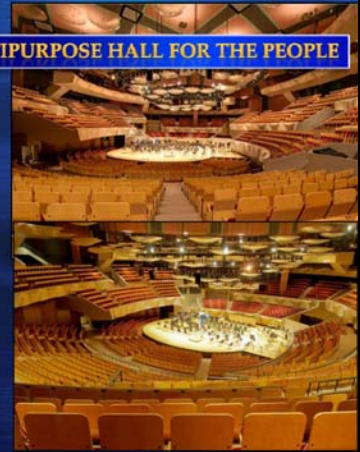
Boettcher's uniquely distinctive hall configuration with 80% of its seats within 65 feet of the stage provides a unique opportunity that could be repurposed for a multitude of performance genres with simple improvements to the overhead stage area and house to create a multipurpose space, which would exceed audience expectations. Boettcher Concert Hall is designed to keep the noise out, conversely it will keep noise in!

Repurposing Boettcher

Boettcher Inherent financial and Unique Intrinsic Values

CREATING A MULTIPURPOSE HALL FOR THE PEOPLE

- Boettcher Concert Hall has
 - Value as a Facility both Financially and Intrinsically
 - A Unique performer – Audience arrangement
 - A history and Architecture that should be Preserved
 - Great Structural Bones for Repurposing
 - The Potential to Cost effectively Capture a Market share



Only In Denver is proposing a Phased Development with Phased Funding

Presently, audiences are traveling to the Pikes Peak Center to see bands, speakers and lecture series etc... Let's get them downtown by enhancing and augmenting the local Performing Arts Community by expanding into an untapped market to increase the dollars spent in Denver.

Boettcher Rocks

Responding to the Market of Today and the Future

DISCUSSION CONCEPT FOR DEVELOPMENT

- A Repurposed Boettcher
 - A Multipurpose space for all Types of Performances
 - To provide Programming for all Generations
 - Lets you Eat and Drink in your seat
 - A Cost Effectively Solution
 - To Increase Attendance
 - To Increase Occupancy Income
 - To Service the vibrant, young neighborhoods



A 24/7 Entertainment Center for Generations to Come!

Only In Denver performance types do not require lavish improvements to the audience front of house facilities to meet their expectations, nor are the house's technical improvements cost prohibitive. The house ceiling shell winches and technical systems presently need total refurbishing. The seating width in the facility is adequate for audiences who presently sit in 17" seats in comparable spaces.

Why not respond to the market of the future by repurposing Boettcher. A cost effectively solution to in increase attendance, occupancy income and service the vibrant, young neighborhoods?

***Only In Denver* is proposing: A Phased Development with Phased Funding:**

- A phased development that will benefit all major tenants by increasing all tenants visibility and presence to create a vibrant 24/7 Downtown Denver Theatre District destination;
- The creation an Entertainment Center that attracts the vibrant, young next generation market of show-goers by responding to their needs and augments the existing performing arts community;
- And includes a new parallel real estate development for the Galleria, which brings a crescendo of activity to Downtown Denver and The Performing Arts Complex.

***Only In Denver* and its *Partners* plan to fund 1/3 of all project costs to create:**

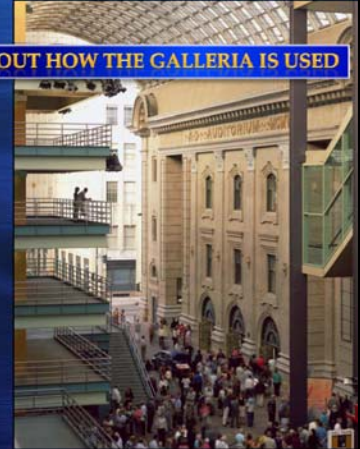
A 24/7 Entertainment Center for Generations to Come that Augments the Existing Performing Arts Community.

The Galleria

The Gateway to the Arts

A PLAN TO UNITE THE LEASEHOLDERS TO PROVIDE NEW WAY OF THINKING ABOUT HOW THE GALLERIA IS USED

- There are Opportunities to
 - Add Retail
 - Add Cafés
 - Increase Parking, and
 - Enliven the spaces for “Daytime use”
 - *Only In Denver* and Our Partners have the potential to privately fund a number of projects
- A Site Development Plan to
 - Explore how to minimize the City & County of Denver’s RISK!
 - Create the opportunity for Best Practices, Save \$ & Eliminate Redundancy



Lets bring the Galleria up to date and make it a - Daytime Destination!

Create the Arts Destination for Generations to come.

A New Vision to Energize the DPAC

A Plan to Repurpose Boettcher Concert Hall

A PLAN THAT WILL DOUBLE THE ELLIE AND BOETTCHER INCOME POTENTIAL TO PROVIDE THE BEST SERVICE

- An Affirmative Plan of Action that
 - Creates, *The Classical Cornerstone of the Arts*
 - To provide presence and a destination that exceeds the high Expectations of the classical arts, “highbrow” demographic
 - A Repurposed and Reenergized Boettcher
 - With a presentation program that includes and features contemporary music, Avant-garde theatre and innovation multimedia shows that will attract a new generation of show goers
 - Create, a Meaningful Educational Program
 - Partnering with regional higher education, school districts k through 12 and IATSE to increase the opportunity for arts education and experience through exposure to professional artists in master class settings and career path training in the technical arts of theatre



Only In Denver - Envisions a Thriving Downtown 24/7 - Destination

The Endowment for the Arts

Only In Denver is proposing to set up an Endowment for the Arts as part of the foundation for the revitalization and benefit for all the Arts Constituents.

A phased development that creates downtown synergy with the inclusion of all the constituent organizations will create the dynamic presence that will be attractive to a major donor.

The Naming Rights:

Only In Denver phased development plans combine to create the opportunity for naming rights for the DPAC. The potential is a minimum of \$50 – \$60 M for every 5-10 year period. This funding is intended to be applied to an *Endowment for the Arts*.

The Endowment for the Arts can potentially;

- Provide the constituent with, *FREE - Facility Rent; and,*
- Contributes to a joint constituent, *Marketing Budget* that creates presence and visibility for all constituents;
- Contribute to the base cost of *Special Events* that create memories and benefit the vibrant Downtown and Colorado demographic. To rebuild an audience and create visibility and presence there needs to be, an incentive, and benefit that attracts new potential show-goers for FREE. This could be anything from *Free Concerts in the Park, Rock the Galleria* to *The Arts Festival*;
- Contribute to funds that aid in *Educational and Community Outreach*, through *Master Classes* in all aspects of performance and other dynamic interactive events that tie into all our educational entities with DPS to PBS and other broadcast opportunities.

Only In Denver's plan creates the synergy that will attract a major donor for the benefit of all constituents.

It is Time for Bold Moves and New Ideas that Revitalize the Arts!

A Phased Development Project with Phased Funding:

Creating the Foundation for Success

Only In Denver believes that the success and best outcome for a project relies on laying a solid and realistic planned foundation.

Only In Denver and its partners will fund 1/3 of all project costs

Phase I: Create “*The Cornerstones of the Classical Arts*,” by up grading the Ellie to accommodate The Colorado Symphony Orchestra - 2013

\$1,903,095.00

Feasibility and Programming study for Boettcher - 2013

\$375,000.00

Site Development Plan for DPAC, Galleria etc - 2013

\$475,000.00

Phase II A: Re-rig Boettcher for multipurpose use - 2013

\$2,537,460.00

Phase II B: Repurposing Boettcher to “Boettcher Rocks” - 2014

Re-rigging can be done in this phase to be more Cost Effective.

\$24,000,000.00

Phase III Galleria ***This project has the potential to be private funded through Only in Denver and its Partners, the scope to be determined and approved by the City based on the Phase I studies.***

ESTIMATED TOTAL PROJECT COST – 2014

\$29,290,555.00

This includes all renovations funding of new construction of the cultural systems faculties cost presently in front of the City Council for the Ellie and Boettcher Concert Hall.

Deferred maintenance is not included.

Only In Denver is a seasoned team of professionals with venue, architecture, programming, political savvy and entertainment prowess that will add decades of vital use to the Second Largest Arts Complex in the United States.

The Next Step – How to Move Forward

Creating a Plan of Action

Only In Denver has an ingenious well thought out plan that maximizes the utilization of Boettcher Concert Hall, by acting as primary tenant, with an educational and community outreach program that will benefit local educational entities and all performing arts tenants.

Only In Denver plan, “*To Breathe New Life into the Arts Complex*” can help to determine the courses of action that benefits the City and County of Denver and its constituents and stakeholders most to enhance and augment the Performing Arts Community.

Only In Denver is proposing a innovative plan of action that brings the stakeholders together to create ownership, support and alignment to develop a joint strategy that is beneficial and is inclusive of all by utilizing the *Revitalizing the Arts* document as the starting point for discussion.

A sequence of well orchestrated meetings can get dynamic results, to create a phased Development with phased funding that meets all stake holders expectations, based on our outlined plan.

Only In Denver is proposing to lay a foundation for success with all the stakeholders, to create a plan of action that benefits all.

Together we will explore how to minimize the City and County of Denver's RISK!

*Together we will create the Opportunity for Best Practices, save \$
and
Eliminate Redundancy.*

A Plan to Activate the Denver Theatre District

A Plan to Attract the Next Generation to the Denver Performing Arts Complex

Responding to the Vibrant Communities

The "Show" is the Reason Audiences Attend the Arts

GET IN THE HOUSE! MARKETING TO THE ARTS IN THE 21ST CENTURY

- **Creating the Destination**
 - **Quality Programming for All Generations**
 - What Creates a Destination for Generations to come
 - What is at the destination? **Facilities**;
 - What is the destinations product? **Live Performance**;
 - What makes a destination? **Service**; and,
 - What makes you happy at your destination? **Attitude**.
 - Arts Surveys UK "Two in five adults (42%) claim to have visited some form of performing arts in the past year." Let's Bring in the professionals who study The Next Generation to help us

"Consistency. Define your space... Quality Programming... Attention to detail... Passion."~ David Ehrlich



A Plan of Action for Discussion and Development

An Affirmative Plan of Action that:

- Increases City Revenue by Increased Facility Utilization;
- Aids the "at risk" Performing Arts Constituents;
- Brings the Next Generation to the DPAC by enhancing the arts;
- Creates New Jobs;
- Increases IATSE #7 Members Income;
- Provides the CSO an Opportunity to Raise Funds;
- Provides the CSO with a Facility that Meets and Exceeds their Needs and Audiences Expectations Today; and,
- Provides Educational and Community Outreach.

A Plan to Breathe New Life into the Arts Complex



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The Creation of a Legacy



"Bold Moves," Create Opportunities and Growth



Only In Denver

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The History of the Performing Arts Complex

The “Bold Moves” that created opportunities and growth for the City and Arts



1908 postcard to promote Denver as a Convention and Arts City

In 1908 the people of Denver hosted the Democratic national convention and unveiled their new Auditorium Theatre. The building was innovative for its day, featuring a flexible multipurpose format and inspiring architecture with cupolas, arched windows and doorways.

It was a grand building on the corner of 14th and Curtis. It was a bold idea led by a partnership of the City and the Community. This building became the anchor of the entertainment center of Denver.

Originally built as part of the larger Denver Municipal Auditorium to host the 1908 Democratic National Convention, the 6,841 seat basketball arena made up the southwestern half of the building starting in 1953. The other half housed the more culturally sophisticated Auditorium Theatre

The Auditorium Arena was a gateway to sports and culture for more than 100 years. It was home to musicals, comedians, chorales, symphonies, high-school basketball championships, wrestling, graduations, funerals, tennis events, rock and roll and much more.

On Dec. 26, 1968, Led Zeppelin played its first U.S. concert at the Auditorium Arena. That same year, Eric Clapton played there with his band Cream. James Brown rocked the Auditorium in the 1960s along with Andre Segovia, the CSO and the Ballet. Truly, this building offered something for everybody and downtown Denver was the center of entertainment for the region.

'Rock' Concert Is Real Groovy

By THOMAS MacCLUSKEY
Rocky Mountain News Music Critic

Barry Fey did it again — a GREAT rock concert at the Auditorium Arena Thursday night with the Vanilla Fudge, Spirit and Led Zeppelin in colorful living sound!

And Feyline has nearly solved the sound fidelity problem—even on the main floor—with stationary speaker systems on the floor augmenting the group's systems on the rotating circular stage.

One hitch occurred—tangled cables underneath the bandstand pulled the plug on the Fudge and almost melted their entire performance. When repairs were completed, the clock had punched my deadline. Thus—catch the Fudge review in Saturday's Rocky Mountain News.

Spirit—quintissima strong—MUSICAL!

Everything especially interesting because of a non-ending, highly varied rhythmic continuum structured by Ed Cassidy, pile-driven by bassist Mark Andes, girled by conga drummer-vocalist Jay Ferguson, and filigreed by pianist John Locke and guitarist Randy California.

A UNIQUE dimension added to Spirit's performance was

an effective use of varied volume levels. The result not only rendered lyrics thankfully distinguishable, but also enabled a greater variety of subtle pitched and percussive sounds to filter through the textured surface of the music.

Spirit's performance of "Mechanical World" and "Eli-Jah" were exceptionally groovy. The latter, a jazz-oriented swinger in ¾ meter featured each of the players. Locke and Cassidy proved to be the most inventive, although Ferguson's and Andes' display of hambone performing (rhythmic slapping of the thighs and hands) was enjoyable.

A further dimension especially welcome, was the group's friendliness to the audience and humor.

THE CONCERT was cranked off by another heavy, the Led Zeppelin, a British group making its first U.S. tour.


Blues oriented (although not

a blues band, hyped electric, the full routine in mainstream rock—done powerfully, guttally, untidily, inventively and swingingly (by the end of their set).

Singer Robert Plant—a cut above average in style, but no special appeal in sound. Guitarist Jimmy Page, of Yardbirds, fame—exceptionally fine. Used a violin bow on the guitar strings in a couple of tunes with resultant interesting, well integrated effects.

Bassist John Paul Jones—solid, involved, contributing. John Bonham—a very effective group drummer, but uninventive, unsuited and unemphatic in an uneventful solo.

Thanks, Barry!



"BEST FILM OF 1966!"
National Society of Film Critics

A Curbish Production
Autumn's

BLOW-UP
Hanna Bergman

Shown 2:15 and 7:15 - COLOR

Recommended for mature audiences

PLUS
DICK BOGARDE IN
OUR MOTHER'S HOUSE
SHOWN 7:15 ONLY!
Ample Free Lighted Parking

TABOR
Fine Arts Theater
1223 WEST ALABAMA - 326-6114

But tastes and technical production requirements were changing. Denver was growing up. Downtown Denver was entering an era of decline as the suburbs grew. When McNichols sports arena opened in 1976 the Arena went largely dark.

The Auditorium was still hosting the Denver symphony, ballet and other touring artists but the surrounding area was run down and audiences were dwindling.

Enter another bold visionary, Donald Seawell. Mr. Seawell saw through the urban decay surrounding the Auditorium and envisioned a major performing arts complex unlike anything else at the time. He understood the huge economic benefits to downtown as well as the prestige to Denver that this bold action would create. It was a bold idea that would revive the downtown area bringing prestigious performances to Denver. He created the Denver Center for the Performing Arts and moved forward in partnership with the City and County of Denver and the Denver Arts Community.

In 1978 the 2,363 seat Boettcher Concert Hall opened. It was the first symphony hall in the round in the United States. It was home to the then Denver Symphony Orchestra. Also that year the 1,700 space parking garage was opened.

In 1979 the Helen G Bonfils Theatre Complex opened with its 4 distinct theatre spaces adding nearly 1,800 additional seats to the Complex. The same year renovations were completed on the Auditorium theatre. Things were really moving forward and the Performing Arts Complex was ready to respond to the demands of new audiences.

In the mid 1980's a new type of touring program took off. Instead of having to go the New York to see the large Broadway theatre spectaculars, shows were touring the country. Denver needed to respond to this new opportunity with an appropriate theatre. In 1991 the City transformed the old Auditorium sports arena into the 2,830-seat Temple Hoyne Buell Theatre creating a major, state-of-the-art Broadway roadhouse. Predicted by critics to host *The Phantom of the Opera* once and then sit empty.

This production of *Phantom of the Opera* in 1991 drew 224,393, generating \$11 million in ticket sales and making an estimated \$22 million economic impact.

Denver Center Attractions has consistently filled The Buell, contributing to its ranking as the nation's highest-grossing theatre under 3,000 seats.

Now the Denver Performing Arts Complex is the second largest performing arts complex in the United States next to Lincoln Center in New York in terms of number of seats.

The next development at the Performing Arts Complex was the complete renovation of the Auditorium Theatre in 2005. This natural sound house with its intimate seating design is home to Opera Colorado and the Colorado Ballet.

1908 Auditorium the anchor of Denver's Performing Arts Complex.



2005 - The Ellie Caulkins Opera House
A Grand Theatre designed for the Classic Arts. Opera, Ballet and Classical Music

1991 - The City transformed the old Auditorium sports arena into the 2,830-seat Temple Hoyne Buell Theatre.
The Number 1 touring Theatre In the USA!

1979 - Helen G Bonfils Theatre Complex
Repertory Theatre

1978 - Boettcher Concert Hall 2,700 seats
Classical Music no broadcast sound

The Denver Performing Arts Complex is the second largest performing arts complex in the United States next to Lincoln

Changes in Downtown

Change brings opportunity. ~ Nido Qubein

The changes in Downtown Denver from 1908 until today have been dramatic. After years of decline in the 1960's and 1970's and the devastation of urban renewal, the leadership of Denver made some bold moves. Closing 16th street to vehicular traffic and creating the pedestrian friendly 16th street mall with free public transit has been heralded around the world as an innovative and aggressive solution to decaying urban DPAC. Along with the opening of the mall came the creation of the Downtown Denver Partnership (DDP). The DDP brought civic and business leaders together to focus on making downtown Denver a successful and vibrant urban center. One of the goals of this organization has been to add a strong residential component to the downtown and adjacent areas. In the 1980's and 1990's lower downtown (LoDo), the historic warehouse district of the City, blossomed into a vibrant mixed-use neighborhood featuring retail, restaurants and loft spaces. Coors Field opened. People were attracted to the downtown 24 hour business and entertainment area.

The 2000's brought increased residential development in and around downtown Denver. New neighborhoods have emerged, LoDo, LoHi, Civic Center, Golden Triangle, Ball Park, Arapahoe Square, and Riverfront among them. These are vibrant, young neighborhoods responding to the market demands of strong pedestrian friendly public spaces, available jobs and entertainment opportunities. Restaurants, clubs, and boutique retail have flourished in response to the demands of this new residential growth.

What hasn't responded to this opportunity? The Performing Arts Complex.



Old Paradigm

Inside of every problem lies an opportunity. ~ Robert Kiyosaki

The Performing Arts Complex is struggling. Three (3) of the major tenants are struggling financially - The Colorado Symphony Orchestra, The Colorado Ballet and Opera Colorado, which just announced a major cut back of its current season.

The “dark” days or vacancy in the Ellie and the Boettcher Concert hall are too high. It is important that these institutions receive support from the City but they are currently underperforming and their futures are at risk. The current rate of return for the City on this major 12 acre and multimillion dollar investment of the Performing Arts Complex is too low.

The Buell Theatre, the workhorse of the Complex is going strong bringing great touring productions to Denver. With seat occupancy rate of 76% (2013 estimate) and exceptional building utilization rates. This will always be a destination...but the Ellie and the Boettcher facilities are underutilized at 29% and 50% (2013 estimate) with falling seat occupancy rates and an overall drop in events held. The Galleria is seriously outdated and uninteresting. It needs revitalization.

***It is Time for Another Bold Move
To
Enhance and Augment the Performing Arts Community.***

[Opera Colorado cancels world premiere, cuts back season - By Ray Mark Rinaldi
The Denver Post](#)

“Suffering a disappointing year-end fundraising campaign in 2012, Opera Colorado is reducing its schedule by one-third, cutting back to just two productions for both the 2013 and 2014 season.”

What has Changed and What Remains the Same?

Success comes in cans, not cant's. ~ Author Unknown



The same:

- It is critical that downtown Denver remain the regional center for the performing arts and entertainment and offer a full menu of entertainment types;
- It is important for the City to continue to actively manage and utilize these major assets; and,
- Bold actions return bold results.

What has changed?

- Strong residential numbers within walking distance of the Denver Performing Arts Complex has increased;
- Development of a vibrant, 7 days a week, nightlife downtown;
- Light rail at the doorstep of the Arts Complex;
- Financial difficulties of three (3) major arts complex tenants;
- Underutilized buildings;
- Falling attendance and seat occupancy rates;
- Strong competition from the suburbs; and,
- No major downtown contemporary music performance venue (for now !)

It is Time for Change and Bold Ideas!

Creating The Destination

Get in the House! Marketing the Arts in the 21st Century

The
NeXt
Generation

Only In Denver

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The Common Performing Arts Lament

Young people aren't going to the Theatre



It is not the marketing teams that are failing but the product. The product must be attractive to all generations especially the next generation to create the **Culture Vultures and Show People** of the future. The generation of average show-goers, 45-54 year-old were raised on the groundbreaking rock operas, *Jesus Christ Superstar* (1973) and kept attending the stunning shows of the 80's and 90's, *Phantom of the Opera* (1986) is an excellent example. We were exhilarated, theatre led the way, transforming and taking us to a magical world created on the stage.

Years have gone by, times and media has changed, but theatre in Denver is stuck in a time warp. Frankly even the show people and the culture vultures are bored, if they have to sit through another Christmas Classic, Opera in Italian or rehash of the same show they will stop going. Ok you don't agree, but look at the math, attendance is down, occupancy rates are falling and the generation of average show-goers, 45-54 year-old, are just are not attending theatre. They are voting with their feet!

The magical interaction of the golden triangle created by the performer on stage and the audience that makes the hair on the back of your neck tingle in participation and excitement has faded. A whole market share ***The Next Generation*** (*Generation X and the millenniums*) is not enticed to attend the theatre product; it is in general, expensive, traditional, snobbish, formal and uninviting. **It is simply not fun!**

Ultimately, it is the product on stage, the show, the entertainment that attracts audiences. **The Show is the reason audiences attend the arts.**

Let's put the Fun Back on Stage!

Local companies who have created an authentic voice with innovative collaborations are attracting new audiences. The Ballet Nouveau, is an example of making Opera more accessible to a younger more diverse audience.

Theatre in the UK is booming see the [Arts Surveys](#) part of this is the high profile, visibility and presence that has been created through joint marketing of all the arts by the Arts Council for England. But mostly it is the fact that the arts have responded to the market by adjusting their shows, and image to attract a younger audience. The pantomime a truly fun interactive uniquely British form of theatre has seen a reemergence with a younger generation!

Two in five adults (42%) claim to have visited some form of performing arts in the past year. WOW!

We can do this to by responding to our market. How?

As team of constituents, let's bring in the professionals who study, The Next Generation for a day to tell us what they want and how they think, work and play.

MARKETING THE ARTS TO A 21ST CENTURY AUDIENCE

"Attempts to resonate with a younger crowd by plugging into pop culture and encouraging audience participation are working. According to an informal survey, about 50 percent of the Off-Center audience is in the 25-to-34 age range, as opposed to about 30 percent for the Denver Center in general."

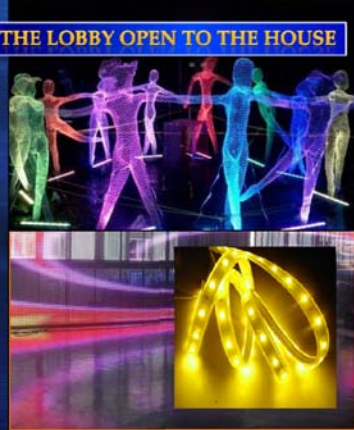
Eric Peterson. Confluence, January 23, 2013

A House Designed Around the Program

Repurposing Boettcher will not Require Breaking the Box

A VISUAL AND AUDITORY DELIGHT - AN INFORMAL INTIMATE SPACE WITH THE LOBBY OPEN TO THE HOUSE

- Build on Boettcher's strengths
 - Re-rig the Stage
 - Provide side stage areas and "vomitory" entrances
 - Refurbish the seating add cup holders
 - Provide flat floor areas
 - Reutilize the acoustic volume to create the lobby & Bar
 - Create a VIP area - Meet and Greet the performers
 - Make the Building ADA compliant
 - Imagine flexible LED screens surround the audience flowing like ribbons through the house and lobby



A Feasibility & Program Study to Plan for the enhanced "Programming"

How to respond to the market and attract a new Generation?

Immerse the Audience in an interactive experience they will not forget.

Visual Stimulation:

The repurposed Boettcher will lend its self to the utilization of the whole house and lobby with choirs in the "new dance" areas and performances on the side stages. Full-blown translucent video two-sided screens, which surround the audience and dance through the lobby providing images from around the world, movement and visual stimulation. Macy parade style balloons in the house, lobby and Galleria etc.

[VoD: Redefining Denver's Venues](#)

Consistency. Define your space... Quality Programming... Attention to detail... Passion..."

[Denver Theatre District](#) Executive Director David Ehrlich redefines the way we think of performance spaces. Confluence, Wednesday, January 09, 2013.

Responding to the Vibrant Communities
The "Show" is the Reason Audiences Attend the Arts

GET IN THE HOUSE! MARKETING TO THE ARTS IN THE 21ST CENTURY

- Creating the Destination
 - Quality Programming for All Generations
 - What Creates a Destination for Generations to come
 - What is at the destination? **Facilities**;
 - What is the destinations product? **Live Performance**;
 - What makes a destination? **Service**; and,
 - What makes you happy at your destination? **Attitude**.
 - Arts Surveys UK *"Two in five adults (42%) claim to have visited some form of performing arts in the past year."* Let's Bring in the professionals who study The Next Generation to help us

"Consistency. Define your space... Quality Programming... Attention to detail... Passion."~ David Ehrlich

The
Ne
X
t
Generation

The show starts with anticipation of the event, from the moment you arrive at the theatre and are greeted by the house walking crew, ushers and event staff with a cheery, "Hello," till your last, "Goodnight," smiling wave goodbye! The visibility and presence of the staff representing the house play an important role.

These volunteers are ambassadors of the theatre. They are the basis of the FREE word. In an internet age bombarded with sales pitches, authenticity, and personal recommendations through conversation, blogs, twitter and the web are powerful sales methods. We should be utilizing the classic tool of word of mouth, *"Its a great show!"* Through our ambassadors and show-goers and encouraging the utilization of the mass media market.

Brittan pulls in the Audience:

"The past two years have seen the performing arts industry record a strong performance, boosted by the trend towards escapism and stronger domestic and inbound tourism. In 2010, the market is expected to be worth just over £2 billion, an increase of 21% compared to 2005.

Funding is set to become a major issue for the arts, with the budget of the Arts Council for England having been cut by 29.6% in real terms over the next five years as a result of the government's Comprehensive Spending Review. This will place renewed pressure on subsidized arts organizations at a time when corporate sponsorship and donations are quite hard to come by.

Just over two in five adults (42%) claim to have visited some form of performing arts in the past year. The most popular genre is musicals (visited by nearly a quarter), followed by plays (nearly a fifth) and pantomimes (just over one in ten).

The typical performing arts visitor is female, high-earning and from the 45-54 year-old age range. The characteristics of visitors to each genre differs slightly, with the profile for pantomime visitors being slightly younger (due to having young children of pantomime age) and the audience for ballet and opera tending to be older than average.

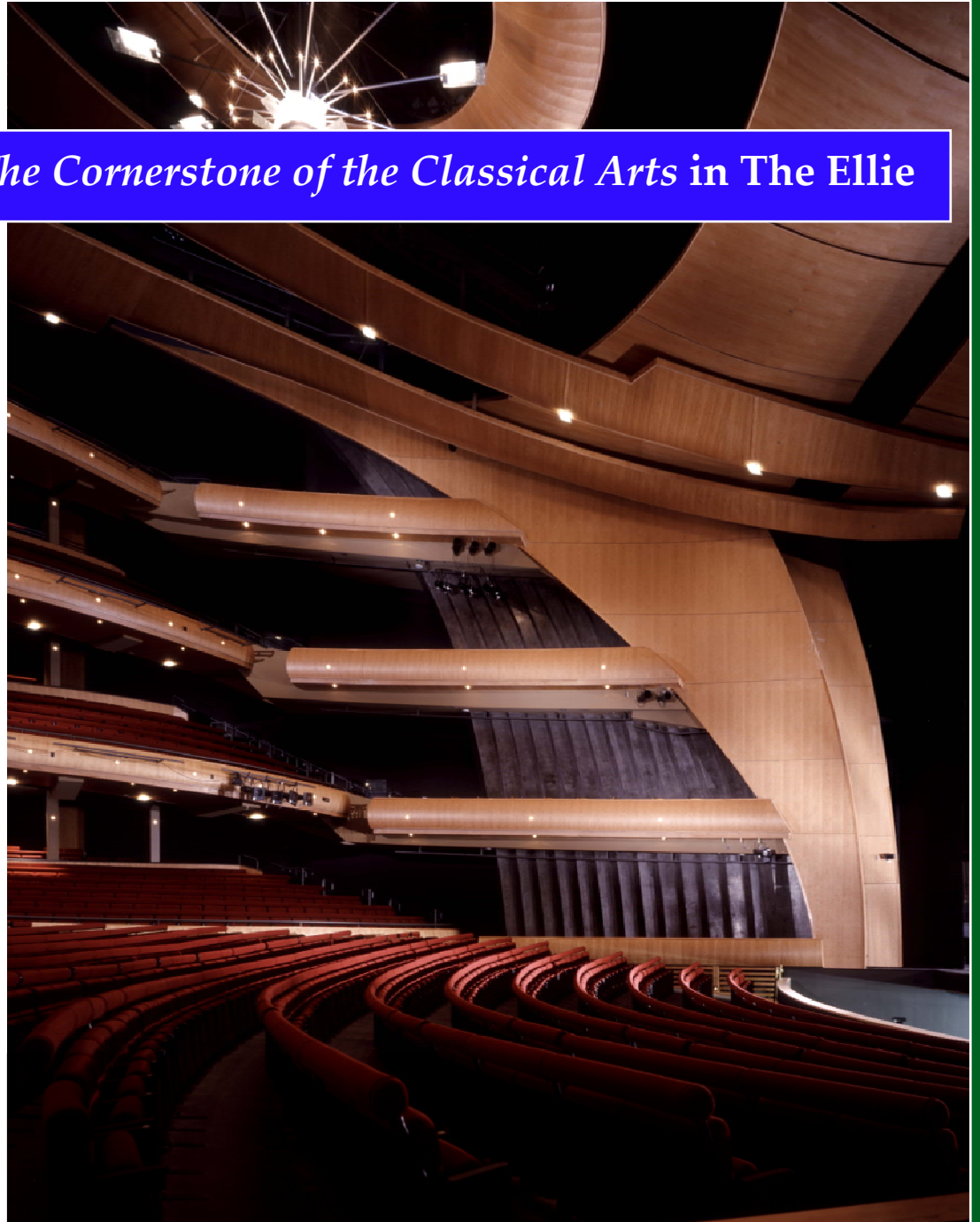
Around three-quarters of performing arts visitors buy drinks at the venue, compared to just over half who buy programmes and/or merchandise and just under half who buy food. The majority of people spend a relatively modest amount, under £10 on average.

*The population can be divided into three target groups – the **Culture Vultures, Show People and No-Gos**. Culture Vultures and Show People share similar characteristics in that they are most likely to be female and from high-earning households but Culture Vultures are slightly younger and visit a broad portfolio of performing arts whereas Show People focus on musicals. No-Gos tend to be men and those from the youngest and oldest age groups and people from lower-earning households."*

<http://store.mintel.com/performing-arts-uk-october-2010>

Phase I: The Ellie

Creating *The Cornerstone of the Classical Arts* in The Ellie



Only In Denver

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Phase I: Maximize the Ellie's Utilization

Creating the Beacon of the Arts

The Quigg Newton Municipal Auditorium, home of the Ellie Caulkins Opera House and Boettcher Concert Hall are both presently under-utilized. Creating, *The Classical Cornerstone of the Arts* combined with *Repurposing Boettcher Concert Hall* as a multi-use space creates opportunities to expand the audience, increase revenue while meeting the needs of the constituents.

The Quigg Newton Municipal Auditorium is the historic cornerstone of the arts. It was redesigned to be the beacon at the front door of the DPAC. The historically blocked windows were purposely opened to show movement and life in the building.

The “dark” days or vacancy of the Ellie are not beneficial to the City, its constituents and the Downtown economy. In addition, it cost money to heat and cool, manage and operate the facilities. The DPAC, appears to be inhospitable and as a result the retail and performance constituents as a whole lose the walk-in the audience and potential income. The image of destitution is not one that attracts.

By combining the Classical Arts, Colorado Symphony Orchestra, Opera Colorado, and Colorado Ballet into the Quigg Newton Municipal Auditorium it can benefit all parties by becoming an economically viable facility and the beacon of the arts at the front door to the DPAC.

*Create The Classical Cornerstone of the Arts
By Upgrading
The Ellie to Accommodate Colorado the Symphony Orchestra.*

The Potential Benefits of “*The Classical Cornerstone of the Arts*”

- Maximizes the utilization of the Quigg Newton Municipal Auditorium’s multiple facilities and Boettcher;
- Creates additional revenue for the City and County of Denver, Denver Performing Arts Complex, (DPAC) and adjacent land users;
- Creates, *The Classical Cornerstone of the Arts* that consolidates and gives presence to the classical arts constituents allow joint marketing to create an identity and presence that is visible to Colorado; and,
- Provides a long-term opportunity for The Colorado Symphony Orchestra to raise funds. And increases the DPAC profitability which can aid in building an appropriate Shoe Box Concert Hall in the future that meets their long term goals;
- Provides The Colorado Symphony Orchestra with a facility that meets and exceeds the audience and patron expectations today;
- Creates the opportunity for “*Creative Collaboration*” that attracts the next generation of theatre-goers to the DPAC;
- The Ellie *Studio Loft* is reserved as a rehearsal room for The CSO;
- The Ellie *Studio Loft* is utilized by Tier III, show casing their work;
- The Ellie *Studio Loft* is utilized for educational outreach and highlights one show per semester from AHEC;
- Creates jobs in the local economy; and,
- Increase’s the income for IATSE #7, the Denver Theatrical Stage Film And Exhibition Union employees.

By increasing all of the facilities utilization, ticket sales – seat tax sales increase and the downtown economic impact is maximized.

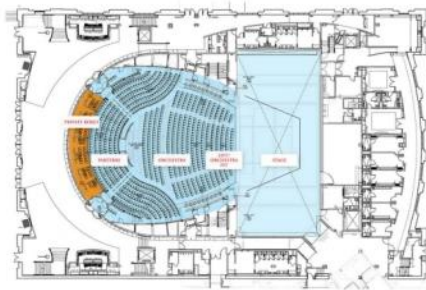
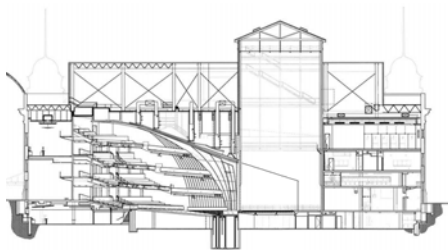
By maximizing the utilization of the facilities, all operational aspects of the facilities can and will be improved. For example, the bars in the Ellie are under manned. Why? It is economically not feasible to operate the five-station bar on the Loge level due to the simple fact that at 29% building occupancy utilization the “*Food and Beverages Contractor*” cannot afford to employ fulltime staff for the empty days.

Phase I: Creating “The Cornerstone of the Classical Arts” in the Ellie

The Ellie was designed to accommodate the CSO

The Ellie was designed as a “Grand Theatre.” It was originally designed to have an Orchestra Shell, to enable the facility to house the Symphony during the Boettcher Concert Hall renovation. This shell was deferred to a later date.

Creating “The Classical Cornerstone of the Arts”



At a cost of \$1.9 m, the Ellie can be upgraded to meet the high quality acoustical needs of classical music events for the Symphony. An Orchestra Shell and Orchestra Stage Riser system combined with some minor acoustical changes that Bob Mahoney, the acoustician of the Ellie project has recommended, will enhance the space’s capabilities. This enhancement will bring the Ellie to the equivalent of the [Bass Performance Hall](#), home of the [Fort Worth Symphony Orchestra](#), Opera and Ballet and the world renowned [Van Cliburn International Piano](#)

[Competition and Cliburn Concerts.](#)

[See attached outline schedule of work and cost break down.](#)

This will make The Ellie the “*Classical Cornerstone of the Arts*,” housing all Classical Performances with the appropriate audience facilities that this market segment expects, with the visibility and energy that creates the recognition that leads to being a destination.

Drop the word Opera and market the Ellie.

Scheduling is the first issue that must be addressed.

Scheduling Resolution:

- The Colorado Symphony Orchestra could get first right of refusal for Boettcher during the peak season, conflict times of December and February; and,
- The Colorado Symphony Orchestra scheduling conflicts in March, April and May can be resolved by straightforward schedule reorganization.

See section: [Existing Combined Ellie and Boettcher Schedule](#)

- The Colorado Symphony Orchestra performs during the Operas day off by utilization of the Ellie's repertory capability; and,
- CSO rehearsals are held in the Ellie *Studio Loft* with the final rehearsal on stage.

It is important to create synergy the impression that every day a major event is happening with as few dark days as possible.

- Concerts in the repurposed Boettcher provide the CSO with a unique opportunity to utilize its enhanced capabilities to capture the next generation, with edgy performances of broadcast music;
 - Music from "*RIO*" as an example tied into a *Taste of the Amazon*, collaborating with local restaurants to provide an all-inclusive experience;
 - *A Christmas Extravaganza*, A visual and musical delight. A new tradition. Christmas music and carols from around the world, that span history, from classics to "*So this is Christmas*," to award winning top Christmas hits, *Lady Antebellum*, "*On this Winter's Night*." We want to get the audience dancing and singing in the aisle, *having fun!*

The repurposed Boettcher will lend its self to the utilization of the whole house and lobby with choirs in the "new dance" areas and performances on the side stages. Full-blown translucent video two-sided screens, which surround the audience and dance through the lobby providing images from around the world, movement and visual stimulation. Macy parade style balloons in the house, lobby and Galleria etc.

Maximize The Ellie's Day Use:

The City heats and cools the facility buildings while they sit empty for the majority of the time! Utilize the unfinished corner VIP event rooms and enhance the facilities "Art" in a similar way to Red Rocks *"Trading Post and Event Center."* Presently the VIP rooms sit empty and with simple upgrades would make great galleries.

This is not so hard to do; the foundation of art that exists in the Ellie can be enhanced to create a destination that tells the story of our arts in Denver. The corridors on all house right levels are already set up for images and artwork to be added. The house left corridor in the Ellie basement is set up already for interactive displays.

This City has a history of performing arts that is worth telling, from the Buildings to the people that built them to the shows and the memories...



The City has some of the finest museums in the country whose operators have the knowledge to help create a destination that will benefit Denver.

Make the Ellie a destination – "The Museum of the Classical Arts."

Consideration should be given to increasing the efficiency of all of the tenants operational over head costs, to provide the benefits of combined marketing and operations to create presence.

A merger seems a logical step to create a bigger lifeboat in this economic recession and rally the support of the community.

The Constituents share the services of the same orchestral/musicians and are all experiencing financial pressures that could bring them to the brink of closure. The Opera has already canceled shows, and all the constituents are facing a down turn in audience attendance.

A Streamlined Process Leads to Creative Opportunity!

"While economic challenges got our discussions in Dayton started, we quickly realized that what was really intriguing was the potential artistic opportunity the merger presented," said Helfrich.

Edward Ortiz - Sacramento Bee Sunday September 16, 2012.

A merger that creates a more flexible marketing infrastructure can benefit patrons of the arts by improving services. For example, season ticket holders can take advantage of all the Classical arts, as patrons can select to attend any genre of show from the Classical Cornerstone of the Arts program. Ski Resorts do this why can't the arts?

Create a bigger lifeboat in this soft economy and rally the support of the community, whilst developing programming to attract the Next Generation.

A single Board with Individual Arts identities that creates, *The Classical Cornerstone of the Arts*, based on a merger study that develops a business plan.

- Consolidation to a single Board;
- Combined funding and donor opportunities. Stop chasing the same people!
- Streamlined operations; that is,
- Structured so that each of the three entities retains its identity and roster of donors;
- A chance to collaborate in new ways, planning season's side by side; to,
- Create new funding opportunities, from local, regional and national entities who would have not been interested in the individual constituent in this soft market.
- A Chance to enhances and augments the classical arts audience by expanding and developing an untapped market;
- The benefits of a larger footprint that the combined organizations, will potentially open up more opportunity to secure funds; and,
- Gives the single entity stronger bargaining powers with the City/operator than individual constituents presently have.

A stronger merged entity creates more sponsorship opportunities and broader base of support for the future development of the classical arts.

Learn from others who have faced the same complex difficulties.

Sacramento Opera and Philharmonic Merge to Consolidate Operations

Sacramento Opera, Philharmonic near decision on merger - Music - The S... <http://www.sacbee.com/2012/09/16/4823942/sacramento-opera-philharm..>

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Sacramento Opera, Philharmonic near decision on merger

By Edward Ortiz
eortiz@sacbee.com

Published: Sunday, Sep. 16, 2012 - 12:00 am | Page 1B

Merger talks continue between the Sacramento Opera and the Sacramento Philharmonic, with a decision likely as early as November.

The two arts nonprofits, both of whom have seen their share of financial difficulties recently, have been meeting bimonthly with a consultant to discuss the merits of a merger, said Jane Hill, interim executive director of the Sacramento Philharmonic.

"We're in the thick of it," said Hill.

The talks have included looking at similar mergers that happened in Dayton, Ohio, and in Utah as possible models. A key issue is whether a merger in Sacramento would mean creation of a new organization or whether one entity would be subsumed into the other, Hill said.

"I would say the boards will make some sort of a final decision in November," Hill said. "Our thought is that we would want that to happen and be in that process so that in January of next year we could be openly planning a 2013-14 season as a dual entity."

The merger exploration has progressed to the stage that the Sacramento Philharmonic has slowed down its interview process for a new executive director to replace Hill.

The idea is to allow the option of recasting its search for someone qualified to lead both the orchestra and the opera company should a merger happen. The executive director search committee now includes two board members from the Sacramento Opera.

The Sacramento Opera did not respond to The Bee when contacted for this story.

At first glance, the merger seems a logical step for both organizations. They share the services of the same orchestral musicians, both have been led by Sacramento Philharmonic music

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Sacramento Opera and Philharmonic Merge to Consolidate Operations

Sacramento Opera, Philharmonic near decision on merger - Music - The S... <http://www.sacbee.com/2012/09/16/4823942/sacramento-opera-philharm..>

director and conductor Michael Morgan, and both rent office space in the same midtown building.

And both have experienced financial pressures that brought them to the brink of closure.

The Sacramento Opera was forced to cancel most of its 2011-12 season and laid off most of its staff because of an \$85,000 budgetary shortfall. The Sacramento Philharmonic threatened closure in May if it did not raise \$150,000.

Both returned with the support of the community and a new roster of donors, although their returns also saw a reduced presenting role.

The two organizations are hoping that other mergers may set a possible road map and mark potential pitfalls in consolidation.

One merger being looked at occurred earlier this summer, when the Dayton Philharmonic, Dayton Opera and Dayton Ballet combined to become the Dayton Performing Arts Alliance.

Talks between the three organizations started in 2010 when the Dayton Philharmonic had a \$250,000 deficit. In 2011, the three undertook an eight-month merger study that led to development of a business plan. That plan resulted in dissolution of the three boards and creation of a 39-member board for a single entity that operates on a budget of \$7.6 million.

"I wish that Dayton was serving as a model because they've had a lot of financial support for their transition," Hill said. In Dayton, some loans to the organizations were forgiven, and a major donor kicked in \$500,000 contingent on the merger taking place.

Hill is doubtful that a merger in Sacramento would spur the same level of donations, given the Sacramento region's less-than-stellar track record of philanthropy. Hill has consistently cited soft giving from the corporate community as a reason for the orchestra's recent troubles.

In Dayton, the alliance is structured so that each of the three entities has retained its identity and roster of donors.

It was not a totally smooth transition, since staff was cut at all three organizations – something Dayton Performing Arts Alliance CEO Peter Helfrich did not want to make permanent.

"We found you can cut your way to a balanced budget for a year or two, but you can't cut your way to success," he said.

"While economic challenges got our discussions in Dayton started, we quickly realized that what was really intriguing was the potential artistic opportunity the merger presented," said Helfrich.

"It was a chance to collaborate in new ways, planning our seasons side by side, that had not been possible before," he said. "We saw funding opportunities as well – from sources local, regional and national that would have not been interested in us in our old models."

In 2002, the Utah Symphony and the Utah Opera combined. The merger of the two Salt Lake City organizations proved controversial and was cited as contributing to annual deficits that were

Sacramento Opera and Philharmonic Merge to Consolidate Operations

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not reversed until the 2006-07 season.

Current executive director Melia Tourangeau, who came on board in 2008, said that such mergers should never be seen as "magic bullets" for financially struggling companies.

"The thing is, when you combine forces there are some initial savings – but it's kind of like a one-time savings," Tourangeau said. "To think merging two organizations is going to necessarily solve all of your financial problems? That's not a smart way to go into it."

In Utah, the benefits have come in the larger footprint that the combined organizations allows, which opens up more opportunity to secure funds.

"On the development side it's good in that you have a lot to offer as far as sponsorship opportunities and broader base of support is concerned," she said.

"On the marketing side one advantage is we have a bigger infrastructure from which to serve our patrons. We're able to offer them a lot more flexibility – because our patrons can move in and out, from opera to orchestra and orchestra to opera, and if you miss one you can trade into the other."

Even though the merged organization is 10 years old, it still faces big challenges in staying financially viable.

"The merger has provided us a bigger lifeboat in this economic recession. We've been able to rally the support of this community around helping us get through this difficult time," said Tourangeau. "But, did the merger create a financially sustainable organization? I would say – not necessarily."

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Call the Bee's Edward Ortiz, (916) 321-1071.

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Sacramento Opera and Philharmonic Merge to Consolidate Operations



CULTURE MONSTER
ALL ARTS, ALL THE TIME

To save money, Sacramento Opera and Philharmonic will merge

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By David Ng
January 28, 2013 | 10:55 a.m.

In a sign of the times for small and mid-size classical music organizations, the Sacramento Opera and Sacramento Philharmonic Orchestra will merge their operations this year in order to cope with a challenging financial environment.

The merger, which was reported in the Sacramento Bee, will create a new entity called the Sacramento Region Performing Arts Alliance. Each organization will retain its own identity under the new umbrella group, Jane Hill, interim executive director for the orchestra, told the newspaper.



Photos: Arts and culture in pictures by The Times



Anne Hathaway sinks her teeth into SAG Award for 'Les Miserables'

A number of small and mid-size orchestras and opera companies around the country are facing dire economic conditions. They include organizations in Louisville, Syracuse and Honolulu. Some major groups have also been through tough times, such as the Philadelphia Orchestra and the Detroit Symphony.

The San Antonio Opera filed for bankruptcy earlier this year and Lyric Opera San Diego did the same in 2011.

The Sacramento Opera and Sacramento Philharmonic are expected to merge officially in July. The combined organization is expected to have an operating budget of \$1.8 million, which is lower than the combined budgets of the two entities, according to the Sacramento Bee.

Both groups had faced declining donations and subscriptions in recent seasons.

RELATED:

[Opera review: Walt Disney in fantasyland](#)

[L.A. Opera announces 'Einstein' and six other operas for 2013-14](#)

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[Orchestra and Opera in California's Capital to Unite](#)

"The Sacramento Philharmonic and the Sacramento Opera will retain their names but operate under a single umbrella with a lower combined budget." The Sacramento Bee.

Phase I: Ellie - Studio Loft - Theatre and Events room.

Utilize the “Studio Loft” for Tier III Performing Arts Constituents

This 8,000 s.f. performance, rehearsal and event space has a 3,000 s.f. wood dance floor, AV system with sound and high definition projector and attached smaller room with a bar.

The Studio Loft can hold 400-500 people and can be used for several types of events such as small black-box type performances (200 seats), rehearsals, pre-theatre VIP parties, conferences, weddings, holiday celebrations and other gatherings.

The Studio Loft also houses a smaller ‘pre-functional’ room that includes a bar and its own private 14th street entrance.

- “Studio Loft” could be utilized by the Tier III Performing arts constituents bringing the more edgy shows to downtown Denver, which could give them additional income potential!
 - Tier III have been complaining that they are not represented downtown. The “Studio Loft” is an opportunity, which they are not utilizing for whatever reason!??!
- An Educational outreach program to the AURARIA CAMPUS, King Center could include bringing in shows from METRO, UCD and CCD to the “Studio Loft.” One show per semester selected by “The Friends of the Arts” or Arts Venues and/or SCFD and financial supported by the SCFD as a Tier III. This outreach program could include all local universities.

[SCFD 2012 Tier III distributions per county funding plans and Organizations](#)

The Ellie, Studio Theatre is totally underutilized See the Schedule....

The web page links on the scheduling page do not work!

SCFD - Tier III recipients include an astonishing array of small theater groups, choirs and orchestras, what a potential benefit performing in the Studio loft would bring. **Location! Location! Location!**

Phase I: Master Plan Development Studies

Create a solid foundation

We must first set The Mission, Vision and Goals of the development plan for the future. These elements form the foundation for all work and decisions the team takes.

Phase I: Studies to Create the Foundation

Phase I: Feasibility and Programming Study for Boettcher

Total Cost \$375,000.00

A feasibility study to provide the foundation for development and inform the team of all aspects of the project. This document will provide the City with a detailed breakdown for Repurposing Boettcher.

This study will also include Educational and Community outreach development, as this aspect of the project affects programming and feasibility.

See Section: [Creating a Plan of action](#) for detail

Phase I: Site Development Plan for DPAC, Galleria etc

Total Cost \$475,000.00

A Master plan study to include all potential developments combined into a cohesive whole. Centered on refreshing and enhancing the Galleria and developing the experience to become a destination.

- Phase III: Galleria,
- Phase IV: Parking, Retail
- Phase V: Police Building,
- Phase VI: Retail on The Park, 35,000 – 50,000 sf

See Section: [Phase III: The Galleria](#)

Phase I: Ellie Outline Schedule of Work and Preliminary Cost Breakdown

Acoustical treatments Rear house walls etc

Remove acoustical rear box treatments and replace. \$150,000

Acoustical Ceiling elements

Prefabricated acoustical reflector elements with wood veneer. Lifted into place using the trolley beams and trusses designed into The Ellie without the need for expensive scaffolding. \$350,000

Acoustical shell and ceiling over stage, etc, tailored for The Ellie (Project or direct purchase)

Similar to a [Diva Acoustical Shell](#) or [Opus II Concert Acoustic Shell](#) or [JR Clancy](#) cherry wood veneer to match existing house. Stored in the in the existing shell storage area and loft, (flown and pivot). VIP room development.

\$650,000

Orchestra risers, stands and chairs etc (Project or direct purchase)

Full Orchestra riser costs \$150,000

Mechanical adjustments

Full house and stage rebalance and some system adjustments. \$50,000

Total	\$1,350,000
--------------	--------------------

Project Contingency @ 10% Design Build Contractor assumes the risk	\$135,000
---	------------------

1% for Art.... etc	\$13,500
---------------------------	-----------------

City insurances and costs?	TBD
-----------------------------------	------------

Total project soft cost	\$1,498,500
--------------------------------	--------------------

Architect + GC @ 35%	\$524,475
-----------------------------	------------------

GMP Design Build Fee @ 27%	\$404,595
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ESTIMATED Total Project Cost 2013	1,903,095
--	------------------

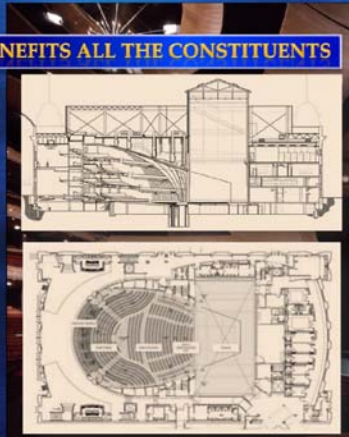
This requires full access to all as built CAD drawings

The Quigg Newton Municipal Auditorium

Creating The Classical Cornerstone of the Arts

AN AFFORDABLE SOLUTION THAT BENEFITS ALL THE CONSTITUENTS

- The Ellie is a “Grand Theatre” designed for Music
 - The Ellie was Designed to Accommodate the CSO
 - The Orchestra shell was deferred till Boettcher was Refurbished
 - The Ellie can accommodate the CSO needs and those of there Audience
 - The Studio Loft can accommodate CSO rehearsals
 - The Studio Loft can be used as part of the Educational outreach program



Drop the Opera and Market The Ellie!

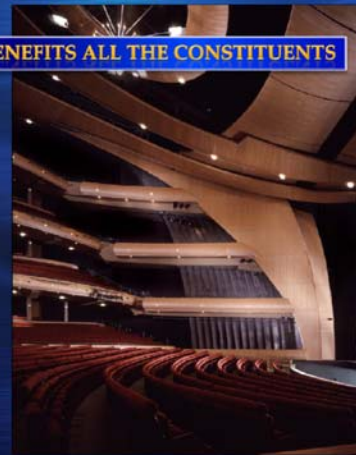
The Ellie - A Grand Theatre for All the Classical Arts.

The Quigg Newton Municipal Auditorium

The Benefits of The Classical Cornerstone of the Arts

AN AFFORDABLE SOLUTION THAT BENEFITS ALL THE CONSTITUENTS

- Maximizes the Facilities Utilization and Seat Occupancy
 - Creates Revenue for The City and County Of Denver
 - Consolidates and gives market presence to the Classical Arts Constituents
 - Creates the opportunity for “Creative Collaboration,” to attract all generations and has potential operational benefits
 - The Studio Loft is utilized for rehearsals, Tier III and Educational outreach programs
 - Provides the CSO with a Facility Today, with the opportunity to plan and fund for the future
 - Scheduling can simply be resolved
 - Rental income and IATSE #7 contracts negotiated



Drop the Opera and Market The Ellie!

Phase II: Repurposing Boettcher

Creating a Multipurpose Hall for The People



Only In Denver

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Phase II: Boettcher Rocks: A Hip Space for the Arts

Creating a multipurpose hall for all

Boettcher Concert Hall has a unique in-the-round configuration that provides an intimate relationship to the performer; however it's audience amenities are poor by comparison to other facilities of today. It is undeniable that a renovation and/or repurposing is seriously needed. With its inferior acoustics, physical limitations and substandard backstage spaces, Boettcher is hardly the impression Denver wants to leave for its tourists and visiting performers.

Boettcher's uniquely distinctive hall configuration with 80% of its seats within 65 feet of the stage ([see 3D](#)) provides a unique opportunity that could be repurposed for a multitude of performance genres with simple improvements to the overhead stage area and house to create a multipurpose space that would exceed audience expectations. Boettcher Concert Hall is designed to keep the noise out, conversely it will keep noise in, an engineered advantage!

A repurposed informal intimate innovative space with the lobby open to the audience, with a multiuse reconfigurable flat floor area in front of the stage bars and retail in house with a high quality sound system which creates:

- An energetic, sustainable, memorable, "must stop for performers," a destination, flexible, adjustable, adaptable, accessible, attractive and unpretentious, playful and approachable, emotionally engaging. **Affordable Destination**; by,
- Utilizing the **Memorabilia** (Utilize old film footage from red rocks on pallet in Boettcher, show posters and photographs).

Theme: history, culture, and political and social influences of music and the arts in Denver.

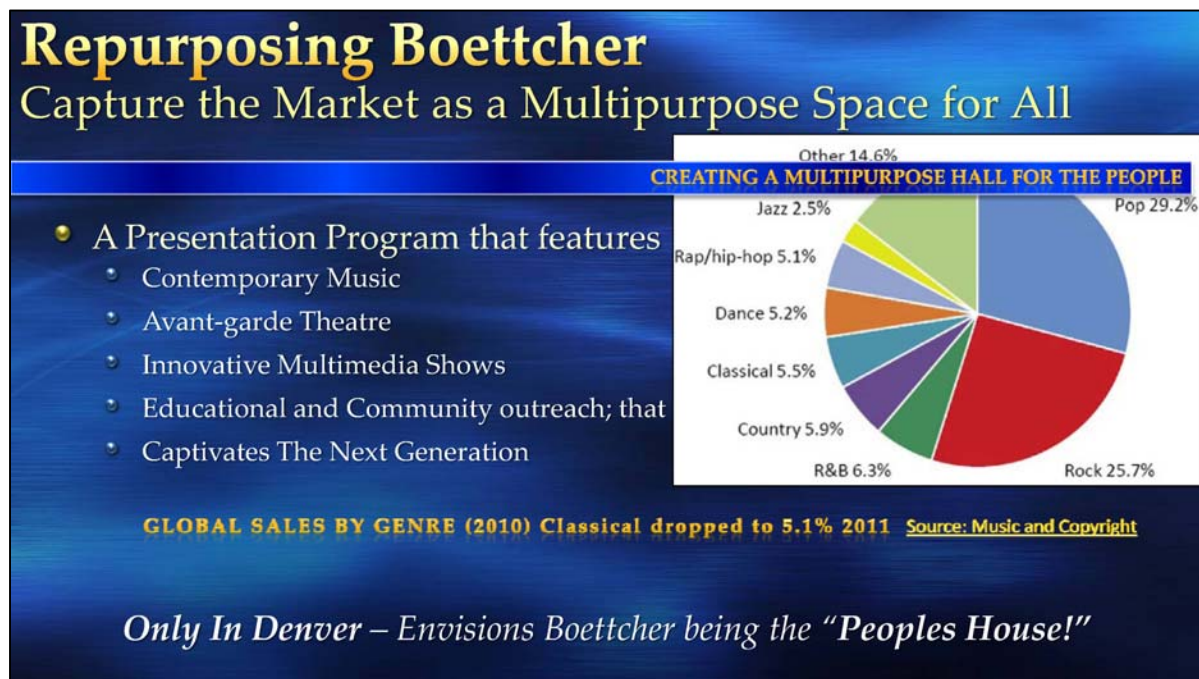
FUN FUN FUN!!! Downtown vibe, Energetic, a super scene-filled attitude, excellent atmosphere, an amazing time for all.

Repurposing as a Multipurpose Space to Capture a Larger Market Share:

Creating affordable opportunities for the future by enhanced programming

The following repurposing of Boettcher can be achieved without major demolition and gutting of the building and completed in a construction time of less than a year. Boettcher's intimate audience performer relationship lends itself to many of the performance types listed for discussion without major reconfigurations.

Ideas for discussion:



- **Capture a major share of the music market:** Rock and Roll, Hip-Hop, Pop, Country, etc. A new Audience market for the DPAC. Maximize the spaces musical potential.

These performance types do not require lavish improvements to the audience front of house facilities to meet their expectations, nor are the houses technical improvements cost prohibitive. The ceiling shell winches and technical systems presently need total refurbishing. Why not repurpose for the future?

*Presently, audiences have to travel out of town to see bands, speakers and lecture series etc...
Let's get them downtown by enhancing and augmenting the local Performing Arts Community
by expanding into an untapped market to increase the dollars spent in Denver.*

Boettcher's Unique Distinctive Configuration

Maximize the faculty's income potential by expanding into an untapped market

Opportunities to maximize the faculty's income potential:

- **Modern music, rock etc;**
- **Theatre in the round...** Extending the Denver Center Attractions repertoire... Shakespeare Festival, etc... Bring in shows from the [Vivian Beaumont Theatre](#) – a 1,080-seat 180 Thrust stage-style theater; operated since 1985 as the main stage of Lincoln Center Theater; previously occupied by The Repertory Theater of Lincoln Center (1965–1973) and The New York Shakespeare Festival (1973–1977);

Denver Center Attractions led by Randy Weeks are excited by the opportunity to enhance programming at the DPAC.

- **Modern dance** in all forms from contemporary to circus, ballet to bollywood, tap to tango, flamenco to family shows, and much more, similar to the [Sadler's Wells](#) in London;
- **Lectures;**
- **Comedy Works;**
- **Film** - The Starz Denver Film Festival and more;
- **Rehearsal Rooms** (BACK OF HOUSE) for all the City performing arts constituents. There is always a shortage of rehearsal rooms for theater, dance, music, visual arts and classes;
- Provide new community rehearsal, **arts rooms, classes and events spaces** by repurposing the BACK OF HOUSE (BOH) areas;
 - **Event Room** 300 seats at table;
 - **Multipurpose Rehearsal Rooms** 150 seats;
 - **Art Gallery** 100;
 - **Dance Studios** 40;
 - **Classrooms** 35;
 - **Expanded Classroom** 70;
 - **Media Room** 18;
 - **Conference Room** 14;

- **A/V Recording area;**

[Standard local rates for rentals can be found here...](#)

- **Television production and broadcast;**
- **Utilize the High Definition Theatre District signage and video Boards** to bring performances and concerts outdoors;
- **Broadcast all show on PBS and local channels;**
- **Local Cable TV with tie in Pay Per View;**
- **WWE?????** as crazy as this may seem it is potentially an income generator;
- **A new 500-700 seat performance space**, straddling 13th street between Boettcher and the Buell would enhance and increase the potential benefits to the project;
- **Consider the benefit of the parking bridge link to the Convention Center;**
- Put cup holders in the facility seats to maximize revenue; and,
- **Expand The facilities Naming Rights.**

Approximately three-quarters of performing arts visitors buy drinks, compared to just over half who buy programs and/or merchandise and just under half who buy food.*

Utilize freestanding portable bars similar to those used at, *Sports Authority Field* at *Mile High* and lease them to individual operators through the *Food and Beverages Contractor*.

Let's learn from the Big Money Makers.

* Arts Surveys - <http://store.mintel.com/performing-arts-uk-october-2010>

A Shopping List for the Performance Space:

Add and Subtract spaces to meet the Need

The MEP, technical systems and rigging systems in the hall need replacement and/or refurbishing/upgrading. Why not refurbish the systems for a multiuse performance space that captures a new share of the market.

- Re-rigging the house: By removal of the heavy acoustic reflectors and providing overhead stage rigging and FOH catwalks with two/three follow spot positions the space will become multifunctional. The existing acoustic reflectors and rigging system has not been maintained since opening of the building and are presently unsafe. The circular acoustic shell pieces have fallen to the orchestra floor in the recent past, luckily no one was injured!
 - Trolley beams and self-climbing trusses similar to the Belco Theater at the Convention Center; with,
 - Drop down screen for film and lectures.
- Refurbishing the stage and lifts;
- New Electrical and dimmers. See [Venue and Tech guide spec similar to House of Blues and Hard Rock](#) (The existing system is due for replacement);
- New Sound system. See spec similar to [House of Blues and Hard Rock](#);
- Add screens stage left and right, with transparent screens flowing to the lobby;
- Refurbishing the existing seating and add cup holders;
- Reutilize the acoustic volume around the hall for other uses, lobby expansion etc; and,
 - Open up the entry voids in house to the lobby for bars and sales;
 - Create a VIP area in the rear stage balcony area open to the house;
- Replace the existing lobby and mechanical system units with new energy efficient units, reuse the existing duct runs with minor modifications;
- Add acoustical treatments. Absorption to the ceiling and house/lobby areas;
- TV/Video broadcast positions and control rooms; with
- Video live editing suite and production suite;

- DJ Mix position See House of Blues;
- Create a “mosh pit” in front of the stage,(a mosh pit is a standing area utilized in Rock to Hip-hop concerts) without a mosh pit many performers will not come to the facility;
- Reconfigure the main Orchestra floor stepped to accommodate tables;
- Add Corporate/private boxes; and
- Upgrade the facility to full ADA Compliance.

Boettcher Rocks

Responding to the Market of Today and the Future

DISCUSSION CONCEPT FOR DEVELOPMENT

- A Repurposed Boettcher
 - A Multipurpose space for all Types of Performances
 - To provide Programming for all Generations
 - Lets you Eat and Drink in your seat
 - A Cost Effectively Solution
 - To Increase Attendance
 - To Increase Occupancy Income
 - To Service the vibrant, young neighborhoods



A 24/7 Entertainment Center for Generations to Come!

*Reutilize the acoustic volume around the hall for other uses
from
Lobby Expansion to Educational and Community rooms.*

A Shopping List for the Lobby Space:

Add and Subtract spaces to meet the Need

If Boettcher is repurposed in the direction of Rock and Roll and other amplified music facilities, the event types will put less strain on the lobby areas compared to the classic theatre short ten minute intermission. This means a constant use rather than a peak; short time use can be adopted for the lobby support areas. It also allows the next generation to multi task, let others know what they are doing and can potentially increase food and beverages sales.

If a constant use approach is adopted for the lobby, the existing dead space in the house, sound and light locks, in house arrival circulation areas can be utilized with development an open lobby to performance space design. Boettcher lends its self to this as the brick facade enclosure is minimally penetrated with windows.

Consequently there is no light bleed that cannot be controlled by the use of artificial lighting that is dimmed to match the event in the house. The use of the dead space will increase the lobbies size.

The consequence of this is that the repurposing will not require breaking the box, and the additional costs associated with a lobby expansion outside of the building shell is nonexistent.

If the project follows the adaptive reuse opportunities set out in this document one could envision a more dynamic relationship between the house and the lobby.

- Upgrade the facility to full ADA Compliance;
- Restroom refurbishing;
- Bars and Retail - Better Food and Beverage operations;
- Refashion the lobby to create a vibrant energetic space for the all generations;
- Event Room 300 - Improve meeting and donor space;
- Create a Rock and Roll Art Gallery Destination in the lobby 100;
- Memorabilia (Utilize old film footage from red rocks on pallet in Boettcher);
- Hard Rock Bar or House or Blues? Best Burger in town;

- Create a daytime use to maximize potential – “*Rock and Roll Museum* and the *Only In Denver Cafe*” This could be done by asking bands who have played at the original, *Auditorium Arena*, to donate memorabilia tying the past to the future. It would also make an interesting 1% for art project; and
- Could be tied with the educational and community outreach programs.

Only in Denver plans to learn from [BAM’s initiatives on education](#) and community outreach, which are presently some of the best in the country. Examples include:

- Master Class;
- Backstage Seminars;
- After School Programs;
- School Break Programs;
- Cafe Live - Free music in the lobby areas featuring all genders of local music.
- Film presents in conjunction with the Denver Film Society - classic films, premieres, festivals, and retrospectives, with appearances by filmmakers, actors, and critics tied to PBS;
- With a unique literary series for savvy writers, readers, and eaters to bring some of today’s most compelling local authors, creative thinkers in the arts and experts to the *Only In Denver* cafe; and
- Tied to the Colorado Creative Careers Task Force.

Educational And Community Outreach
Reconnecting Education with Creativity

EXPANDING THE MINDS OF OUR CHILDREN

- A Meaningful Outreach Program
 - Learning from BAM's & others Initiatives on Education
 - Master Classes
 - Backstage Seminars
 - School Break Programs
 - Café Live – Free music and more
 - Film Presentations
 - A Literary Series focusing on the Arts
 - Working with the Colorado Creative Carriers Task Force
 - Working with local Schools and Universities

A Repurposed Boettcher will include spaces for Community & Educational Outreach

A Shopping List for the Back of House Spaces:

An opportunity for all Constituents

Provide new educational and community rehearsal, arts rooms, classes and events spaces by repurposing the back of house areas.



- 1 - Multipurpose Rehearsal Rooms 150 seats
- 2 - Multipurpose Rehearsal Rooms 150 seats
- 3 - Multipurpose Rehearsal Rooms
- 4 - Multipurpose Rehearsal Rooms
- Dance Studios 40
- Classrooms 35
- Expanded Classroom 70
- Media Room 18
- Small multiuse Conference Rooms 14
- A/V Recording studio area
- Television production rooms.
- Other.....

Unique Opportunities:

Envisioning the space in words

A space with no boundaries unlike any you have seen before. Full-blown translucent interactive video screens surround the audience and dance through the lobby providing two-sided images from the concert, movement and visual stimulation. The audience is surrounded by the performance there is no separation between the house and lobby it flows together as a whole to create a unique experience that is *Only In Denver*.

Description: Famous, exquisite acoustics, audiences are delighted, great program, starts a tradition like Red Rocks.

This project provides the opportunity to enhance and add to the existing facilities.

- **A new 500-700 seat performance space** straddling 13th street between Boettcher and the Buell. What an addition this could be!

Envisioning the space in words:

- Focus on the musicianship, the performer and audience relationship.
- Create the spectacle to include the audience as part of the show.
- Escape from distraction.
- **The Acoustics Are:**
 - An Auditory delight.
 - Focus on the audience-performer relationship.
 - Excellent sound quality.
 - Enjoy amplified and non-amplified music.
 - Harmonic, adaptability.
 - Acoustic isolation from other venues. Quiet.

- **The Venue Is:**

- A Destination.
- Intimate, friendly.
- Fun - Inspiring.
- High quality.
- Playful.
- Very “cool.”
- Highly flexible.
- Not pretentious.
- An Experience for the deaf.
- Good for film.
- Memorable.
- Inspiring - Inviting.
- Delightful.
- Warm - Intimate for all occasions.
- An emotional experience - First Note.
- Not pretentious; encourages access, fun.
- A Unique/special experience -- a Journey.

- **The Venue Has:**

- Affordable seating in all price ranges that the next generation can afford.
- Variable seating configurations, (fixed and/or non-fixed seats, tables, dance space).
- Combo of fixed seats with flat floor or terraced dance areas and boxes.
- A Dance floor.
- High Quality Boxes – not elitist, not on display.
- Inviting public spaces that flow into the house.
- Upper area– a la House of Blues/Mini SF Fillmore with hide-away bars?
- Banquet capability (be able to eat and drink in the venue).
- Social areas / gathering points.
- Natural/ Intuitive Flow, it is easy to move within the room.
- Audio/video recording, radio broadcast capability.
- A fantastic sound system.
- A movie screen.
- Energy.
- Inviting public spaces.
- A Thrust arrangement of seating so the audience surrounds the performer.

- Elevated private side boxes with retreat areas.
 - Drink rails.
 - Dramatic lighting.
 - Spaces to dance.
 - Tingle, “The A-HA.”
 - Shaded glass and views out and into building.
 - Dance areas: Dancing by the audience. People should be able to get up and dance.
 - Audio/video recording and production with radio broadcast capability.
 - Lecture & Film.
 - Easy load in/out for Road shows.
 - Music video production capability.
 - Bars and bar pods where people can eat and drink in the venue.
- **The Venue Promotes:**
 - Promotes music, the arts, arts education and community outreach.
 - Promotes on the spot composing and creative collaboration in all the arts while performing for an audience.
 - Promotes national and regional, emerging artists.
 - Promotes local performers.
 - Promotes lots of shows.
 - Promotes simultaneous programs - it is an indoor fallback for festivals coordinated with the City.
 - Promotes the enjoyment of music, film, lectures and other events.
 - Promotes popular rock.
 - Promotes music appreciation.
 - Promotes and Hosts a speaker series and non-commercial films.
 - Promotes Year round use with intimate 2000 to 1500 seat concerts year round.
 - Promotes a Rock out party!
 - Promotes interaction and socializing.
 - Promotes a pool of talent, production recording.
 - Promotes interaction between the audience and the performers. I bumped into artists...
 - Gives the audience that “first note after the warm-up lump in the throat.”

The Venue Starts a tradition.

Phase II A: Re-rigging Boettcher Outline Schedule of Work and Preliminary Costs

Acoustical treatments side / rear house walls etc

Acoustical rear House treatments. \$50,000

Acoustical ceiling elements

Prefabricated acoustical reflector elements and absorption. Lifted into place using the new trolley beams and truss. This may eliminate the need for expensive scaffolding. \$650,000

New overhead rigging system

Trolley beam with self-climbing trusses chain hoist stage and house... similar system to beams at Ellie and Convention center. \$1, 000,000

Sound system

[Job lot to match House of Blues and Hard Rock Cafe see attached.](#) RENT IN

New dimmers and house lighting system

[Job lot to match House of Blues and Hard Rock Cafe see attached.](#) RENT IN

Mechanical adjustments

Full house and stage rebalance and some system adjustments for pyrotechnics. \$100,000

Renovation work for Front of House and BACK OF HOUSE

Conversion to Rehearsal rooms FOH improvements. Restrooms etc. Phase II

Total \$1,800,000

Project Contingency @ 10% Design Build Contractor assumes the risk \$180,000

1% for Art.... etc \$18,000

City insurances and costs? TBD

Total project soft cost \$1,998,000

Architect + GC @ 35% \$699,300

GMP Design Build Fee @ 27% \$539,460

ESTIMATED Total Project Cost 2013 **\$2,537,460**

Phase II B: Boettcher Rocks: Outline Schedule of Work and Preliminary Costs

TBD on scope... “Ball Park” This requires full access to all as built CAD drawings and studies.

Additional Catwalk and Follow spot etc, elements

Prefabricated elements. Lifted into place using the new trolley beams and truss, This may eliminate the need for expensive scaffolding. \$100,000

New understate systems

Stage lifts and for stage lift and wagons for “Mosh pit.” \$750,000

Sound system and AV

[Job lot to match House of Blues and Hard Rock Cafe see attached.](#) \$1,400,000

Broadcast recording systems

[Job lot to match House of Blues and Hard Rock Cafe see attached.](#) \$600,000

New dimmers and house lighting system

[Job lot to match House of Blues and Hard Rock Cafe see attached.](#) \$650,000

New mechanical and adjustments

Full house and stage rebalance and some system adjustments. IN over all Building Cost

Renovation work for Front Of House and Back of House - BOH

Conversion to Rehearsal rooms - FOH improvements- renovation of the interior. \$12,283,784

Total	\$15,783,784
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Project Contingency @ 10% Design Build Contractor assumes the risk	\$1,578,378
--	-------------

1% for Art.... etc	\$157,838
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City insurances and costs?	TBD
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Total project soft cost	\$17,520,000
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Architect + GC @ 35%	NA
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GMP Design Build Fee @ 27%	\$6,480,000
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ESTIMATED Total Project Cost 2014	\$24,000,000
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A Plan to Activate the Denver Theatre District

A Plan to Attract the Next Generation to the Denver Performing Arts Complex

A Plan of Action for Discussion and Development

An Affirmative Plan of Action that:

- Increases City Revenue by Increased Facility Utilization;
- Aids the “at risk” Performing Arts Constituents;
- Brings the Next Generation to the DPAC;
- Creates New Jobs;
- Enhances and Augments the Performing Arts Community by Expanding into an Untapped Market;
- Increases IATSE #7 Members Income;
- Provides the CSO an Opportunity to Raise Funds;
- Provides the CSO with a Facility that Meets and Exceeds their Needs and Audiences Expectations Today; and,
- Provides Educational and Community Outreach.

A Plan to Breathe New Life into the Arts Complex

Only In Denver's mission and vision is to provide educational outreach and unique opportunities to revitalize, promote and support the arts in Colorado



Boettcher Rocks Venue & Technical Guide

Discussion Concept for Development



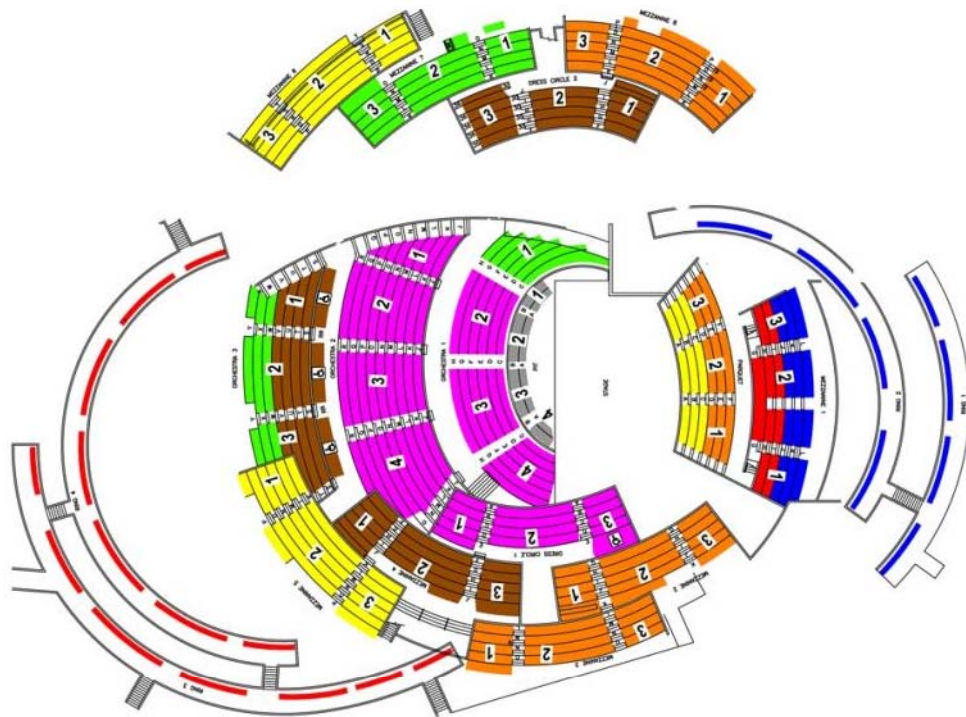
Only In Denver

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New Boettcher Rocks - Venue and Technical Guide



This is the space presently. Existing Seating Capacity: 2,709



- [3D of the existing space](#)
- [Existing Venue guide](#)

Potential Boettcher Rocks – General House Information

Discussion concept for development

Boettcher's uniquely distinctive hall configuration with 80% of its seats within 65 feet of the stage ([see 3D](#)) provides a unique opportunity that will be repurposed for a multitude of performance genres with improvements to the overhead stage area and house to create a multipurpose space.

- Add two “vomitory” entrances for performers with audience seat wagons;
- Reutilize the acoustic volume around the hall for other uses, lobby expansion etc; and,
- Open up the entry voids in house to the lobby for bars and sales;
- Create a VIP area in the rear stage balcony area open to the house; to create,
- An informal intimate innovative space with the lobby open to the audience, with a multiuse reconfigurable flat floor area in front of the stage, side stages and bars and retail in house with a high quality sound system.

Boettcher lends its self to this as the brick facade enclosure is minimally penetrated with windows. Consequently there is no light bleed that cannot be controlled by the use of artificial lighting that is dimmed to match the event in the house. The use of the dead space will increase the lobby's size.

NEW Seating Capacity Total 2,709 – some space is to be given to the lobby, dance areas, and ADA seating etc.

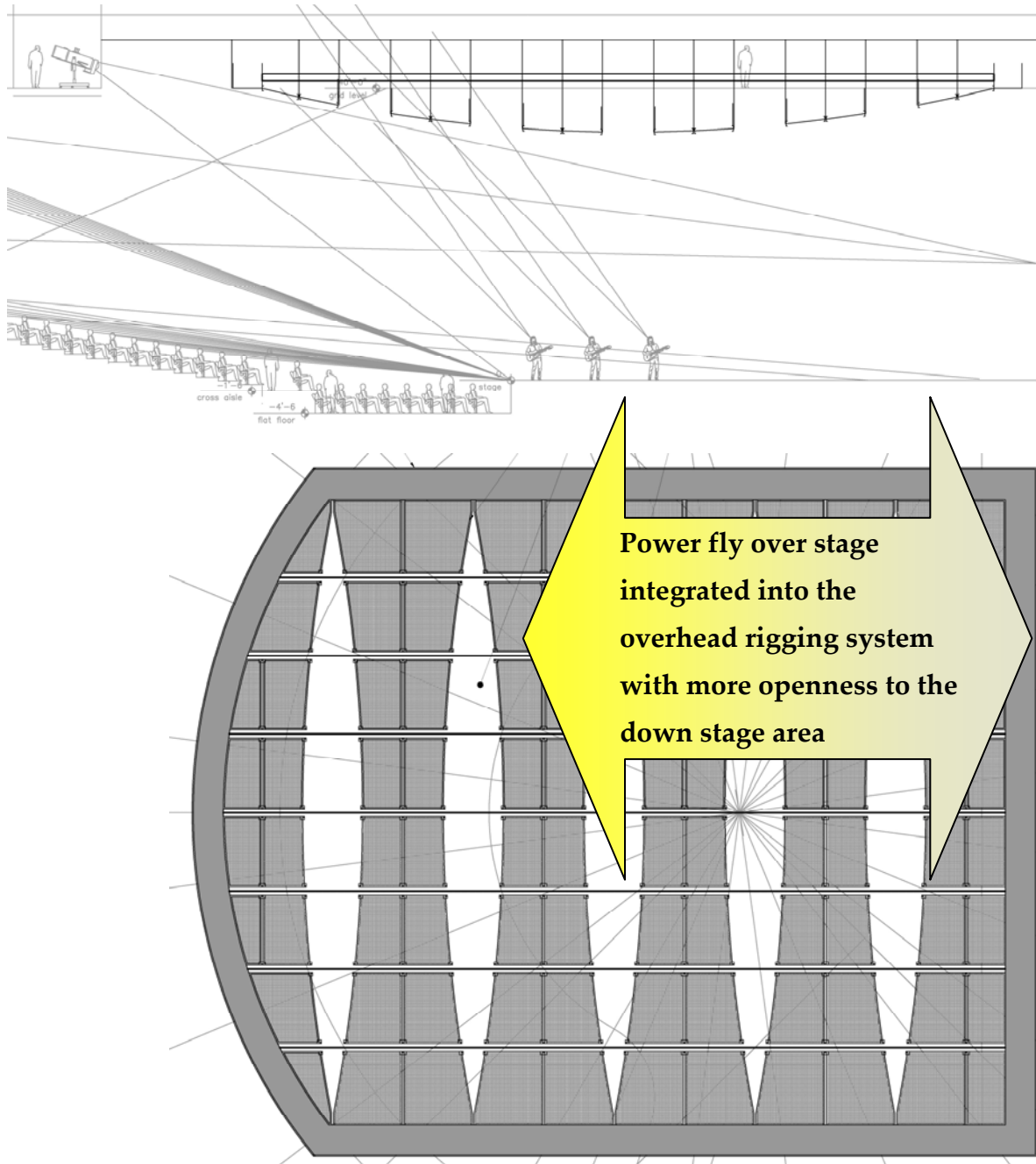
- Orchestra: 823 / Parquet: 100;
- Dress Circle 250;
- Mezzanines : 1,000 + 152 in dance areas;
- Rings: 264; and,
- Pit Seats: – “Mosh pit” Standing area in front of stage 120.

NEW StageArea: 4,660 square foot flexible stage area

- The 2,400 square foot stage;
- With new lift to provide additional 1,260 square foot down stage area; and,
- Seating behind the stage at stage level will be removed and recreated on wagons to add an additional 1,000 square foot upstage stage area.

Potential Over Stage Concept

Please note: Read diagrams with notes for power fly in Technical concepts



This idea is to start the discussion the PRODUCT, events, shows, etc, featured in the house will drive the design.

Potential Stage Technical Concepts

Discussion concept for development

Re-rigging the house: By removal of the heavy acoustic reflectors and providing overhead stage rigging and FOH catwalks/tension grid with two/three follow spot positions the space will become multifunctional.

Height to grid **Base of Tension Grid 40' - 0"** from stage could pushed to 50' if required.

Trolley beams 50' - 0" from stage, centers TBD by fly system could pushed to 60' if required.

*This concept utilizes the UBC code to allow for NO fire curtain or deluge. If we decide to push up into the ceiling void, we will need complex deluge and fire curtain solutions.

Stage Rigging

Theatre Stage Motorized Line Set System

Power fly over stage will be integrated into the overhead rigging system with more openness over down stage area in the tension grid. Slots in the tension grid will allow full travel of 2-tone hoist system.

Motorized Line Set, Variable Speed, 0-120fpm, 1,200 lb. cap. JR Clancy
w/ Head Blocks, Loft Blocks, Pipe Battens, Load Sensing, Wire Rope as necessary
(Grand Valance, Grand Drape, (4) Borders, (3) Leg Sets, Cyclorama, Scrim,
Projection Screen, Midstage Traveler, Upstage Traveler)

4 total

Motorized Line Set, Fixed Speed, 20fpm, 2,000 lb. cap. JR Clancy
w/ Head Blocks, Loft Blocks, Pipe Battens, Load Sensing, Wire Rope as necessary
(4) Stage Electrics) Power Cable Concertina and reels for Stage Electrics 14

20 total

Budget includes “house” package of truss with (24) 10’ sticks of box truss, (16 of which are pre-rigged with PAR lighting), (12) 2-ton hoists, and standard (non-computerized) motor control system. Also, (4) installed hoists and separate hoist control.

Budget includes 2500 – 3000 sq. ft. of tension grid and loose pipe for lighting positions. Related Exclusions: Structural accommodations, tension grid hangers, and railing.

Structural accommodations including electrically released, manually retracted smoke hatches in 5% of stage area. Assume stage & house gridiron access via a technical stair.

Stage Machinery

Budget includes new stage lifts and seat wagons with full trapped stage floor. Including electrical service, control wiring & all electrical installation. Flooring included.

Potential Lighting Systems

Production Lighting Control

Performance System allowance to include (384) 20A, 2.4kw dimmers/non-dims for production, house, concert and work/rehearsal lighting, moving light control console with focus remote, control processor and network components, control and circuit wiring devices and stage cable, equipment and in house control board.

Production Lighting Fixtures

100 conventional fixtures, 24 moving fixtures, 3 followspots and accessories.

Potential AV Systems

Audio System

Includes one 128-ch digital console, Loudspeaker processing & tablet PC control, Outboard rack with specialty equipment allowance, 16-channel wireless mic

system, 6# line-array loudspeaker systems & subwoofers. All equipment racks, power distribution & protection, and related items.

Audio System- Monitors

Includes one 96-ch digital console, Loudspeaker processing & tablet PC control, outboard rack with specialty equipment allowance, and monitor system (including wedges, drum fill and side fill). All equipment racks, power distribution & protection, and related items.

Video System- includes all cameras and equipment

Includes two indoor 22,000 lumen 1080p DLP video projectors & accessories, two indoor 13.5' x 24' truss-frame screens. (BASE) Live video production switcher, four camera HD camera package, video content server/recorder. All equipment racks, power distribution & protection, and related items.

Note we will be looking at translucent flexible LED screens to surround the audience and flow from the house to the lobby.

LEDs Take The Stage

To create the 360° main video setup, LMG Touring used more than 550 FLED FL-io11 tiles (high-resolution 11mm LED tiles) to configure the three columns of circular screens. The company also provided an HD flypack system with high-definition cameras, switching, graphics, playback, and record to feed the HD video and imagery to the LED screens.

[Rock in the Round Creating an Unforgettable Concert for Both Live and Web Audiences On 311 Day](#)

Video System- Utility

Includes two Pan/Tilt/Zoom cameras with controller, 20" LCD monitors at support spaces, and 4-channel CATV head-end with distribution system.

Control System

Includes touch screen control system for support space systems and other back-of-house utility systems. Reinforcement audio & production video systems are not planned to be included as part of the touch screen control system.

Assistive Listening

Includes ADA-required assistive listening system, FM type. Transmitter only.
Receivers are listed separately under portable equipment.

Production Intercom

Includes 4-channel wired intercom, with handset stations at support spaces. Two dual channel wireless systems, with four packs each (total of eight packs). Includes ceiling & wall mount loudspeakers to support spaces, including necessary 70V amplifiers & volume controls, and routing/DSP matrix with cobranet capabilities. Plates & Panels.

Production Systems “Company Switches”

A company switch is used to power portable equipment. Budget includes (11) 400A, (4) 200A, and (2) 100 A company switches.

TV / Video Camera Positions

The House will include multiple TV / Video camera positions tied into Video broadcast and editing studios, with a live feed to the loading dock.

Potential Stage Support Spaces

- Stage Prop kitchen with mop sink
- Prop room
- Instrument storage

Potential Visiting / Company Support Spaces

Props Room

Stage Prop kitchen with mop sink

Visiting / Company Offices

- Visiting Company Manager One Office
- Visiting TD Visiting SM Office area.
 - Secured Storage area

Visiting Event / House crew lockers

- Lounge / Union crew req
- Visiting Crew Restrooms Unisex with shower

Potential Performer Support Spaces

- | | |
|---|---|
| • Green Room with full kitchen | 1 |
| • Star Dressing Rooms; with ADA restroom and shower | 2 |
| • Principals Dressing Rooms; 2 Person restroom and shower | 2 |
| • Support Dressing Rooms; 4 Person with ADA restroom and shower | 4 |
| • 10 person Dressing room / Multipurpose room With showers etc | 2 |
| • Chorus / Supers / Children Dressing Rooms. (These are also second and third Green Rooms). | 2 |

Potential Musicians Dressing Rooms and Support

- Green Room Kitchen Area / Bar
- Conductors office / dressing Room
- Assistant conductor office / dressing Room

Potential Show Wardrobe Make Up and Hair

Wardrobe Rooms:

The Wardrobe Room 11'-6" wide by 24' deep and houses 3 Kenmore Washer and Dryers.

Make-Up/Wig Room:

The Make-Up/Wig Room 24' wide by 20'.

Potential Ancillary Support Spaces

Potential Recording Studio AV Systems

Option: Large digital studio console, same control & audio format as live consoles: Digital multi-track mixing console & computer-based recording, digital musician monitoring system, dual 21" video monitors, dual 40" video monitors, 5.1 surround loudspeakers, 2.0 near field loudspeakers, video playback, and MADI routing/translation equipment for direct multi-track recording from main theatres. Does not include radio station or other broadcast facility accommodations.

Potential Video Studio AV Systems

Option: Ability to record over 6 live tracks of video, more advanced editing suite: Digital video multitracking & editing suite. Accommodation of HD-SDI video feeds from locations throughout the facility, ability to produce finished DVD product.

Professional Spaces for the Community
Reconnecting Creativity with Community

THE VENUE IS A 24/7 DESTINATION – THE VENUE PROMOTES THE ARTS – THE VENUE STARTS A NEW TRADITION

- Spaces for Education and Community Use
 - Spaces to Support Professional and Educational outreach
 - > 150 seat Theatre
 - > Recording and Broadcast Rooms
 - > AV Recording Studios
 - > Classrooms and Expanded “Wet” Classrooms
 - > Conference rooms
 - > Art Gallery
 - Working with the Community to provide a Place to Play

A Feasibility & Program Study to Plan Spaces for Community & Education Outreach

This idea is to start the discussion, the PRODUCT, events, shows, etc, featured in the house will drive the design.

Educational Outreach

Expand the Minds of our Children



Only In Denver

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Reconnecting Education with Creativity

Potential Education Initiatives and Community Outreach

Only In Denver is a Private Non-Profit Entity that could assume tenancy of Boettcher Concert Hall with parallel values for education and for profit.

Only In Denver is a group of passionate professionals with a new vision to energize the Arts Complex, with a plan to repurpose Boettcher Concert Hall to host exciting events, increase City revenue, and provide educational outreach to younger generations with a strong community outreach program.

Only In Denver plans to Create, a Meaningful Educational Program as an integral part of the Arts Complex, collaborating with regional higher education, as well as k through 12, and IATSE to increase the opportunity for arts education and experience, exposure to professional artists in master class settings and career path training in the technical arts of theatre.

Only In Denver plans to learn from [BAM's initiatives on education](#) and community outreach, which are presently some of the best in the country. Examples include:

- Master Class;
- Backstage Seminars;
- After School Programs;
- School Break Programs;
- Cafe Live - Free music in the lobby areas featuring all genders of local music.
- Film presents in conjunction with the Denver Film Society - classic films, premieres, festivals, and retrospectives, with appearances by filmmakers, actors, and critics tied to PBS;
- With a unique literary series for savvy writers, readers, and eaters to bring some of today's most compelling local authors, creative thinkers in the arts and experts to the *Only In Denver* cafe; and
- Tied to the Colorado Creative Careers Task Force.

Our development program for repurposing Boettcher includes spaces that will support professionals and educational outreach with community programs and initiatives.

- A 150 seat Multipurpose Theatre.
- Recording and Broadcast.
- Media Room - AV Screening.
- AV Recording Studios.
- Studios & Rehearsal Rooms.
- Classrooms.
- Expanded Classrooms.
- Conference Room.
- Art Gallery.

Phase I - Feasibility and Programming Study for Boettcher and Educational Outreach

Total Cost \$375,000.00

A feasibility study to provide the foundation for development and inform the team of all aspects of the project. This document will provide the City with a detailed breakdown for Repurposing Boettcher.

In addition, this study will also include Educational and Community outreach development as this aspect of the project affects the programming for repurposing Boettcher.

Only In Denver's mission and vision is to provide educational outreach and unique opportunities to revitalize, promote and support the arts in Colorado

Creating a Meaningful Educational Outreach Program

Expand the minds of our children to include the arts

Rekindling a Tradition: Creating the Peoples House

The first step to creating a meaningful educational partnership starts with rekindling the memories of *Graduation Day*. Denver Public Schools has a historical tradition of holding Graduation Day in The Quigg Newton Municipal Auditorium. We are recommending that this tradition be reinstated in the Auditorium for a minimal charge to DPS.

We would like to create a new tradition for the AHEC, Universities by inviting them to hold their Graduation Days in Boettcher for a minimal charge of \$1.00 to each University.

Creating the Peoples House, brings a new audience of future generations of showgoers to the center and is the start to rebuilding an audience and expanding minds to include the arts.

Memories last a lifetime. The price of; "An event well done," passed by word of mouth? Priceless.

Highlighting the DPS and University Arts:

Only In Denver plans include the showcasing of the AHEC, University Arts we intend to do this through the utilization of the **Ellie Studio Loft**, by putting on one show per semester selected from the theater departments and financed through the [Endowment for the Arts](#).

Work from the media departments of all educational facilities, Art, Film, Video etc. Will be digitally displayed in the lobby of Boettcher as a daytime destination for all to see.

DPS and the Denver School of the Arts

Expand the minds of our children to include the Arts

The facilities and constituents presently provide activities that tie in with DPS. They offer field trips to see the arts and free full dress rehearsal shows. DPS has art displays in the Lobby of the Buell Theatre, but there could be more.

There are opportunities to expand and promote the educational outreach with DPS. The Denver City Wide, "School of the Arts," has many incredible departments that could be tied in from the DSA, Video Cinema Art to sculpture, poetry, acting music and dance just to name but a few.

[DSA Video Cinema Arts](#)

Educating and inspiring 6th -12th grade filmmakers. Film Studies Course Syllabus two semesters are limited to film reviews... The third semester is film production the quality of the work is exceptional. Most of the work is done outside of the studio...

See a sample of work:

- [Joe Mondragon: Promotional Video](#)
Shot by Kimberly Greenwell, Daniel Rachlitz, Adam Blackford and Aaron Saye
Produced by: Showdown Media
- [DSA Video Cinema Arts Portfolios](#)

The DPS Department Presently has two instructors Ed Glassman: film production and post-production and Amy McGrath: screenwriting, film studies, pre-production, Yearbook.

Potential Educational Outreach to Universities

Auraria Campus: University outreach possibilities for Boettcher Rocks



Boettcher Rocks can provide the needed professional facilities and outreach to enhance the multiple programs at the Auraria Campus.

[AURARIA CAMPUS PLANNING – Master Plan – Strategic implementation Plan 2012](#)

The master plan identifies the future location of the planned Arts Building (Number 28) - This future addition would consist of a 40,000 square foot addition along its Lawrence Street edge to provide additional space for the institution's arts programs adjacent to the King Center.

- **40,000 sf X \$500 - \$625 per sf = \$20 – \$25 million, 2013. Project dependent on scope and complexity.**
 - Campus structured parking estimated at \$17,000 - \$18,500 per space AURARIA CAMPUS 2013.

The Theatre Department at METRO is presently lobbying for this building, which is probably 5 -10 years out. This is in the Metro neighborhood and will be a METRO only building! It looks like the Aeronautics building will be the first priority.

- **An outreach partnership program with the Auraria Higher Education Center (AHEC or AURARIA CAMPUS), King Center Constituents should be considered. [See Ellie Studio Loft.](#)**

Department of Communication Arts and Sciences

They have two studios located in the [Media Library](#) basement. These production facilities are very basic, a Studio 32' X 32' with an attached Audio production facility. They rent out at \$175 for the studio /Control room and \$125 for the Audio production room. These facilities are shared with the Department of Journalism and Technical Communication.

They presently produce:

- Electronic Media / Radio / Television / Broadcasting
- TV or radio performer/announcer
- Broadcasting producer

Department of Journalism and Technical Communication

This communications department focuses on:

- corporate communication
- interactive media production
- video production
- technical writing and editing

Interactive Media & Video Production [resources](#) are comprehensive but its facilities are very limited. The department has many links to Professional Organizations which are noted below.

Needs access to professional Video / Broadcast Production Studios and outreach:
Shares two studios in Library that are outdated but work. They could utilize professional studios.

Metropolitan State University of Denver

University outreach possibilities for Boettcher Rocks

Department of Theatre

[Dr. Marilyn A.Hetzel](#), Ph.D. *Professor of Theatre* Advisor for all Theatre Majors & Minors,
has been creating some very exciting links and performances with local businesses.
She is presently working on a show for the water board, which is set to tour the US. This is a very interesting opportunity to tie in with Colorado and Denver businesses.

Community College of Denver

CCD Theatre department is presently undergoing changes with a new department head. The future opportunities should be explored.

College of Arts and Media

The Department is presently using the [King Center facilities](#): The Studio Theatre is presently used for Film, Television, and Theatre! Its utilization is maxed out, the Repurposing of Boettcher project could enhance the existing program and provide access to the facilities they need.

Department of Theatre, Film & Video Production

- [Bachelor of Art \(BA\) in Theatre, Film, & Television - Sample Schedule](#)
- [**NEW** Bachelor of Fine Art \(BFA\) in Film and Television - Sample Schedule](#)
- [**NEW** Bachelor of Fine Art \(BFA\) in Art Direction and Production Design - Sample Schedule](#)
- Theatre, Film & Television Minor



Denver University has some of the best Performing Arts and Music facilities in the USA. The [Newman Center for the Performing Arts](http://www.du.edu/explore/artsandculture/visualarts.html) has become known as the, “*Cultural Crossroads of the West.*” The Visual Arts are flourishing and all students are given the opportunity to enroll in *Creative Expressions Courses* for non-art-majors.

<http://www.du.edu/explore/artsandculture/visualarts.html>

DU's School of Art and Art History is accredited by the [National Association of Schools of Art and Design](http://www.du.edu/art/facilites.html).

<http://www.du.edu/art/facilites.html>

Media, Film and Journalism Studies <http://www.du.edu/ahss/mfjs/>

The Art Institutes

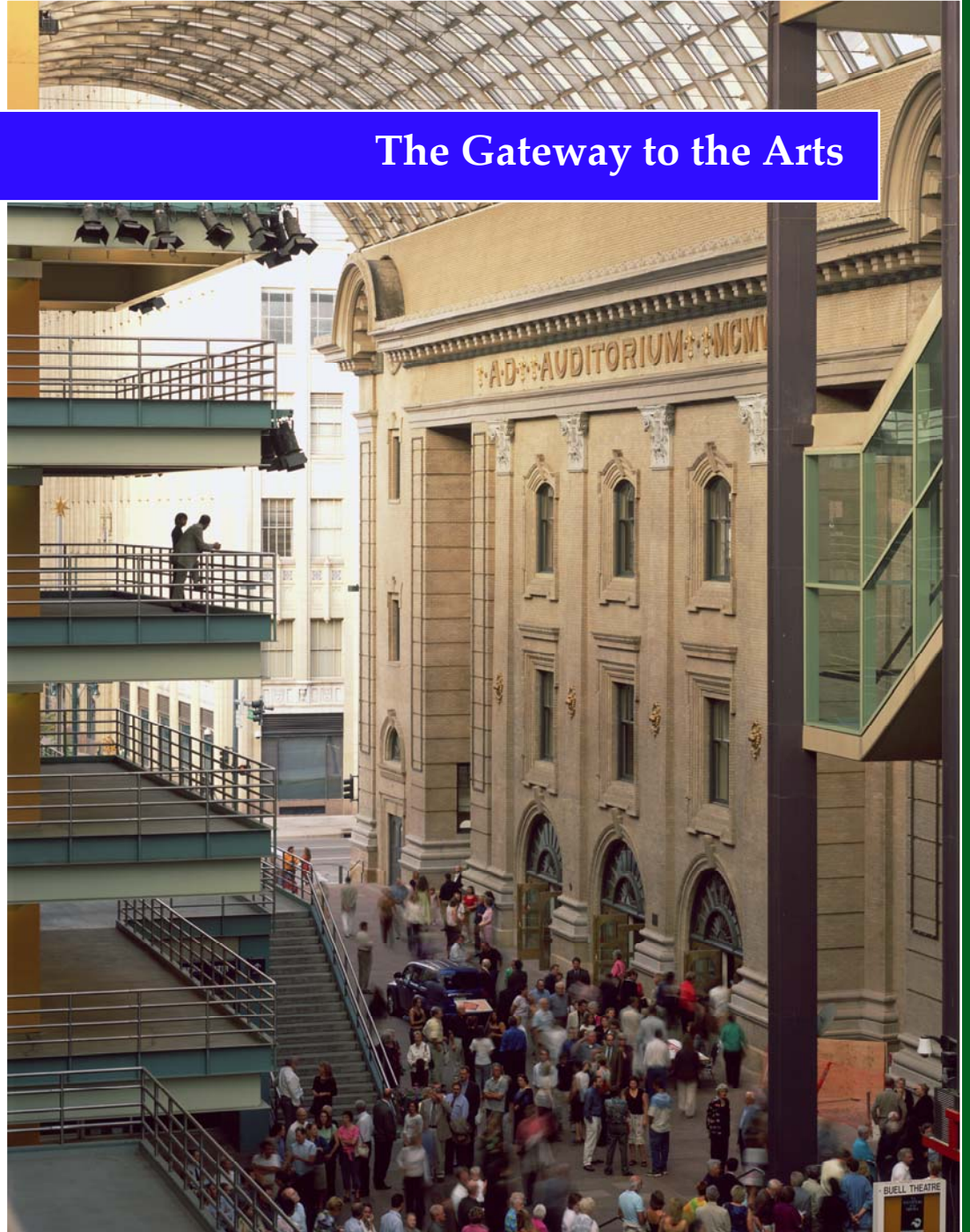
University outreach possibilities for Boettcher Rocks

http://www.the-art-institutes.info/index.php/site/areas_of_study/

The Phase I - Feasibility and Programming Study for Boettcher will develop the, “Educational and Community outreach.” This aspect of the project affects the programming and feasibility for repurposing Boettcher.

Phase III: The Galleria

The Gateway to the Arts



Only In Denver

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The Galleria

The Gateway to the Arts

There have been many studies over the years on ways to enhance the “Galleria”. Most of these studies have focused on way-finding and ways to beautify the architecture. The Galleria has been repainted over the years but the 1970 ‘s architecture is still the 1970’s architecture, cold and uninviting - a “*dead space*” in the day time. This is hardly the front door arrival sequence that Kevin Roche, originally envisioned inspired by the *Vittorio Emanuele Galleria* in Milan, Italy.

The Galleria is an opportunity waiting to be fulfilled. The original master plan concepts called for cafe’s, restaurants and retail that would enliven its edges.

This space, contiguous with each facility in the Denver Performing Arts Complex, is another fabulous amenity that we have studied, and recommend a full exploitation of the existing environment to complement the many and varied performances in the Complex.

Our plan is united with the Leaseholder, and provides an incredibly new way of thinking about when and how the Galleria is used.

There are opportunities to:

- Add retail;
- Add Cafe’s;
- Increase the parking;; and,
- Enliven the space for “Daytime use. “

Let’s bring it up to date and make it a daytime destination!

Potential Private Funded Projects at the DPAC

Only In Denver and Our Partners have the potential to privately fund a number of projects. Presently these are estimated at:

Private Funded Projects That could be Master planned

Phase III: Galleria, Private Funded	\$12,000,000.00
Phase IV: Parking, Retail Private Funded	\$50,000,000.00
Phase V: Police Building, Private Funded	\$24,000,000.00
Phase VI: Retail on The park, 35,000 – 50,000 sf Private Funded	\$12,500,000.00

TOTAL Private Funded Projects	\$98,500,000.00
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Project Contingency @ 20% this is a high risk project with multiple players \$19,700,000.00

1% for Art... etc \$685,000.00

City insurances and costs 4M minimum? \$4,000,000.00

Total project soft cost	\$24,385,000.00
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Architect + GC @ 35% NA

GMP Design Build Fee @ 27% \$26,595,000.00

ESTIMATED Total Project Cost 2015	\$149,480,000.00
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Please note that these numbers are high end ball park estimates that will need quantifying in the, *Phase I - Site Development Plan for DPAC, Galleria.*

The Study will explore how to minimize the City and County of Denver's RISK!

Create the opportunity for Best practices save \$ and eliminate redundancy.

Phase I - Site Development Plan for DPAC, Galleria etc

Total Cost \$475,000.00

Only In Denver is proposing a *Site Development Plan* is undertaken with all the stake holders, Constituents and City to ensure that all the potential developments create the daytime destination that is complimentary to the existing architecture and vision of the *Galleria*, its operators and constituents.

The Master plan study will include all potential developments combined into a cohesive whole, centered on refreshing and enhancing the Galleria and developing the experience to become a destination. The study will create a plan of action that minimizes the Cities risk.

Why is this Site Development Plan important?

- The Galleria is the crossroads and front door to all the performing arts facilities;
- How will the developments effect the facilities constituent daily operations:
- How will the enhancements be phased to tie in with repurposing Boettcher;
- How will the 1% for art be handled and where;
- How will the Galleries development enhance the educational outreach programs to include the fine arts and video and film, etc;
- What will the facility look like;
- How will the developments enhance the facility as a whole;
- What will the RISK to the City be; and,
- How will the risk be minimized and shared by the developers;
- What will constitute realistic Developer, Bonds and Insurances;
- How will the development be managed and run;
- How will the facility operate; and,
- How will the additional projects tie in with the complex exiting code requirements of the Galleria?

As an example, the trash for the DPAC is an issue. How will be dealt with, when the facilities are enhanced is an operational question, which must be solved and planned for prior to any development.

Only in Denver is proposing to lead the site development study for and on behalf of the City. We are uniquely qualified with knowledge of all aspects pertaining to a development of this nature and are knowledgeable of all the stake holders that should be brought to the table to create success and minimize risk.

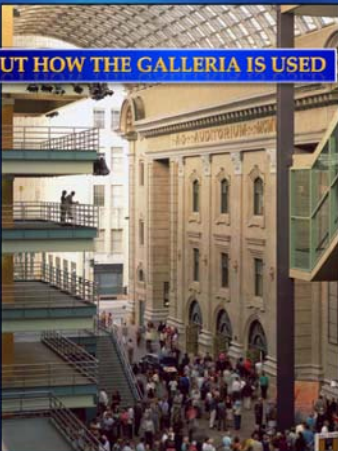
The Galleria

The Gateway to the Arts

A PLAN TO UNITE THE LEASEHOLDERS TO PROVIDE NEW WAY OF THINKING ABOUT HOW THE GALLERIA IS USED

- There are Opportunities to
 - Add Retail
 - Add Cafés
 - Increase Parking, and
 - Enliven the spaces for “Daytime use”
 - *Only In Denver* and Our Partners have the potential to privately fund a number of projects
- A Site Development Plan to
 - Explore how to minimize the City & County of Denver’s RISK!
 - Create the opportunity for Best Practices, Save \$ & Eliminate Redundancy

Lets bring the Galleria up to date and make it a - Daytime Destination!



Everything starts as an Idea!

A Plan to Activate the Denver Theatre District

A Plan to Attract the Next Generation to the Denver Performing Arts Complex

A Plan of Action for Discussion and Development

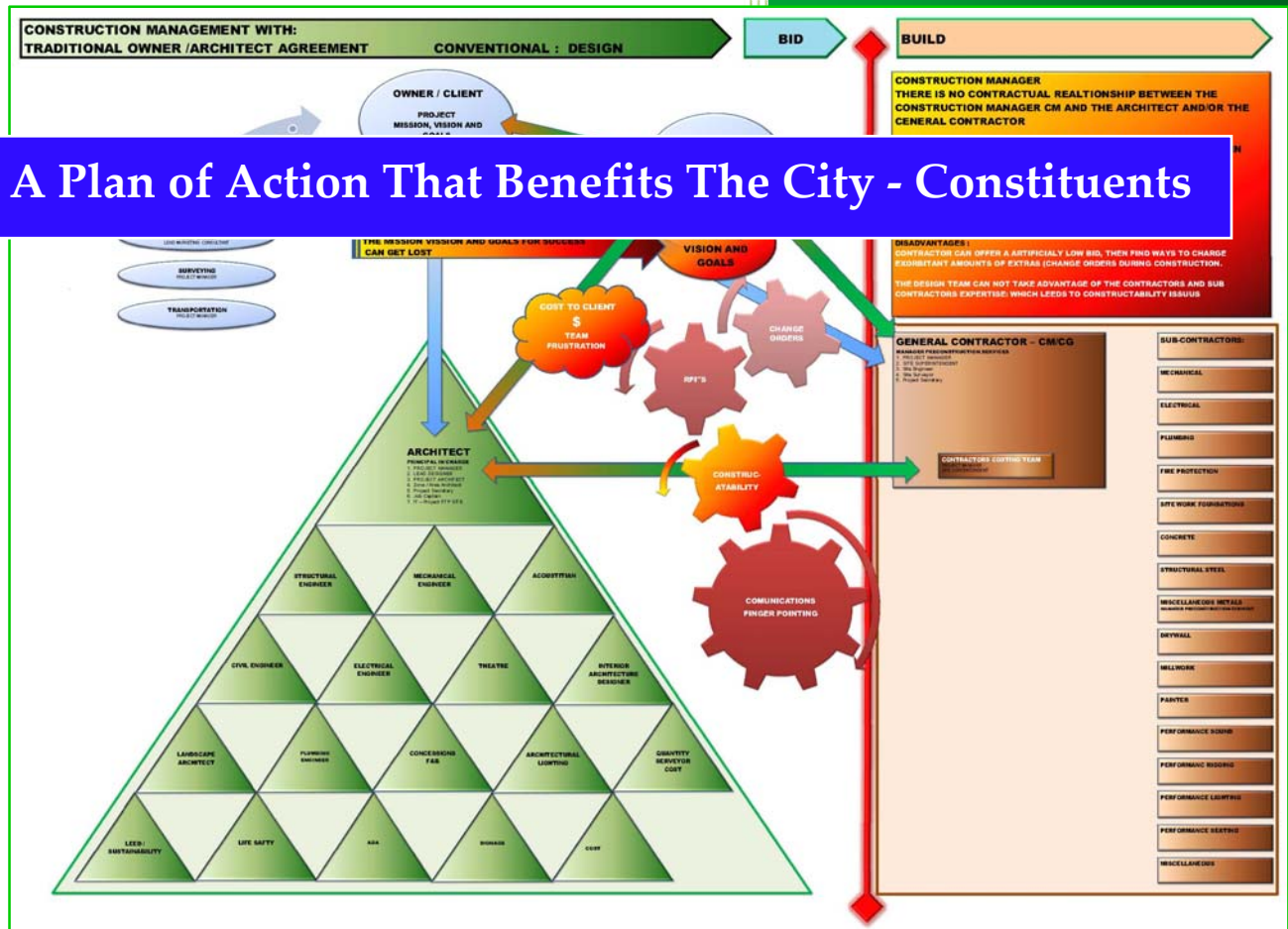
An Affirmative Plan of Action that:

- Increases City Revenue by Increased Facility Utilization;
- Aids the “at risk” Performing Arts Constituents;
- Brings the Next Generation to the DPAC;
- Enhances and Augments the Performing Arts Community by Expanding into an Untapped Market;
- Creates New Jobs;
- Increases IATSE #7 Members Income;
- Provides the CSO an Opportunity to Raise Funds;
- Provides the CSO with a Facility that Meets and Exceeds their Needs and Audiences Expectations Today; and,
- Provides Educational and Community Outreach.

A Plan to Breathe New Life into the Arts Complex



Creating a Plan of Action



Only In Denver

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The Next Step – How to Possibly Move Forward to Boettcher Rocks

Creating a plan for all

How to move forward to develop a Program that defines a scope of work for design and construction?

Only In Denver has an ingenious well thought out plan that maximizes the utilization of Boettcher Concert Hall, by acting as primary tenant, with an educational and community outreach program that will benefit local educational entities and all performing arts tenants.

Only In Denver plan, “*To Breathe New Life into the Arts Complex*” can help to determine the courses of action that benefits the City and County of Denver and its constituents and stakeholders most.

Only In Denver is proposing an innovative plan of action that brings the stakeholders together to create ownership, support and alignment to develop a joint strategy that is beneficial and is inclusive of all by utilizing the *Revitalizing the Arts* document as the starting point for discussion.

A sequence of well orchestrated meetings can get dynamic results, to create a phased development with phased funding that meets all stake holders expectations, based on our outlined plan.

Only In Denver is proposing to lay a foundation for success with all the stakeholders, to create a plan of action that benefits all.

Only In Denver could lead this project with the City.

The Traditional Plan of Action

The traditional plan of action takes months even years before the product is developed. A traditional “Feasibility and Programming study,” followed by the Traditional Architect Design + GC/GMP or A Fast Track Design-Build GMP as outlined below.

Feasibility and Programming Study for Boettcher: Time 6-9 Months

Issue a contract for a “Feasibility and Programming study” similar to those done for the “Quigg Newton Auditorium & Ellie Caulkins Opera House,” for a project not to exceed a specified cost and or to determine the cost...

Cost \$275,000 - \$300,000 x 3 in 2013 costs

The Ellie took Three (3) Study/programs and nearly ten years before approval.

City review time + 6 months

This is then followed by the traditional Construction Management with owner Architect agreement, a very costly and time-consuming process without a proper foundation of the Contractors input which can save time and creates the opportunity for constructability to be built into the design which saves time and Dollars \$.

Architecture of the Absurd: How “Genius” Disfigured a Practical Art by [John Silber](#)

The Quantuck Lane Press, New York

In Architecture of the Absurd, John Silber dares to peek behind the curtain of “genius” architects and expose their willful disdain for their clients, their budgets, and the people who live or work inside their creations.

Absurdism in a painting or sculpture is one thing—if it’s not to your taste, you don’t have to look—but absurdism in buildings represents a blatant disregard for the needs of the building, whether it be a student center, music hall, or corporate headquarters.

The Mission, Vision and Goals of the project can get lost which leads to team frustration and often additional costs to the client in change orders.

A Forward Thinking Plan of Action

Create the best practices, save time and \$ by reducing redundancy

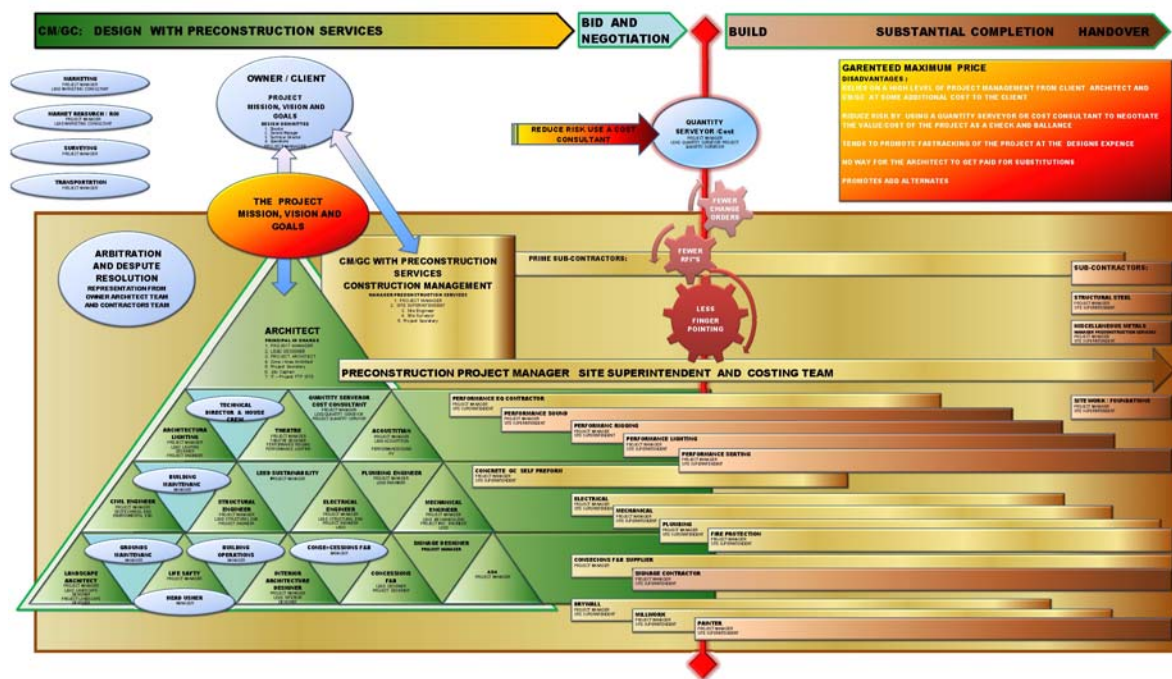
Only In Denver is proposing a more innovative plan of action that brings the stakeholders together to create ownership, support and alignment to develop a joint strategy that is beneficial and is inclusive of all.

A plan well orchestrated meetings with dynamic results, to create a phased development with phased funding that meets all stakeholders expectations.

Only In Denver is proposing to lay a foundation with all the stakeholders.

We request that the Boettcher Foundation fund the Educational and Community outreach component of the study.

When the results are known from this study we will hold a *Design-Build Charrette*

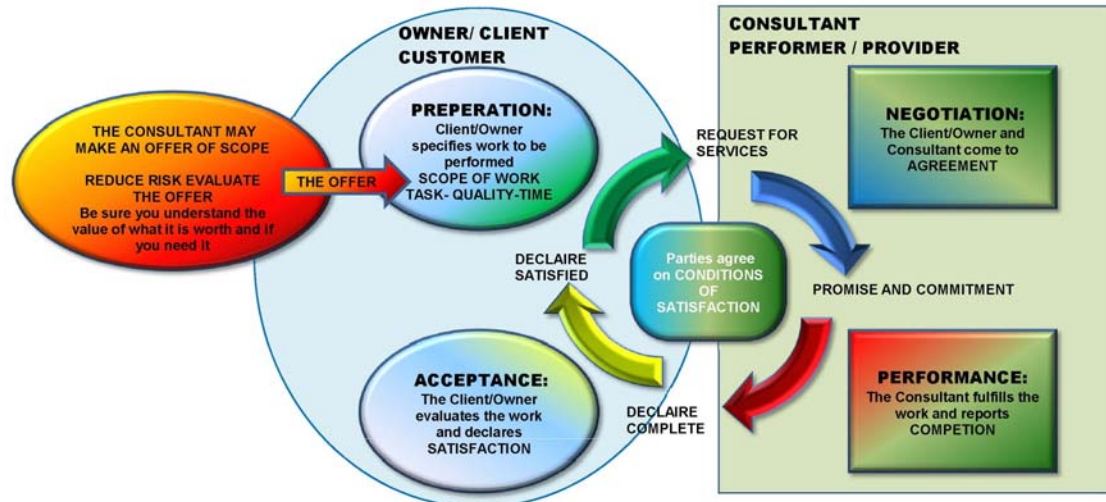


A Fast Track, Design-Build GMP Cost Determination: Total Time 1 Month

We would suggest that an outline project cost determination can be achieved by a three (3) day programming workshop with a *Design-Build Charrette* that includes the correct parties of leadership at the table.

This is a “Feasibility Study” combined with “Preconstruction Services.”

- This information would be assembled into an “Outline scope of work utilizing the marked up drawings” which would define the program and project scope;
- A schedule of costs could be developed based on these drawings with the use of a designer who is used to dealing with the contractor;
- The team would issue outline probable cost within 2 weeks and work directly with the City to determine the final budget;
- The program for the building is then consolidated into a typical program that includes drawings that can form the basis of the development.



This approach can help determine the amount the Group is willing to spend and enable them to issue a “Design Build Contract” that includes the “Scope and Programming.

Estimated Cost \$375,000 with Quick Results

The Development study for Boettcher with a full Design Build GMP Scope of services that includes the upgrades to the Ellie, will push the Design build fees up slightly but has the benefit of a reduced design and construction time line which will substantially save costs.

***Only In Denver* is proposing a variation on the Design Build, a Design Build with an Integrated Team.**

This is where the architect is a fully integrated member of the team. This solution can have successful results for buildings for the arts.

This multidisciplinary approach with a single point of responsibility has the ability to create a tighter schedule, less risk, lower cost, competent design, fewer surprises and better communication with the client. This approach to design and construction in which many professionals with multiple disciplines work together, under a single roof entwining design, functionality and budget to create cost-effective solutions that can meet a broad cross-section of client goals within the construction industry.

The Key is Teamwork!

A partnership between the Owner, Contractor, Architect and their teams, which is clearly in alignment/ the Team clearly understands and is committed to, and actively supports the owner/client mission, vision and goals and actively tries to meet and exceed the owner/clients conditions of satisfaction through a collaborative process that reliably creates value and ownership for all who participate.

Whichever direction is chosen it will take Teamwork!

Design Build is a potential Project Approach for this Facility



The advantages of design-build over the conventional system of architect and general contractor:

The top ten reasons why the design-build system is potentially a good solution:

1. Everybody is on the same team: We are all in this together with the same goal – to arrive at a successful project that meets or exceeds the client’s expectations for their project. When challenges are encountered on a project (and there are always challenges), pointing fingers is not an option, everyone rolls up their sleeves and works on solutions, because we are all on the same team with a common goal.

2. Total accountability; The Design Build Contractor assumes the risk: One entity is accountable for everything, including how the end result looks, how much it costs and the timeline of completion. When the same group that designs the project also builds the project, there tends to be much more attention given to pricing and scheduling in the design phase. The cost of all elements are taken into account early on in the process; all fees, construction costs, utilities, landscaping allowances – **everything including a reduction in the project contingency that is lowered to 10% as the Design build team assumes the risk.**

Unfortunately, it’s not unusual for us to hear from people that “their remodel cost twice as much as the architect said it would” –such a scenario is entirely unacceptable in the design-build world.

Design-build focuses on results, not excuses.

3. Continuity: A design-build firm is involved from start to finish, which adds an inherent efficiency. The chance for things to fall through the cracks is greatly diminished.

4. Expertise: There is a tremendous advantage to working with architects that can think like builders and builders who can think like architects. Design-build is a commitment to a team goal.

5. Professional guides: We have all heard the stories that design and construction can get out of hand and messy. Design and construction shouldn't be chaotic or stressful. A design-build firm is a beacon to clients throughout the process, guiding the way to the best possible outcome. Design-build refines a system from beginning to end and manages the chaos into orderly steps.

6. Involvement: Design-build operates under the assumption that the client actually wants to be an active participant in the design and construction of their project. By taking an involvement, they are guaranteeing that they get the outcome and satisfaction of their goals – what they want is going to be achieved. We have found that such an involvement is inspiring and gives people a lasting sense of pride about their project.

The Ellie is a good example of a team effort with the involvement of the client, constituents, and operational staff of the facility.

7. Collaboration: Design-build cuts out the, “big egos,” so common in the design industry. **In design-build the client retains total control over the project and the team is there to empower them.**

ARCHITECTS AS ARTISTS

“The architect selection was based on the “Architects Fame!” We thought the architect would help us with our fundraising, but they did a lot more than that! Our mission, vision and goals, played a secondary role to the architects agenda and ego driven exorbitantly expensive design!”

The story goes on, and the result is the same the owner sues the Architect.

8. The best kind of communication is open, honest and often: Design-build is transparent because we want clients to understand the process and to know what's going on. The best partnerships work, not because people say what everyone wants to hear, but because they say what everyone *needs* to hear. Through clear communication, the budget is defined early on and it becomes the agreement for the entire project.

9. Time is of the essence: Design and construction involves managing hundreds of timelines that need to coordinate in lockstep. Design-build creates opportunities for clients to sit with big decisions, ask questions, and consider their options. Anything the team can do to avoid taking steps backwards is going to lead to better, faster and more cost-effective results. The design-build system is highly adaptive and responsive in the field. Big decisions can be revisited during construction without change orders or additional fees. The conventional story is that if you make changes it will cost you money – not necessarily so in design-build.

10. Cost savings: Inherent to the design-build model is a savings of approximately 10% of the project costs. We will save the details for the future:

Professional Fees as a percentage of construction costs		
	Architect + G.C.	Design - Build
Design	12-15%	7-12%
Construction Fee	15%	12-14%
General Condition	5%	1%
Total	32-35%	20-27%

The Design build process saves approximately 12% - 8% on every standard project!

On the Boettcher project the savings are more likely to be 5%...

On \$20,000,000.00 - The savings could be \$1,000,000.00!

We have assumed an estimated GM - Design Build Fee @ 27% however this will depend on construction bond, insurances and other unknown factors at this time and will be developed with the City.

** Disclaimer: It is possible to have nearly everything above with the traditional system of architect and builder; it's just that we so rarely see it. Typically it takes architects and builders decades of working together before they reach such efficiency with communication, mutual respect and trust.*

A Plan Of Action

Phase I - The Classical Cornerstone of the Arts

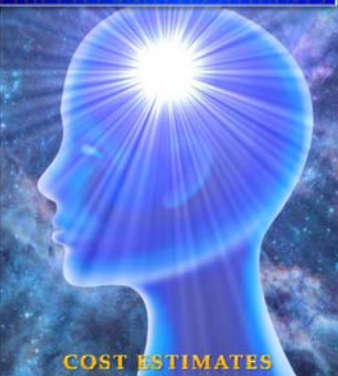
A PLAN OF ACTION THAT BENEFITS THE CITY AND CONSTITUENTS

- **Phase I**
 - *The Cornerstones of the Classical Arts:* up grad the Ellie to accommodate Colorado the symphony Orchestra

➤ 2013 \$1,903,095.00
 - Feasibility and Programming study for Boettcher to include Community and Educational outreach development

➤ 2013 \$375,000.00
 - Site Development Plan for DPAC, Galleria etc

➤ 2013 \$475,000.00



COST ESTIMATES

Everything starts as an Idea – Due diligence creates the “Best Thought out Plan”

A Plan Of Action

Phase II & III

A COST EFFECTIVE A PLAN OF ACTION

- **Phase II Boettcher**
 - Phase II A - Re-rig Boettcher for Multipurpose use

➤ 2013 \$2,537,460.00
 - Phase II B- Repurpose Boettcher to Boettcher Rocks

➤ 2014 \$24,000,000.00
- **Phase III Galleria** Potentially private funded

➤ 2014 \$0.00
- **ESTIMATED TOTAL PROJECT COST**

➤ 2014 \$29,290,555.00



COST ESTIMATES

Everything starts as an Idea – Teamwork creates “An Inclusive Plan of Action”

A Phased Development with Phased Funding:

Only In Denver believes that the success and best outcome for a project relies on laying a solid and realistic foundation.

Only In Denver and its partners intend to fund 1/3 of all project costs

Phase I: Create “*The Cornerstones of the Classical Arts*,” by up grading the Ellie to accommodate The Colorado Symphony Orchestra - 2013

\$1,903,095.00

Feasibility and Programming study for Boettcher - 2013

\$375,000.00

Site Development Plan for DPAC, Galleria etc - 2013

\$475,000.00

Phase II A: Re-rig Boettcher for multipurpose use - 2013

\$2,537,460.00

Phase II B: Repurposing Boettcher to “Boettcher Rocks” - 2014

Re-rigging can be done in this phase to be more Cost Effective.

\$24,000,000.00

Phase III Galleria *This project has the potential to be private funded through Only in Denver and its Partners, the scope to be determined and approved by the City based on the Phase I studies.*

ESTIMATED TOTAL PROJECT COST – 2014	\$29,290,555.00
-------------------------------------	-----------------

We believe this includes all renovations *funding of new construction of the cultural systems faculties cost presently in front of the City Council for the Ellie and Boettcher Concert Hall.*

Deferred maintenance is not included.

Only In Denver is a seasoned team of professionals with venue, architecture, programming, political savvy and entertainment prowess that will add decades of vital use to the Second Largest Arts Complex in the United States.

Only In Denver

The Planning Process

Where Are We Now?
"Situation Analysis"

Anticipated Business Plan

Where Are We Going?
"Mission, Vision, Goals & Objectives"

Mission & Vision

Goals & Objectives

How Are We Going To Get There?
"Strategies & Action Plans"

Creative
Direction

Marketing &
Sales

Finance &
Accounting

Production &
Operations

Facilities &
Studio

Management
&
Organization

How Will We Know We Have Arrived?

Track Progress

Measure Programs & Initiatives

Monitor Financial Results

Only In Denver

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Facilities and Studios	112
Management and Organization	112
Only Tracking Progress and Success	112

A Potential Business Plan of Action

Elevator Pitch: *It is time for a bold move!* **Only In Denver** is a group of passionate experienced professionals with a new vision to energize the Arts Complex, with a plan to repurpose Boettcher Concert Hall to host exciting events, increase City revenue, and provide educational outreach to younger generations.

Market Validation:

1. The Arts are a critical thread in the fabric of Denver life.
2. Music and visual arts are the key to the economic activity generated in the Denver Theatre District.
3. This plan, along with a new and parallel real estate development, brings a crescendo to Downtown Denver.

Problem:

The Performing Arts Complex is struggling. Three of the major tenants are struggling financially - The Colorado Symphony Orchestra, The Colorado Ballet and Opera Colorado, which just announced a major cut back of its current season.

The “dark” days or vacancy in the Ellie and the Boettcher Concert Hall are too high. It is important that these institutions receive support from the City but they are currently underperforming and their futures are at risk. The current rate of return for the City on this major 12 acre and multimillion dollar investment of the Performing Arts Complex is too low.

The workhorse of the Complex, the Buell Theatre, is going strong as long as there are great productions touring Denver. This will always be a destination...but the Ellie and the Boettcher are underutilized. The Galleria is outdated and needs revitalization.

Solution:

Only In Denver has created a plan to repurpose Boettcher Concert Hall to host exciting events, increase City revenue, and provide educational outreach to younger generations, whilst revitalizing the Ellie to create the “*Cornerstone of the Classic Arts.*”

Market Opportunity:

Only in Denver is proposing to complete and contemporize the Denver Performing Arts Complex by adding 2 new and important programming components. First, a repurposed and reenergized Boettcher Concert Hall presentation program that features contemporary music, avant-guard theatre and innovative multimedia shows. Second, a meaningful educational program that partners with higher education as well as k through 12 to increase the opportunity for arts education and experience. This allows exposure to professional artists in master class settings and career path training in the technical arts of theatre via the IATSE Stagehands.

Why Invest In *Only In Denver*: Seasoned team with venue, architecture, programming, political savvy and entertainment prowess that will add decades of vital use to the Second Largest Arts Complex in the United States.

Synopsis:

- Repurposing Boettcher has the potential to double the City income for the Center from the Ellie and Boettcher for Arts and Venues;
- The Repurposing Boettcher PLAN increases the FDA tax to the City for the Center from the Ellie and Boettcher improving SCFD potential support to all tiers; And,
- Repurposing Boettcher creates substantial increases the attendance and impacts the Downtown economy beneficially.

Only In Denver Estimated Funding Plan

Phased Funding:

• Initial Seed Funding	\$0.125M
• Master Plan Concept	\$0.375M
• Financial/ Operation Plan	\$0.25M
• Site Development Plan	\$0.475M
• Phase I Construction with payback period of 15 years.	\$8M
• 1 year Operation	\$1.0M
• Phase II Construction	\$10M
• Phase III Construction	\$10M

Use of Proceeds:

• Revitalizing The Arts	\$0.050M
• Master Plan Concept	\$0.375M
• Financial/ Operation Plan	\$0.025M
• Site Development Plan and Construction Probable Costs	\$0.475M
• Phase I Construction \$24.0M – \$16.0M City funding	\$8M
• Year One Operation	\$1.0M
• Phase III Construction	\$10M

Revenue Projection

• FY14: Construction	
• FY15:	\$9.5M
• FY16	\$10.3M
• FY17	\$11.2M

Competitive Advantage:

- Private Non-Profit Entity assumes tenancy of Boettcher Concert Hall with parallel values for education and for profit; And,
- Knowledge of Performing Arts Facilities, Design, Construction, Operation Management and Marketing.

Management Team:

Fabby Hillyard, Director

Peter Lucking, Project Development

Erik Dyce, Facility Management and Marketing

David J. Cole, Community Relationships

Only In Denver- One Sheet

Mission and Vision

Goals and Objectives

Strategies and Action Plan

Creative Direction

Marketing and Sales

Finance and Accounting

Production and Operations

Facilities and Studios

Management and Organization

Only Tracking Progress and Success

This includes a dummy booking schedule, Our Income projections etc. Financial/ -
Operation Plan \$0.025M etc

A Plan to Activate the Denver Theatre District

A Plan to Attract the Next Generation to the Denver Performing Arts Complex

A Plan of Action for Discussion and Development

An Affirmative Plan of Action that:

- Increases City Revenue by Increased Facility Utilization;
- Aids the “at risk” Performing Arts Constituents;
- Brings the Next Generation to the DPAC;
- Enhances and Augments the Performing Arts Community by Expanding into an Untapped Market;
- Creates New Jobs;
- Increases IATSE #7 Members Income;
- Provides the CSO an Opportunity to Raise Funds;
- Provides the CSO with a Facility that Meets and Exceeds their Needs and Audiences Expectations Today; and,
- Provides Educational and Community Outreach.

A Plan to Breathe New Life into the Arts Complex

Only In Denver's mission and vision is to provide educational outreach and unique opportunities to revitalize, promote and support the arts in Colorado

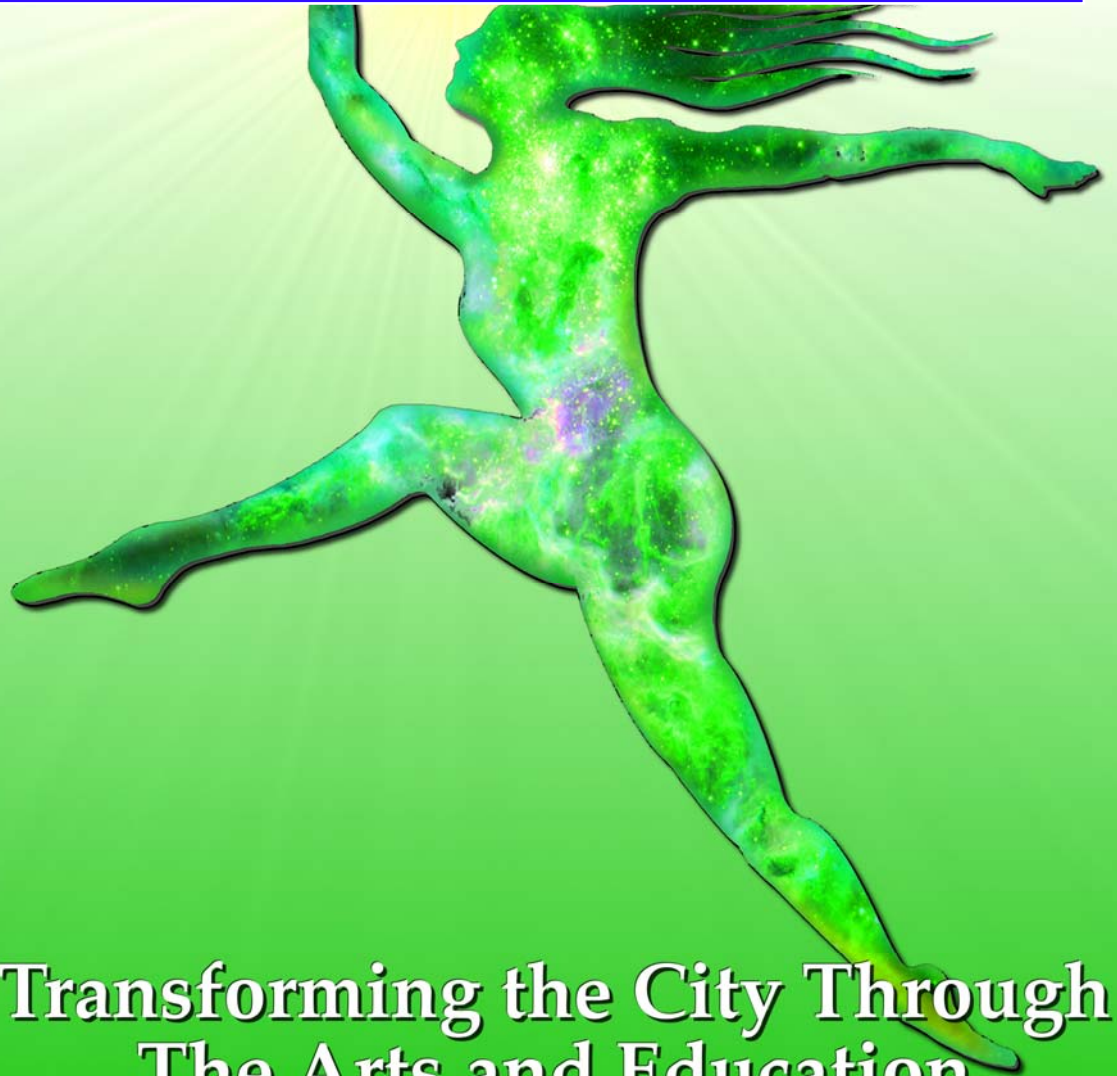


The Friends of the Arts

Only In Denver



Who We Are and Our Qualifications



Transforming the City Through
The Arts and Education

Only In Denver

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The difference between try and triumph is a little umph. ~Author Unknown

Fabby Hillyard, Director.

Fabby's experience in the performing arts and for the City and County of Denver precedes her. She brings to us a wealth of resources and ideas to the table for discussion.

"We believe in a repurposed and reenergized Boettcher presentation program that enhances and augments the performing arts community by expanding into an untapped market to include and features contemporary music; Avant-garde theatre; and innovation multimedia shows.

We believe this project must have a meaningful educational program as an integral part of the Complex partnering with higher education, as well as K through 12, and IATSE to increase the opportunity for arts education and experience; exposure to professional artists in master class settings; and career path training in the technical arts of theatre "

OPINION

A30 | DECEMBER 7-13, 2012

MATTER OF OPINION

"A successful man is one who can lay a firm foundation with the bricks others have thrown at him."

— David Brinkley, U.S. television news anchorman



DENVER BUSINESS JOURNAL

Support arts education — for the economy of the future

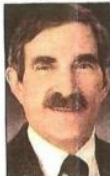
As part of my research for The Denver Foundation's new strategic plan, I interviewed dozens of interesting people from all over the country. I sought out individuals from different walks of life who could help The Denver Foundation think about important trends and issues in the coming years.

One of the most unexpected conversations I had was with a successful technology expert from the Silicon Valley. I asked him what his biggest concern was for the future, and he answered, "arts education." I might have expected this response from an artist, but I was surprised hearing it from a self-proclaimed techno geek.

"Why do you care about arts education?" I asked.

He said, "The key jobs of the future will not simply be engineers or computer programmers. Rather, the jobs of the future will require creativity, agility and ingenuity. The best way to develop those skills is to develop the right side of the brain. The best way to develop

Viewpoint



David Miller

• Arts education is linked to cognitive development.

For example, specific links have been confirmed between music training and the ability to manipulate information in both working and long-term memory. There also are specific links between the practice of music and skills in geometry.

• Arts education is related to academic achievement.

the right side of the brain is through arts education." He's working hard to improve arts education in California.

The Denver Foundation recently co-commissioned a study by A+ Denver regarding arts education in Denver schools. The study analyzed extensive literature and reached several important conclusions:

"For example, of 2005 SAT-takers, those who had taken four years of arts scored an average of 58 points higher on the verbal section and 39 points higher on the math section than those who had taken half a year or less of arts," the report said.

"In Denver, students in high-level arts classes at both East High School and John F. Kennedy High School performed far better on CSAPs in every subject than those who did not consistently participate in arts and music. The same patterns emerge at the middle-school level."

• The arts are a huge part of our national economy, accounting for more than 4 million full-time jobs in the United States.

The Colorado Business Committee for the Arts released the biennial Arts Economic Activity Study Oct. 31. It showed that 310 Denver-area arts groups employed 9,354 workers, enlisted more than 50,000 volunteers, hosted 14.6 million attendees and created a direct economic

impact of \$527 million in 2011.

The total economic activity of metro Denver's arts community last year was more than \$1.76 billion.

For many years, educators and education reformers have been talking about a needed emphasis on "STEM" — science, technology, engineering and math. More people today are talking about "STEAM" — with arts added to the mix. The evidence is compelling and overwhelming that arts education will help our entire community.

I urge you, as business men and women, to support arts organizations in your community that are working with schools. Find out from your local school district the areas of greatest need and donate money or time as a volunteer.

Because arts education is important for economic reasons. Arts are a critical part of what makes us human and what makes us a civilized society.

DAVID MILLER, president of The Denver Foundation, can be reached at 303-300-1790.

Peter Lucking, Project Development.

Peter's work for the City and County of Denver, includes the [Ellie Caulkins Opera House](#) and The Belco Theater at the Convention Center. He has worked with many of the SCFD constituents, Denver Public Schools, local Universities, Private Schools and Cities to program, develop and design their buildings for the performing, fine and visual arts.

His Rock and Roll programming and design experience includes but is not limited to *The Oxbow*. A 172,000 sf, venue consisting of a 2,000 seat space which opens up to an additional 3,000 seat lawn area, a 400 seat and 150 seat multipurpose music space.

Lead Designer of "The King Performing Arts Center" at Auraria Campus and The Denver School of the Arts for DPS. His expertise includes working with complex constituent groups, developing house design, multiform theaters, seating design, evaluating existing conditions, allocating and programming space requirements and spatial visions that determine critical theater requirements and developing new design concepts with the team.

He has planned, consulted on and designed more than fifty public assembly projects in North America. Voted a Young Lion by the Royal Institute of British Architects; received a PA Award for Disney Concert Hall.

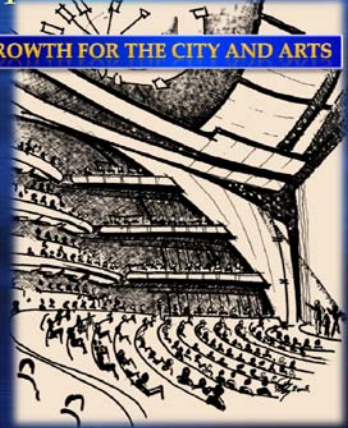
His work locally contributed to SBD numerous awards for Performing Arts Buildings culminating in, AIA Colorado firm of the Year 2005; AIA Denver Merit award 2007 for the Ellie Caulkins Opera House. Denver Business Journal 2006 Power Book Winner in the category of Architecture.

The Creation Of A Legacy

The History of The Performing Arts Complex

THE BOLD MOVES THAT CREATE OPPORTUNITIES FOR GROWTH FOR THE CITY AND ARTS

- The Bold Moves of Visionaries
 - 2005 The Quigg Newton Municipal Auditorium
 - Home of The Ellie Caulkins Opera House



It is Time for Another Bold Move

Notable Projects:

- PACE Center – Parker Arts, Culture & Events. Programming, planning and design and technical systems
- Oxbow Performing Arts Center – Fort Collins
- Quigg Newton Auditorium and Ellie Caulkins Opera House
- Student Center for the Arts - Kent Denver
- Highlands Ranch Cultural Center - Conceptual Design
- Denver School of the Arts – Denver Public Schools
- Cultural Arts Center at University of Colorado at Colorado Springs
- Belco Theater Theatre at the Convention Center Denver
- Mamie Eisenhower Public Library Auditorium
- Pueblo City Hall/Memorial Hall
- Moss Performing Arts Center at Mesa State College
- Larry D. Carter Fine Arts and Theatre/Amphitheater - Community College of Aurora
- King Performing Arts Center - AHEC
- Denver Auditorium Theater Multi-Use Theater Conceptual Design
- Ahmanson Theater Renovation*
- American Conservatory Theater*
- Landsburgh Theater – Shakespeare Theatre Company, Washington, DC*
- Disney Concert Hall - LA*
- California Center of the Arts-Escondido*
- Seiji Ozawa Hall - Tanglewood Music Center*
- George M. Modlin Center for the Arts - University of Richmond*
- Chan Performing Arts Center – UBC, Vancouver*

** Projects completed while Peter Lucking was the Lead Designer with Theater Project Consultants (TPC) of New York.*

Erik Dyce, Facility Management and Marketing

Erik has spent nearly 25 years laying the groundwork and building the momentum that has helped earned the City and County of Denver its reputation as a cultural mecca. Known to many as “Mr. Red Rocks.”

Erik recently retired as the chief marketing officer of the City and County of Denver’s Arts & Venues division, which owns and operates eight other venues in addition to Red Rocks Amphitheatre. He oversaw marketing and sponsorships for the venues’ 1,300 events, which drew in excess of four million people annually. Erik’s innovative approach to marketing opportunities has helped Denver’s venues (and multiple others across the country) create revenue streams worth millions of dollars simply by uncovering hidden assets.

Erik Dyce is the master of putting together pieces that already exist in a venue or community and creating an experiential attraction that draws in both tourists and the local community — with all improvements funded by outside sponsors and partners.

Prior to joining the City and County of Denver, Erik was the facilities manager for Red Rocks Amphitheatre and McNichols Sports Arena, home of the Denver Nuggets and Colorado Avalanche. Currently, through his company Vencore, LLC, he consults to the venue and entertainment industries.

He is an adjunct professor at University of Colorado and Johnson & Wales University, , Board Member of the Colorado Music Hall of Fame and a member of the Colorado Tourism Office’s promotions committee.

Erik’s out-of-the-box thinking has led to many notable marketing firsts including the creation of the Denver Theatre District; production of the nationally distributed “Carved In Stone” CD series, the DVD “Live & On The Rocks” and two television specials on Red Rocks; publication of two souvenir books on Red Rocks and SHOWTIME, on the Denver Performing Arts Complex; and the wildly popular summer film series, “Film On The Rocks.”

Dyce is a Certified Facility Executive, was recognized by the Denver Business Journal as “One of Denver’s Top 10 People To Watch In the Tourism Industry” and the Rocky Mountain News’ Movers & Shakers noted him as one of the “Top People To Watch.”

David J. Cole, Community Relationships.

Potential Educational Advisory Committee

“Art is a nation’s most precious heritage. For it is in our works of art that we reveal to ourselves and to others the inner vision which guides us as a nation. And where there is no vision, the people perish.” ~ Lyndon Johnson, on signing into existence the National Endowment on the Arts

Gully Stanford

As a long-time professional stage manager, I bring to the table skills in convening, communicating, facilitating and coordinating. As a long-time political activist and elected official, I bring advocacy and negotiating skills. As an advocate for the arts and public education, I bring energy and enthusiasm.

Specialties: Convening, communication, coordinating, advocating.

Director of Partnerships: College In Colorado

Assisting Colorado's students to explore and prepare for postsecondary and career success by building non-traditional partnerships between P-12, Higher Ed, WorkForce Development and youth/family service providers and agencies.

Promoting career and college exploration on www.CollegeInColorado.org and preparation for Colorado students: my role is to connect with and engage non-traditional partners from parent (and foster-parent) groups to corrections agencies and youth-serving community-based organizations.

Volunteer: Hancock for Mayor

Member [Colorado State Board of Education](#)

Associate VP and Director of Public Affairs: [Denver Center for the Performing Arts](#)

Volunteer (Board Chair of CAAE): Think 360 Arts Complete Education

Dean Wolf – Anticipated.

Jeff A. Barratt - Executive Director. Emily Griffith Technical College – Anticipated.

Potential Presentation and Promotion Advisory Committee

Barry Fey - The Rockfather of Denver – Anticipated.

Randy Weeks - President/Chief Operating Officer. The Denver Center for the Performing Arts.

Elaine Mariner - Director of PACE, Parker Arts, Culture and Events.

Potential Financial Advisers

TBD

Performance Measures



Seat Tax and Income Projections

Only In Denver

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Estimated City and County of Denver DPAC Performance Measures 2005 – 2012

Performance Measures 2005 - 2012													
Denver Performing Arts Complex		Theatres and Arenas / Arts Venues Income											
		Facility / Office Rental			Performance space rental Income			Official Stats			Total Income from Ticket sales for Constituents	Average ticket Price	Actual FDA tax receipts - 10% seat tax
		Annual Rental	Monthly Renta	Annual % Increase	Yearly	Monthly	Rental average per event 3% increase per year	Events Held	Seat Occupancy Rate	Attendance			
Ellie Caulkins Opera House (ECOH)													
	2005							114	63%	158,230	\$ 4,750,000	\$ 30.02	\$475,000
	2006							120	59%	156,600	\$ 4,795,000	\$ 30.62	\$479,500
	2007							135	57%	171,340	\$ 5,000,000	\$ 29.18	\$500,000
	2008							120	57%	140,000	\$ 5,000,000	\$ 35.71	\$500,000
	2009							126	54%	151,654	\$ 4,084,190	\$ 26.93	\$408,419
	2010				\$ 400,351.35		\$ 3,511.85	114	63%	158,230	\$ 4,750,000	\$ 30.02	\$475,000
	2011				\$ 434,065.15		\$ 3,617.21	120	59%	156,600	\$ 4,795,000	\$ 30.62	\$479,500
	2012				\$ 502,972.99		\$ 3,725.73	135	57%	140,000	\$ 5,000,000	\$ 35.71	\$500,000
	2013 Estimate From "As is"				\$ 415,912.28		\$ 3,837.50	81	57%	102,728	\$ 3,769,891	\$ 36.70	\$ 376,989
Boettcher Concert Hall													
	2005	T&A / AV - CSO Contract for Office space in Boettcher for five years Amended 2010 \$437,866.30											
	2006	\$ 23,333.36	\$ 2,916.67					102	54%	150,590	\$ 4,750,000	\$ 31.54	\$475,000
	2007	\$ 36,400.00	\$ 3,033.34					104	57%	159,970	\$ 5,600,000	\$ 35.01	\$560,000
	2008	\$ 37,856.00	\$ 3,154.67	4%				130	55%	192,400	\$ 5,000,000	\$ 25.99	\$500,000
	2009	\$ 39,370.00	\$ 3,280.84	4%				120	55%	180,000	\$ 5,000,000	\$ 27.78	\$500,000
	2010	\$ 40,954.00	\$ 3,412.09	4%	\$ 340,038.06		\$ 3,333.71	114	53%	165,085	\$ 3,875,060	\$ 23.47	\$387,506
	2011	\$ 48,000.00	\$ 4,000.00	17%	\$ 264,915.00	\$ 22,076.25	\$ 2,547.26	104	57%	159,970	\$ 5,607,000	\$ 35.05	\$560,700
	2012	\$ 49,920.00	\$ 4,160.00	4%	\$ 272,862.00	\$ 22,738.25	\$ 2,098.94	130	55%	192,400	\$ 5,000,000	\$ 25.99	\$500,000
	2013 Estimate From "As is"	\$ 51,916.00	\$ 4,326.33	4%	\$ 281,049.00	\$ 23,420.67	\$ 2,342.08	120	55%	178,794	\$ 4,831,103	\$ 27.02	\$ 483,110
	2014	\$ 53,993.00	\$ 4,499.42	4%	\$ 289,479.00	\$ 24,123.24							
	2015	\$ 56,153.00	\$ 4,679.42	4%	\$ 298,163.00	\$ 24,846.92							
		\$ 110,146.00			\$ 587,642.00								
*CITY AND COUNTY OF DENVER - THEATRES AND ARENAS USER AGREEMENT (EXTENSION) Boettcher Concert Hall COLORADO SYMPHONY ORCHESTRA ASSOCIATION \$100,000 guarantee of performances + Seat tax 10% Clause 6.0 User's monthly user fees include an annual fee of \$5,000 in consideration for the right to broadcast events locally, and permission for such local broadcasts is hereby granted. Liability insurances WC \$100,000 + Commercial General Liability \$2.0 Agg													
Buell Theatre													
	2005							196	72%	400,000	\$ 21,834,800	\$ 54.59	\$2,183,480
	2006							188	69%	371,760	\$ 25,320,800	\$ 68.11	\$2,532,080
	2007							246	76%	523,080	\$ 22,000,000	\$ 42.06	\$2,200,000
	2008							210	76%	453,000	\$ 24,000,000	\$ 52.98	\$2,400,000
	2009							242	70%	479,395	\$ 27,375,100	\$ 57.10	\$2,737,510
	2010				\$ 1,466,037.92		\$ 7,479.79	196	72%	400,000	\$ 21,834,820	\$ 54.59	\$2,183,482
	2011				\$ 1,448,385.63		\$ 7,704.18	188	69%	371,760	\$ 25,320,800	\$ 68.11	\$2,532,080
	2012				\$ 1,666,413.89		\$ 7,935.30	210	76%	453,000	\$ 22,000,000	\$ 48.57	\$2,200,000
	2013 Estimate				\$ 1,716,406.31		\$ 8,173.36	210	76%	453,000	\$ 22,000,000	\$ 48.57	\$2,200,000
TOTAL projected 2013 income		\$ 51,916.00			\$ 2,413,367.59								\$3,060,099
Total 2013 Arts and Venues+ FDA seat tax			* Numbers in grey are extrapolated										\$5,525,382.99
Based on Arts and Venues Special Revenue Fund 15815-3050000 Actual 2011													

Estimated 2013 Ellie and Boettcher "As Is" Income Projections

	Market	Number of Shows	Load in/Tech per Show	Rehearsal per Show	Show days per show includes full dress rehearsal	Days utilized including Load in/Tec /Reh	Event Space Booking Rate or as a percentage of sales	Arts and Venues Potential space income	Occupancy Utilization	Production Seat sales income and Seat Tax					Seat Tax Income at 10%
									Number of days over available 312 - Dark Monday	Seats	Average seat price sales cost	Events Held includes FREE Dress rehearsal OC + CB	Seat Occupancy Rate	Projected Taxable Income	Note Free Dress Rehearsals are not included in FDA income
Quigg Newton Municipal Auditorium															
Ellie										2225 - 2125					
Opera Colorado	Classical - Weekend event	3	1	1	5	21	\$ 3,837.50	\$ 80,587.45	7%	2,225	\$ 37.72	15	57%	\$ 574,060.68	\$ 57,406.07
Note Opera performances are every other day can have other performances on the Day Off															
Colorado Ballet	Classical - Weekend event	4	1	1	10	48	\$ 3,837.50	\$ 184,199.89	15%	2,225	\$ 37.72	40	57%	\$ 1,722,182.04	\$ 172,218.20
						69		\$ 264,787.34	22%		\$ 37.72	55	57%	\$ 2,296,242.72	\$ 229,624.27
Other Shows															
Touring Shows		7	0	0	3	21	\$ 3,837.50	\$ 80,587.45	7%	2,225	\$ 51.91	21	57%	\$ 1,382,532.01	\$ 138,253.20
Other		1	0	0	1	1	\$ 3,837.50	\$ 3,837.50	0%	2,225	\$ 48.00	1	57%	\$ 60,876.00	\$ 6,087.60
Ellie Potential Income						22		\$ 84,424.95	7%		\$ 49.96	22		\$ 1,443,408.01	\$ 144,340.80
TOTAL "Ellie" Opera House						91		\$ 349,212.28	29%			77	57%	\$ 3,739,650.73	\$ 373,965.07
Ellie Studio Loft															
Cooperate Events Etc		1	1	1	4	6	\$ 450.00	\$ 2,700.00	2%	300	\$ 45.00	4	56%	\$ 30,240.00	\$ 3,024.00
Ellie Studio Loft Income						6		\$ 2,700.00	2%	300	\$ 9.00	4		\$ 30,240.00	\$ 3,024.00
Chamber Grant Salon															
Cooperate Events Etc		8	0	0	4	32	\$ 2,000.00	\$ 64,000.00	10%	300	\$ 45.00	32		\$ -	\$ -
Chamber Grant Salon	NOTE: Can Be +100% for day events					32		\$ 64,000.00	10%	300	\$ 9.00	32		\$ -	\$ -
Increased Food and Beverages income Potential at 70% !*															
TOTAL Quigg Newton Municipal Auditorium						91		\$ 415,912.28	29%			81		\$ 3,769,890.73	\$ 376,989.07
Boettcher															
Boettcher										Note with reseating seat count can go up! Income based on present seating					
Colorado Symphony Orchestra	Classical - Weekend event	36	0	1	3	144		\$ 281,049.00	46%	2,709	\$ 27.02	108	55%	\$ 4,347,912.49	\$ 434,791.25
Colorado Choral etc -	Classical - Weekday event	9	0	0	1	9	\$ -	\$ -	3%	2,709	\$ 27.02	9	55%	\$ 362,326.04	\$ 36,232.60
Boettcher						153		\$ 281,049.00	49%		\$ 27.02	117	55%	\$ 4,710,238.53	\$ 471,023.85
Classical Bands - Lectures Etc															
Lecture series		1	0	0	3	3	\$ -	\$ -	1%	2,709	\$ 27.04	3	55%	\$ 120,864.74	\$ 12,086.47
Classical Bands - Lectures Etc						3	\$ -	\$ -	1%		\$ 27.04	3	55%	\$ 120,864.74	\$ 12,086.47
TOTAL Boettcher						156		\$ 281,049.00	50%		\$ 27.03	120	55%	\$ 4,831,103.28	\$ 483,110.33
Special Events Rooms															
Event room	\$1500.00 - \$2000.00/day	10	0	0	1	10	\$ -	\$ -	3%	300	\$ 40.00	10	50%		\$ -
Special Events Rooms						10		\$ -	3%	300	\$ 40.00	10		\$ -	\$ -
Increased Food and Beverages income Potential at 70% !*															
TOTAL Boettcher						156		\$ 281,049.00	50%			120	55%	\$ 4,831,103.28	\$ 483,110.33
Total AV & City Seat Tax Potential								\$ 696,961.28							\$ 1,557,060.68
Buell Theatre is excluded from these calculations															

Estimated Repurposing Boettcher and Ellie Income Projections

Boettcher FY 14	Market				Number of Shows	Load in/Tech per show	Rehearsal per Show	Show days per show includes full dress rehearsal	Days utilized including Load in/Tech/Reh	Event Space Booking Rate or as a percentage of sales	Potential space income	Occupancy Utilization		Production Seat sales income and Seat Tax	Seat Tax Income at 10%			
												Number of days over available 312 - Dark Monday	Seats	Average seat price sales cost	Events Held includes FREE Dress rehearsal OC + CB	Seat Occupancy rate	Projected Taxable Income for Boettcher	Note Free Dress Rehearsals are not included in FDA income
Quigg Newton Municipal Auditorium																		
Ellie																		
Opera Colorado	Classical - Weekend event	3	1	1	5	21	\$	3,837.50	\$	80,587.45	7%	2,225	\$	37.72	15	57%	\$ 574,060.68	\$ 57,406.07
Note: Opera performances are every other day can have other performances on the Day Off																		
Colorado Ballet	Classical - Weekend event	4	1	1	10	48	\$	3,837.50	\$	184,199.89	15%	2,225	\$	37.72	40	57%	\$ 1,722,182.04	\$ 172,218.20
Colorado Symphony Orchestra	Classical - Weekend event	36	0	1	3	144	\$	3,837.50	\$	281,049.00	46%	2,225	\$	27.02	108	67%	\$ 4,347,912.50	\$ 434,791.25
Colorado Choral etc -	Classical - Weekday event	9	0	0	1	9	\$	3,837.50	\$	34,537.48	3%	2,225	\$	27.02	9	67%	\$ 362,326.04	\$ 36,322.60
Note: The Chambers Grant Can not be booked when the House is booked																		
222																		
\$ 580,373.82																		
71%																		
\$ 32.37																		
172																		
62%																		
\$ 6,432,420.58																		
\$ 643,242.06																		
Note: CSO increase in occupancy based on seats sold per show																		
Note: CSO 67% seat occupancy due to number of seats in the Ellie sold 1490 seats per show.																		
Potential joint Venture Top Tier produced Events to build New Audience brought in from across the USA																		
Edgy Operas / Dance	Build New Audience	4	1	1	4	24	\$	3,837.50	\$	92,099.94	8%	2,225	\$	27.02	16	57%	\$ 548,289.84	\$ 54,828.98
Touring Shows		4	0	0	3	12	\$	3,837.50	\$	46,049.97	4%	2,225	\$	51.91	12	70%	\$ 970,197.90	\$ 97,019.79
DPS - Graduation Day	Build New Audience	2	0	0	1	2	\$	-	\$	-	1%	2,225	\$	-	2	65%	\$ -	\$ -
The Masked ball	Classical - Fantasy	2	0	0	2	4	\$	3,837.50	\$	15,349.99	1%	1,000	\$	40.00	4	0%	\$ -	\$ -
Music In The Lobby	Small ensembles	6	0	0	1	6	\$	3,837.50	\$	23,024.99	2%	450	\$	40.00	6	0%	\$ -	\$ -
Ellie Potential Income						38				\$ 176,524.89	4%		\$ 31.79	40	64%	\$ 1,518,487.74	\$ 151,848.77	
TOTAL "Ellie" Opera House						38				\$ 756,898.71	75%			212	63%	\$ 7,950,908.32	\$ 795,090.83	
Ellie Studio Loft																		
OC / CB / Symphony Rehearsals	Reserved for Rehearsals	60	0	1	1	61	\$	1.00	\$	61.00	20%	300	\$	-	60	0%	\$ -	\$ -
DPS - Citywide School of the Arts	Theatre Video Film and Art show	3	4	1	4	17	\$	1.00	\$	17.00	5%	300	\$	25.00	12	70%	\$ 63,000.00	\$ 6,300.00
AHEC	Metro, UCD, CCD	3	4	1	4	17	\$	1.00	\$	17.00	5%	300	\$	20.00	12	70%	\$ 50,400.00	\$ 5,040.00
Tier 3	Edgy Theatre	16	16	16	4	96	\$	450.00	\$	43,200.00	31%	300	\$	20.00	64	70%	\$ 268,800.00	\$ 26,880.00
Cooperate Events Etc		2	2	2	4	12	\$	1,200.00	\$	14,400.00	4%	300	\$	20.00	8	70%	\$ 33,600.00	\$ 3,360.00
Ellie Studio Loft Income						203				\$ 57,695.00	65%	1500	\$	21.25	156		\$ 415,800.00	\$ 41,580.00
Chamber Grant Salon																		
OC / CB / Symphony Rehearsals	Reserved for Main Event	60	0	60	1	120	\$	1.00	\$	120.00	38%	300	\$	-	60	0%	\$ -	\$ -
DPS - Citywide School of the Arts	Theatre Video Film and Art show	3	4	1	4	12	\$	1.00	\$	12.00	4%	300	\$	20.00	12	70%	\$ 50,400.00	\$ 5,040.00
AHAC	Metro, UCD, CCD	3	4	1	4	12	\$	1.00	\$	12.00	4%	300	\$	20.00	12	70%	\$ 50,400.00	\$ 5,040.00
Tier 3 / Lonnie Garrett	Comedy and small one man	8	8	8	4	48	\$	450.00	\$	21,600.00	15%	300	\$	20.00	32	70%	\$ 134,400.00	\$ 13,440.00
Cooperate Events Etc		8	8	8	4	48	\$	2,000.00	\$	96,000.00	15%	300	\$	20.00	32	70%	\$ 134,400.00	\$ 13,440.00
Chamber Grant Salon	NOTE: Can Be +100% for day events					240				\$ 117,744.00	77%	1500	\$	16.00	148		\$ 369,600.00	\$ 36,960.00
Increased Food and Beverages income Potential at 70% !*																		
TOTAL Quigg Newton Municipal Auditorium																		
260																		
\$ 932,337.71																		
73%																		
212																		
\$ 8,736,308.32																		
\$ 873,630.83																		
Boettcher - Local bands front the show																		
\$ 3,837.50																		
Rental based on a repurposed Boettcher in line with the Ellie 2013 estimated rental costs																		
Boettcher Rocks																		
Only In Denver	Pop	28	0	0	3	84	\$	3,837.50	\$	322,349.80	27%	2,709	\$	36.00	84	67%	\$ 5,488,650.72	\$ 548,865.07
Only In Denver	Classic Rock - Weekend event	9	0	0	3	27	\$	3,837.50	\$	103,612.44	9%	2,709	\$	36.00	27	65%	\$ 1,711,546.20	\$ 171,154.62
Only In Denver	Rock - Weekend event	9	0	0	3	27	\$	3,837.50	\$	103,612.44	9%	2,709	\$	36.00	27	65%	\$ 1,711,546.20	\$ 171,154.62
Only In Denver	Country - Weekend event	8	0	0	3	24	\$	3,837.50	\$	92,099.94	8%	2,709	\$	32.00	24	65%	\$ 1,352,332.80	\$ 135,233.28
Only In Denver	Dance	6	0	0	3	18	\$	3,837.50	\$	69,074.96	6%	2,709	\$	30.00	18	65%	\$ 950,859.00	\$ 95,085.90
Only In Denver	Rap - Hip Hop	6	0	0	3	18	\$	3,837.50	\$	69,074.96	6%	2,709	\$	30.00	18	65%	\$ 950,859.00	\$ 95,085.90
Only In Denver	Jazz and R&B	4	0	0	3	12	\$	3,837.50	\$	46,049.97	4%	2,709	\$	36.00	12	60%	\$ 702,172.80	\$ 70,217.28
Only In Denver	Other	4	0	0	3	12	\$	3,837.50	\$	46,049.97	4%	2,709	\$	20.00	12	60%	\$ 390,096.00	\$ 39,009.60
Boettcher Rocks						222				\$ 690,749.57	71%		\$ 32.00	180	64%	\$ 6,057,865.80	\$ 1,325,806.27	
Local Bands - Lectures Etc																		
Only In Denver	"40 band weekend"	2	1	0	3	8	\$	3,837.50	\$	30,699.98	3%	2,709	\$	32.00	6	55%	\$ 286,070.40	\$ 28,607.04
Lecture series		3	0	0	3	9	\$	3,837.50	\$	34,537.48	3%	2,709	\$	32.00	9	55%	\$ 429,105.60	\$ 42,910.56
AHEC - Graduation Day	METRO - CCD - UCD	3	0	0	1	3	\$	1.00	\$	3.00	1%	2,709	\$	-	3	65%	\$ -	\$ -
Rocky Horror Show Ball	Rock - Fantasy	1	0	0	2	2	\$	1,200.00	\$	2,400.00	0%	2,709	\$	20.00	2	35%	\$ 37,926.00	\$ 3,792.60
Local Bands Showcase		5	0	0	1	5	\$	600.00	\$	3,000.00	0%	2,709	\$	20.00	5	35%	\$ 94,815.00	\$ 9,481.50
Local Bands - Lectures Etc						20				\$ 70,640.46	2%		\$ 20.80	25	58%	\$ 847,917.00	\$ 84,791.70	
TOTAL "Boettcher Rocks"						242				\$ 761,390.03	73%			205		\$ 6,905,782.80	\$ 1,410,597.97	
Special Events Rooms																		
Event room	\$1500.00 - \$2000.00/day	93	0	0	1	93	\$	100.00	\$	9,300.00	30%	300	\$	20.00	93	50%	\$ 279,000.00	\$ 27,900.00
Recording and Broadcast	\$100.00 - \$250/hour	115	0	0	1	115	\$	17.50	\$	2,012.50	37%	-	\$ 175.00	1,800	50%	\$ 315,000.00	NA	
Media Room - AV screening	\$100.00 - \$250/hour	200	0	0	1	200	\$	17.50	\$	3,500.00	64%	-	\$ 175.00	1,800	70%	\$ 315,000.00	NA	
AV Recording Studio 1	\$200.00 - \$350/hour	200	0	0	1	200	\$	22.50	\$	4,500.00	64%	-	\$ 225.00	1,800	70%	\$ 405,000.00	NA	
AV Recording Studio 2	\$100.00 - \$250/hour	200	0	0	1	200	\$	17.50	\$	3,500.00	64%	-	\$ 175.00	1,800	70%	\$ 315,000.00	NA	
AV Recording Studio 3	\$50.00 - \$100/hour	200	0	0	1	200	\$	7.50	\$	1,500.00	64%	-	\$ 75.00	1,800	70%	\$ 135,000.00	NA	
Note: These Rooms are free to DPS and AHEC at of peak hours																		
Ellie Studio Loft Income						1008				\$ 24,312.50	49%	300		9,093		\$ 1,764,000.00	\$ 27,900.00	
Studios & Rehearsal Rooms Rental Rooms																		
Multipurpose 150 - 300 Seat	\$1500.00 - \$2000.00/day	101	0	0	1	101	\$	100.00	\$	10,100.00	32%	300	\$	20.00	101	50%	\$ 303,000.00	\$ 30,300.00
Multipurpose 150 Seat	\$750.00 - \$1000.00/day	101	0	0	1	101	\$	75.00	\$	7,575.00	32%	150	\$	20.00	101	50%	\$ 151,500.00	\$ 15,150.00
Multipurpose 75 Seat	Dance - \$100.00/hour	200	0	0	1	200	\$	10.00	\$	2,000.00	64%	300	\$	100.00	1,800	70%	\$ 180,000.00	NA
Classrooms	\$40.00/hour	200	0	0	1	200	\$	4.00	\$	800.00	64%	300	\$	40.00	1,800	70%	\$ 72,000.00	NA
Expanded Classrooms	\$80.00/hour	200	0	0	1	200	\$	8.00	\$	1,600.00	64%	300	\$	80.00	1,800	70%	\$ 144,000.00	NA
Conference Room	\$40.00/hour	200	0	0	1	200	\$	4.00	\$	800.00	64%	300	\$	40.00	1,800	70%	\$ 72,000.00	NA
Art Gallery	\$350.00/day - \$1000.00 week	200	0	0	1	200	\$	35.00	\$	7,000.00	64%	100	\$	350.00	1,800	70%	\$ 630,000.00	NA
Studios & Rehearsal Rooms Rental Rooms						1202				\$ 29,875.00	55%	1750		9,202		\$ 922,500.00	\$ 45,450.00	
Note: These Rooms are free to DPS and AHEC at of peak hours																		
Increased Food and Beverages income Potential at 70% !*																		
TOTAL Boettcher																		
2452																		
\$ 815,577.53																		
9298																		
\$ 9,592,282.80																		
\$ 1,483,947.97																		
Total Arts and Venues - City Income and Seat Tax																		
\$ 1,747,915.24																		
\$ 4,105,494.04																		
Only In Denver Projected Taxable Income																		
\$ 9,592,282.80																		

Estimated CLM Comparison

Direct Income potential Comparisons for 2013 - "As is" to The Repurposing Boettcher Plan							
Description Base 2010- 2012 revised for 2013	BOETTCHER	BUELL	ECOH	GALLERIA	CROSSROADS	DPAC Park	Grand Total
Advertising Revenue							-
Concessions-Catering	13.35	3.00	1,560.00	1,541.22			3,117.57
Concessions-Food & Bev	18,897.32	95,531.41	113,658.00	56,918.36			285,005.09
Concessions-Prog & Novel	2,358.07	31,249.02	1,319.00				34,926.09
Equipment Rental	17,620.00	114,071.06	66,122.00	2,337.00			200,150.06
Facility Lease Rental	281,049.00	1,716,406.31	415,912.28	18,225.00	10,011.82		2,441,604.41
Labor Charges	181,381.20	1,400,000.00	511,861.00	4,310.39			2,097,552.59
Parking Fees						2,449,992.00	2,449,992.00
Vending Mach Concessions			427.90				427.90
Misc Revenue	331.78	13,885.84	4,950.90	300.00			19,468.52
Over-Short Account							-
Refund Of Prior Year Expense	* Proportional decrease in income based on 2010 CLM due to less shows days 114 - 81 = 29% - 30% drop						-
Sale Of Salvage Surp&Scrp							-
Short Check Reimb Expense							-
TOTAL REVENUE	501,650.72	3,371,146.64	1,115,811.08	83,631.97	10,011.82	2,449,992.00	7,532,244.23
2013 FDA - 10% seat tax	483,110.33	\$2,200,000.00	\$376,989				3,060,099.40
TOTAL City and County of Denver income	984,761.05	5,571,146.64	1,492,800.16	83,631.97	10,011.82	2,449,992.00	10,592,343.63
The Repurposing Boettcher Plan							
Description	BOETTCHER	BUELL	ECOH	GALLERIA	CROSSROADS	DPAC Park	Grand Total
Advertising Revenue							-
Concessions-Catering	4,000.00	3.00	4,000.00	1,541.22			9,544.22
Concessions-Food & Bev	220,000.00	95,531.41	200,000.00	56,918.36			572,449.77
Concessions-Prog & Novel	31,000.00	31,249.02	5,000.00				67,249.02
Equipment Rental	114,071.06	114,071.06	111,000.00	2,337.00			341,479.12
Facility Lease Rental	815,577.53	1,716,406.31	932,337.71	18,225.00	10,011.82		3,492,558.36
Labor Charges	910,000.00	1,400,000.00	910,000.00	4,310.39			3,224,310.39
Parking Fees						2,449,992.00	2,449,992.00
Vending Mach Concessions			700.00				700.00
Misc Revenue	8,000.00	13,885.84	8,000.00	300.00			30,185.84
Over-Short Account							-
Refund Of Prior Year Expense							-
Sale Of Salvage Surp&Scrp							-
Short Check Reimb Expense							-
TOTAL REVENUE	2,102,648.59	3,371,146.64	2,171,037.71	83,631.97	10,011.82	2,449,992.00	10,188,468.72
2013 FDA - 10% seat tax with plan	1,483,947.97	\$2,200,000.00	\$ 873,630.83				4,557,578.80
TOTAL City and County of Denver income	3,586,596.56	5,571,146.64	3,044,668.54	83,631.97	10,011.82	2,449,992.00	14,746,047.53
Gross Income Increase	2,601,835.52	-	1,551,868.38	-	-	-	4,153,703.90

Estimated Boettcher FY: 15

Revenue Projection FY:15	Market	Number of Shows	Load in / Tech	Rehearsal per Show	Show days per show includes full dress rehearsal	Days utilized including Load in / Tech / Rehe	Event Space Booking Rate or as a percentage of sales	Potential space income	Occupancy Utilization	Production Seat sales income and Seat Tax					Seat Tax Income at 10%
									Number of days over available 312 - Dark Monday	Seats	Average seat price sales cost	Events Held	Seat Occupancy rate	Only In Denver Projected Taxable Income	Note Free Dress Rehearsals are not included in FDA income
Boettcher - Local bands front the show	\$ 3,952.62	Rental based on a repurposed Boettcher to be in line with the Ellie 2014 estimated rental costs													
Boettcher Rocks										Note with reseating seat count can go up! Income based on present seating					
Only In Denver	Pop	29	0	0	3	87	\$ 3,952.62	\$ 343,878.16	28%	2,709	\$ 37.00	87	68%	\$ 5,929,784.28	\$ 592,978.43
Only In Denver	Classic Rock - Weekend event	9	0	0	3	27	\$ 3,952.62	\$ 106,720.81	9%	2,709	\$ 37.00	27	66%	\$ 1,786,152.06	\$ 178,615.21
Only In Denver	Rock - Weekend event	9	0	0	3	27	\$ 3,952.62	\$ 106,720.81	9%	2,709	\$ 37.00	27	66%	\$ 1,786,152.06	\$ 178,615.21
Only In Denver	Country - Weekend event	9	0	0	3	27	\$ 3,952.62	\$ 106,720.81	9%	2,709	\$ 33.00	27	66%	\$ 1,593,054.54	\$ 159,305.45
Only In Denver	Dance	7	0	0	3	21	\$ 3,952.62	\$ 83,005.07	7%	2,709	\$ 31.00	21	66%	\$ 1,163,948.94	\$ 116,394.89
Only In Denver	Rap - Hip Hop	6	0	0	3	18	\$ 3,952.62	\$ 71,147.21	6%	2,709	\$ 31.00	18	66%	\$ 997,670.52	\$ 99,767.05
Only In Denver	Jazz and R&B	4	0	0	3	12	\$ 3,952.62	\$ 47,431.47	4%	2,709	\$ 37.00	12	66%	\$ 793,845.36	\$ 79,384.54
Only In Denver	Other	4	0	0	3	12	\$ 3,952.62	\$ 47,431.47	4%	2,709	\$ 20.00	12	66%	\$ 429,105.60	\$ 42,910.56
Boettcher Rocks						231		\$ 747,045.66	74%		\$ 32.88	189	66%	\$ 6,763,777.02	\$ 1,447,971.34
Local Bands - Lectures Etc															
Only In Denver	"40 band weekend"	2	1	0	3	8	\$ 3,952.62	\$ 31,620.98	3%	2,709	\$ 32.00	6	60%	\$ 312,076.80	\$ 31,207.68
Lecture series		3	0	0	3	9	\$ 3,952.62	\$ 35,573.60	3%	2,709	\$ 32.00	9	60%	\$ 468,115.20	\$ 46,811.52
AHEC - Graduation Day	METRO - CCD - UCD	3	0	0	1	3	\$ 1.00	\$ 3.00	1%	2,709	\$ -	3	65%	\$ -	\$ -
Rocky Horror Show Ball	Rock - Fantasy	1	0	0	2	2	\$ 1,200.00	\$ 2,400.00	0%	2,709	\$ 20.00	2	35%	\$ 37,926.00	\$ 3,792.60
Local Bands Showcase		5	0	0	1	5	\$ 600.00	\$ 3,000.00	0%	2,709	\$ 20.00	5	35%	\$ 94,815.00	\$ 9,481.50
Local Bands - Lectures Etc						20		\$ 72,597.58	2%		\$ 20.80	25	62%	\$ 912,933.00	\$ 91,293.30
TOTAL "Boettcher Rocks"						251		\$ 819,643.25	76%			214		\$ 7,676,710.02	\$ 1,539,264.64
Special Events Rooms															
Event room	\$1500.00 - \$2000.00/day	93	0	0	1	93	\$ 100.00	\$ 9,300.00	30%	300	\$ 20.00	93	50%	\$ 279,000.00	\$ 27,900.00
Recording and Broadcast	\$100.00 - \$250/hour	115	0	0	1	115	\$ 17.50	\$ 2,012.50	37%	-	\$ 175.00	1,800	50%	\$ 315,000.00	NA
Media Room - AV screening	\$100.00 - \$250/hour	200	0	0	1	200	\$ 17.50	\$ 3,500.00	64%	-	\$ 175.00	1,800	70%	\$ 315,000.00	NA
AV Recording Studio 1	\$200.00 - \$350/hour	200	0	0	1	200	\$ 22.50	\$ 4,500.00	64%	-	\$ 225.00	1,800	70%	\$ 405,000.00	NA
AV Recording Studio 2	\$100.00 - \$250/hour	200	0	0	1	200	\$ 17.50	\$ 3,500.00	64%	-	\$ 175.00	1,800	70%	\$ 315,000.00	NA
AV Recording Studio 3	\$50.00 - \$100/hour	200	0	0	1	200	\$ 7.50	\$ 1,500.00	64%	-	\$ 75.00	1,800	70%	\$ 135,000.00	NA
Note: These Rooms are free to DPS and AHEC at of peak hours															
Ellie Studio Loft income						1008		\$ 24,312.50	49%	300		9,093		\$ 1,764,000.00	\$ 27,900.00
Studios & Rehearsal Rooms Rental Rooms															
AVERAGE RATE															
Multipurpose 150 - 300 Seat	\$1500.00 - \$2000.00/day	101	0	0	1	101	\$ 100.00	\$ 10,100.00	32%	300	\$ 20.00	101	50%	\$ 303,000.00	\$ 30,300.00
Multipurpose 150 Seat	\$750.00 - \$1000.00/day	101	0	0	1	101	\$ 75.00	\$ 7,575.00	32%	150	\$ 20.00	101	50%	\$ 151,500.00	\$ 15,150.00
Multipurpose 75 Seat	Dance - \$100.00/hour	200	0	0	1	200	\$ 10.00	\$ 2,000.00	64%	300	\$ 100.00	1,800	70%	\$ 180,000.00	NA
Classrooms	\$40.00/hour	200	0	0	1	200	\$ 4.00	\$ 800.00	64%	300	\$ 40.00	1,800	70%	\$ 72,000.00	NA
Expanded Classrooms	\$80.00/hour	200	0	0	1	200	\$ 8.00	\$ 1,600.00	64%	300	\$ 80.00	1,800	70%	\$ 144,000.00	NA
Conference Room	\$40.00/hour	200	0	0	1	200	\$ 4.00	\$ 800.00	64%	300	\$ 40.00	1,800	70%	\$ 72,000.00	NA
Art Gallery	\$350.00/day - \$1000.00 week	200	0	0	1	200	\$ 35.00	\$ 7,000.00	64%	100	\$ 350.00	1,800	70%	\$ 630,000.00	NA
Studios & Rehearsal Rooms Rental Rooms						1202		\$ 29,875.00	55%	1750		9,202		\$ 922,500.00	\$ 45,450.00
Note: These Rooms are free to DPS and AHEC at of peak hours															
Increased Food and Beverages income Potential at 70%*!															
TOTAL Boettcher						2461		\$ 873,830.75				9307		\$ 10,363,210.02	\$ 1,612,614.64
Total Arts and Venues - City Income and Seat Tax								\$ 873,830.75							\$ 1,612,614.64
Only In Denver Projected Taxable Income														\$ 10,363,210.02	

Estimated Boettcher FY: 16

Revenue Projection FY:15	Market	Number of Shows	Load in/Tech	Rehearsal per Show	Show days per show	Days utilized including	Load in/Tech/Reh	Event Space Booking Rate or as a percentage of sales	Potential space income	Occupancy Utilization	Production Seat sales income and Seat Tax					Seat Tax Income at 10%
										Number of days over available 312 - Dark Monday	Seats	Average seat price sales cost	Events Held	Seat Occupancy rate	Only In Denver Projected Taxable Income	Note Free Dress Rehearsals are not included in FDA income
Boettcher - Local bands from the show	\$ 4,067.75	Rental based on a repurposed Boettcher in line with the Ellie 2015 estimated rental costs														
Boettcher Rocks											Note with reseating seat count can go up! Income based on present seating					
Only In Denver	Pop	29	0	0	3	87	\$ 4,067.75	\$ 353,894.03		28%	2,709	\$ 38.00	87	75%	\$ 6,716,965.50	\$ 671,696.55
Only In Denver	Classic Rock - Weekend event	9	0	0	3	27	\$ 4,067.75	\$ 109,829.18		9%	2,709	\$ 38.00	27	72%	\$ 2,001,192.48	\$ 200,119.25
Only In Denver	Rock - Weekend event	9	0	0	3	27	\$ 4,067.75	\$ 109,829.18		9%	2,709	\$ 38.00	27	72%	\$ 2,001,192.48	\$ 200,119.25
Only In Denver	Country - Weekend event	9	0	0	3	27	\$ 4,067.75	\$ 109,829.18		9%	2,709	\$ 34.00	27	72%	\$ 1,790,540.64	\$ 179,054.06
Only In Denver	Dance	7	0	0	3	21	\$ 4,067.75	\$ 85,422.70		7%	2,709	\$ 32.00	21	72%	\$ 1,310,722.56	\$ 131,072.26
Only In Denver	Rap - Hip Hop	7	0	0	3	21	\$ 4,067.75	\$ 85,422.70		7%	2,709	\$ 32.00	21	72%	\$ 1,310,722.56	\$ 131,072.26
Only In Denver	Jazz and R&B	4	0	0	3	12	\$ 4,067.75	\$ 48,812.97		4%	2,709	\$ 28.00	12	72%	\$ 65,361.28	\$ 6,536.13
Only In Denver	Other	4	0	0	3	12	\$ 4,067.75	\$ 48,812.97		4%	2,709	\$ 22.00	12	70%	\$ 500,623.20	\$ 50,062.32
Boettcher Rocks						234		\$ 768,804.27		75%		\$ 32.75	189	72%	\$ 7,569,162.72	\$ 1,628,732.07
Local Bands - Lectures Etc																
Only In Denver	"40 band weekend"	2	1	0	3	8	\$ 4,067.75	\$ 32,541.98		3%	2,709	\$ 32.00	6	70%	\$ 364,089.60	\$ 36,408.96
Lecture series		3	0	0	3	9	\$ 4,067.75	\$ 36,609.73		3%	2,709	\$ 32.00	9	60%	\$ 468,115.20	\$ 46,811.52
AHEC - Graduation Day	METRO - CCD -UCD	3	0	0	1	3	\$ 1.00	\$ 3.00		1%	2,709	\$ -	3	65%	\$ -	\$ -
Rocky Horror Show Ball	Rock - Fantasy	1	0	0	2	2	\$ 1,200.00	\$ 2,400.00		0%	2,709	\$ 20.00	2	35%	\$ 37,926.00	\$ 3,792.60
Local Bands Showcase		5	0	0	1	5	\$ 600.00	\$ 3,000.00		0%	2,709	\$ 20.00	5	35%	\$ 94,815.00	\$ 9,481.50
Local Bands - Lectures Etc						20		\$ 74,554.71		2%		\$ 20.80	25	65%	\$ 964,945.80	\$ 96,494.58
TOTAL "Boettcher Rocks"						254		\$ 843,358.98		77%			214		\$ 8,534,108.52	\$ 1,725,226.65
Special Events Rooms																
Event room	\$1500.00 - \$2000.00/day	93	0	0	1	93	\$ 100.00	\$ 9,300.00		30%	300	\$ 20.00	93	50%	\$ 279,000.00	\$ 27,900.00
Recording and Broadcast	\$100.00 - \$250/hour	115	0	0	1	115	\$ 17.50	\$ 2,012.50		37%	-	\$ 175.00	1,800	50%	\$ 315,000.00	NA
Media Room - AV screening	\$100.00 - \$250/hour	200	0	0	1	200	\$ 17.50	\$ 3,500.00		64%	-	\$ 175.00	1,800	70%	\$ 315,000.00	NA
AV Recording Studio 1	\$200.00 - \$350/hour	200	0	0	1	200	\$ 22.50	\$ 4,500.00		64%	-	\$ 225.00	1,800	70%	\$ 405,000.00	NA
AV Recording Studio 2	\$100.00 - \$250/hour	200	0	0	1	200	\$ 17.50	\$ 3,500.00		64%	-	\$ 175.00	1,800	70%	\$ 315,000.00	NA
AV Recording Studio 3	\$50.00 - \$100/hour	200	0	0	1	200	\$ 7.50	\$ 1,500.00		64%	-	\$ 75.00	1,800	70%	\$ 135,000.00	NA
Note: These Rooms are free to DPS and AHEC at of peak hours																
Ellie Studio Loft Income						1008		\$ 24,312.50		49%	300		9,093		\$ 1,764,000.00	\$ 27,900.00
Studios & Rehearsal Rooms Rental Rooms																
Multipurpose 150 - 300 Seat	\$1500.00 - \$2000.00/day	101	0	0	1	101	\$ 100.00	\$ 10,100.00		32%	300	\$ 20.00	101	50%	\$ 303,000.00	\$ 30,300.00
Multipurpose 150 Seat	\$750.00 - \$1000.00/day	101	0	0	1	101	\$ 75.00	\$ 7,575.00		32%	150	\$ 20.00	101	50%	\$ 151,500.00	\$ 15,150.00
Multipurpose 75 Seat	Dance - \$100.00/hour	200	0	0	1	200	\$ 10.00	\$ 2,000.00		64%	300	\$ 100.00	1,800	70%	\$ 180,000.00	NA
Classrooms	\$40.00/hour	200	0	0	1	200	\$ 4.00	\$ 800.00		64%	300	\$ 40.00	1,800	70%	\$ 72,000.00	NA
Expanded Classrooms	\$80.00/hour	200	0	0	1	200	\$ 8.00	\$ 1,600.00		64%	300	\$ 80.00	1,800	70%	\$ 144,000.00	NA
Conference Room	\$40.00/hour	200	0	0	1	200	\$ 4.00	\$ 800.00		64%	300	\$ 40.00	1,800	70%	\$ 72,000.00	NA
Art Gallery	\$250.00/day - \$1000.00 week	200	0	0	1	200	\$ 35.00	\$ 7,000.00		64%	100	\$ 350.00	1,800	70%	\$ 630,000.00	NA
Studios & Rehearsal Rooms Rental Rooms						1202		\$ 29,875.00		55%	1750		9,202		\$ 922,500.00	\$ 45,450.00
Note: These Rooms are free to DPS and AHEC at of peak hours																
Increased Food and Beverages Income Potential at 70%!																
TOTAL Boettcher						2464		\$ 897,546.48					9307		\$ 11,220,608.52	\$ 1,798,576.65
Total Arts and Venues - City Income and Seat Tax								\$ 897,546.48								\$ 1,798,576.65
Only In Denver Projected Taxable Income															\$ 11,220,608.52	

Information compiled from multiple places including:
Arts and Venues special Revenue Fund -15815-3050000

http://www.denvergov.org/Portals/9/documents/2013_Budget/General_Services.pdf

All information is estimated and represents an expected potential.

A Plan to Activate the Denver Theatre District

A Plan to Attract the Next Generation to the Denver Performing Arts Complex

A Plan of Action for Discussion and Development

An Affirmative Plan of Action that:

- Increases City Revenue by Increased Facility Utilization;
- Aids the “at risk” Performing Arts Constituents;
- Brings the Next Generation to the DPAC;
- Enhances and Augments the Performing Arts Community by Expanding into an Untapped Market;
- Creates New Jobs;
- Increases IATSE #7 Members Income;
- Provides the CSO an Opportunity to Raise Funds;
- Provides the CSO with a Facility that Meets and Exceeds there Needs and Audiences Expectations Today; and,
- Provides Educational and Community Outreach.

A Plan to Breathe New Life into the Arts Complex

*A Plan to enhance and augment the Performing Arts Community by
expanding an untapped market*



Background Information



Potential Players in The Game and Much More



Only In Denver

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Boettcher Foundation

Helping the Arts Flourish in Colorado:

“Key to a community’s strength and livelihood are the arts and cultural programs it supports. We firmly believe that the arts can inspire, educate and enrich our state and its people.” Boettcher Foundation.

Denver Center for the Performing Arts

Denver Center Attraction: Randy Weeks....

- The **Stage Theatre** features 778 seats and a thrust stage.
- The **Space Theatre** has 450 seats in-the-round.
- The **Ricketson Theatre** has 250 seats in a proscenium theatre.
- The **Jones Theatre** features 200 seats and a thrust stage.
- The **Garner Galleria Theatre** has 210-seats and features cabaret shows by Denver Center Attractions, which presented Denver’s longest-running show — *I Love You, You’re Perfect, Now Change*.
- The **Donald R. Seawell Grand Ballroom** is a pentagonal shaped room with panoramic views of the mountains. This 10,000-square-foot (930 m²) facility holds a maximum capacity of 1,029 people.

Only In Denver

Only In Denver is a seasoned professional team with venue, architecture, programming, political savvy and entertainment prowess that will add decades of vital use to the Second Largest Arts Complex in the United States.

Competitive Advantage:

- Private Non-Profit Entity assumes tenancy of Boettcher Concert Hall with parallel values for education and for profit
- Knowledge of Performing Arts Facilities, Design, Construction, Operation Management and Marketing.

Management Team:

Fabby Hillyard, Director

Peter Lucking, Project Development

Erik Dyce, Facility Management and Marketing

Board of Advisors TBD

Denver does not have a 2000 seat Multiuse venue. Local audiences have to travel to the 2,000 seat Pikes Peak Center to see a number of artists ranging from Kathleen Madigan, Don Williams, Bill Cosby, etc.

Comcast Media Facilities in Denver

[Comcast's Media Center](#), headquarters facility has the best video production studios in Colorado however, these studios are generally only available to content providers. PBS [Sprouts](#) was produced here in the past.

Comcast's Production services are provided through, *WESTWORK Studios*

They provide - HD Studio Production, Video & Audio Post, and Content Distribution, from the 10,000 sf, fully equipped facility.

The studios (largest at 6,400 sq ft) include:

- Adjacent control rooms capable of single or HD multi-camera productions
- Live, live-to-tape and live ingest capabilities
- Extensive list of on-site resources

[Download list of complete Studio Features](#)

- Multiple on-site HD video and audio post-production suites feature:
- Avid and FinalCut Pro video post-production edit systems
- File compression for output to the most popular formats
- ProTools audio post edit systems, ISDN and a sound-isolated recording room
- Graphic suite with Adobe applications and Blu Ray HD disk authoring

[Download list of complete Video & Audio Post-Production Features](#)

For more information or to book a studio or edit service, call 1-800-491-1947.

The prices of the studios are out of the reach of the Arts and Venues, SCFD constituents.

2,000 seat Concert Venues for Comparison

The following list is of the more notable venues, with the somewhat reluctant addition of the "multipurpose" theaters, as our feeling is that, while they are becoming the main arena for the majority of concerts today due to seating capacity, they are somewhat lacking in the acoustics, and ambience of the true spaces for Rock and Roll. The list is a balance between sight and sound, ambience and acoustics.

[The Royal Albert Hall](#) is one of the UK's most treasured and distinctive buildings, recognizable the world over. Since its opening the world's leading artists from every kind of performance genre have appeared on its stage. Each year it hosts more than 350 performances including classical concerts, rock and pop, ballet and opera, tennis, award ceremonies, school and community events, charity performances and lavish banquets. Opened by Queen Victoria on 29 March 1871 the Royal Albert Hall has played host to a multitude of different events and legendary figures and has been affectionately titled "*The Nation's Village Hall*." The first concert at the Hall was Arthur Sullivan's Cantata, On Shore and Sea, which was performed on 1 May 1871.

[The Fillmore West](#), (or Fillmore Auditorium), is a historic music venue in San Francisco, California, made famous by Bill Graham was named for its original location at the intersection of Fillmore Street and Geary Boulevard. In 1968, Graham moved his concerts to a different venue at Market Street and South Van Ness Avenue (formerly The Carousel Ballroom and El Patio) which he renamed Fillmore West; the original Fillmore Auditorium continued under the name The Elite Club. Graham began presenting concerts at the original Fillmore Auditorium again in the 1980s, but it was closed due to earthquake damage in October 1989. After much structural work, in 1994 the original Geary Boulevard location re-opened as The Fillmore. The Fillmore Auditoriums, both east and west, became the focal point for psychedelic music and the counterculture rock movement, featuring virtually every big music act of the era.

The Fillmore East was Bill Graham's late 1960s – early 1970s Rock Palace in the East Village area of New York City. Located on Second Avenue at Sixth Street, this venue provided Graham with an East Coast counterpart to his existing Fillmore West establishment in San Francisco. Opening on March 8, 1968, the Fillmore East quickly became known as "The Church of Rock and Roll," with two-show concerts several nights a week. Known as the Village Theater for most of its previous existence, the venue had been a mainstay of the Yiddish theatre circuit; it had also been a cinema and had fallen into disrepair before Graham's acquisition. Despite the deceptively small marquee and facade, the theater had a capacity of 2,700 seats; Address; West- 1805 Geary Boulevard, San Francisco, CA 94115. East - Irving Plaza, 17 Irving Place, N.Y. NY, 10003.

Madison Square Garden: **The WaMu Theater** at Madison Square Garden, which seats between 2,000 and 5,600 for concerts and it also occasionally hosts major boxing matches on nights when the main arena is unavailable. No seat is more than 177 feet (54 m) from the 30-foot (9.1 m)-by-64-foot stage; Address; Four Pennsylvania Plaza, (7th Avenue between W 31st St and W 33rd St), New York, NY 10001.

Bass Performance Hall - Fort Worth, Capacity. 2,056

The Joint, a *2,000 seat venue* within the Hard Rock Hotel and Casino.

House of Blues Typical 2000 Seat Venues, Orlando, Atlantic City...

Technical specification - House of Blues Typical 2000 Seat Venue

The House of Blues is used for a comparable Tech Spec

House of Blues Orlando Capacity 2,000 Orlando FL

House of Blues Atlantic City Capacity 2,300 Atlantic City NJ

Tech Spec... Electrical information for House of Blues Boston

Guest Audio: 100a 3 phase Cam Lock located Stage Left at Stage Level

Guest 200a 3 phase Cam Lock and 100a 3 phase located Stage Right at Stage
Lighting: Level

Front of house information for House of Blues Boston

FOH Console: Soundcraft Vi6

Outboard FOH Effects: TC Electronics D two/ Yamaha SPX 2000-CA

Main Drive: DBX 4800

FOH Processing: Inboard

FOH Gates/Comps: DBX 162 SL STEREO COMPS / DBX 1046 COMP-
LIMITER

Playback: Tascam DV-D

Main Speakers: (20) JBL VT4888DP – powered 3 way line array – ten per
side

Main Subs: (12) JBL AASB6128 DUAL 18' SUBS

Main Sub Amps: (3) Crown MA 9000i (3) Crown IT12000 HD

Under Balcony Delay

Speakers: JBL AC26

Production specifications for House of Blues Las Vegas

Bus / Truck Parking & Load In

- Loading dock and parking is within a gated compound, directly behind stage door.
- Loading dock accommodates 2 semi's, 2 ramps from ground level also available.
- Load in from dock is a 30' flat push thru a 8' H x 10' W roll up door located SR.
- Shore Power available for up to 4 busses, 2 50 amp single phase Range plug & 2 100 amp 3 phase disconnects.

Green Rooms & Guest Production

- Three Green Rooms are located on stage directly upstage of house backdrop.
- GR 3 set up for Guest Production Office with desks and chairs.
- All have 1/2 bath, refrigerators, phones & cable / house TV & showers in GR 1 & 3.

Deck Details

- Hardwood surfaced, 42' W x 23' D x 5'7" H
- SL Wing, 12' W x 25' D (House Monitor Position / Tech World)
- SR Wing, 8' W x 25' D (Secondary Monitor Position / Tech World / Load Out)
- Six @ 4' x 8" decks (1' H & 2' H) available
- 40' W x 12" Upstage Truss holds House Black Duvetyne & Guest Backdrop
- Back Duvetyne surrounds SL & SR stage wall above wings
- Motorized bi-part Downstage Curtain

Deck Electrical

- Guest Audio, Stage Left, 200 amp 3 phase cam lock ISO
- Guest Lighting, Stage Right, 400 amp 3 phase cam lock
- Guest Stage, Up Stage Center, 200 amp 3 phase cam lock ISO

Audio

- Featuring the Next Generation JBL VTX SERIES LINE ARRAY System
- RACKS & STACKS: 10 JBL VTX V25 boxes flown per-side w/3 JBL VT4880A subs flown per-side, 6 JBL ASB7128 ground-stacked subs, 6 JBL VT4886 balcony out fills, 4 JBL AC28/26 front fills, 2 JBL AC28/26 under balcony fills, Powered by Crown ITECH 12000HDs w/dbx DriveRack 4800 system processor
- FOH Desk: Midas Heritage 2000 (48 channel, 44 mono + 4 stereo)
 - Alternate FOH Desk: Soundcraft Vi1 (expanded to 64 ch)
 - FOH Desks are not swappable / optional, please advance for availability
- FOH Outboard effects: DN 3600 Stereo Programable EQ, Eventide H3000 D/SE Harmonizer, Yamaha SPX-990, T.C. Electronics M-1 XL, T.C. Electronics D-2, TC2290 Effect Processor
- FOH Gates / Comps: Drawmer DS404 quad gate (12 ch), BSS DPR404 quad comp (8 ch), dbx 1066a dual comp/limiter/gate (4 ch), Empirical Labs Distressors (2 ch), dbx 166 XL comp/limiter/gate (2 ch)
- MONITOR Desk: Midas XL 250 (48 channel, 44 mono + 4 stereo)
- MONITOR EQ: DN 360 31 band (11 mixes)
- MONITOR Outboard effects: Yamaha SPX90 & SPX990
- MONITOR Comps / Limiters / Gates: dbx 166 XL dual comp/limiter/gate (8 ch) & Behringer Auto Quad, quad gate (4 ch)
- MONITOR IEM: EW300 IEM G2 in-ear monitor transmitters
- DRUM FILL: X1 1152 trapezoid full range bi-amped & XCB 18" 3-way sub
- SIDE FILLS: Xi 1183 full range tri-amped & Xi 1191 4-way sub (per side)
- WEDGES: XW12 curved profile bi-amped monitors
- AMPS: EV P3000 & EV P1250's

- MICS: Featuring Senheiser, includes 421, 614, 865, 901, 902, 904, 905, 906, 908d, 914, 935, 945 & SKM935-GR UHF selectable frequency wireless
 - Other Mics include: 3000, D112, M-88, Beta 52, Beta 56, Beta 57, Beta 58, Beta 87, Beta 98, KSM 32, SM 57, SM 58, SM 81, SM 91 & SM 98
- DI's include Radial J48 Active, Countryman Active & Whirlwind Passive
- 12 channel 25' & 50' sub-snakes available

Lighting

- FOH DESK: Avolites Pearl (2008)
- STAGE FIXTURES: Mac2K Spot (8), Mac2K Wash (8), Mac700 (10), 8 light Mole Fays (2), 3 light Mole Fays (3), ACL bars in truss (7), Mac3K Strobe (2), 5-color Par 64 (50K) & Source 4 Leko (6 Down Stage / 1 Up Stage)
- HOUSE: Mac 301 (2)
- FOLLOW SPOTS: Lycian 1.2K Starklite II HMI (located House Left & Right)
- House Truss has Black-Out Curtain available to "close" Mezz off

Video Wall

- 6mm LED Wall 11' W x 6' H, located Upstage Center (between upstage truss & house backdrop), flown above trim (non obtrusive), must be advanced prior

Projector

- PROJECTOR: Sanyo PROextraX Multiverse
- SCREEN: Motorized roll-up 20' x 20', Downstage Center, front of Stage Curtain

Backline (Music Hall)

- GUITAR AMPS / CABS: Marshall JCM 900 50w (2), Marshall 4x12 A cab (2), Fender Twin Reverb ('65 Reissue), Line 6 Spider II 112 combo, Line 6 HD 147 head w/Line 6 4x12 cab
- BASS AMPS / CABS: Ampeg SVT5 Pro 1000w w/SVT 810 cab
- HAMMON B-3 ORGAN w/Leslie 122
- DRUMS: dw Collector's Series (Black Ice Finish Ply) includes 8, 10, 12, 13, 14 Racks, 16, 18 Floors & 22, 24 kicks
 - dw 5000 Series hardware package w/single and double kick pedals
 - complete Sabian Cymbal packages available
- PERCUSSION: LP (Giovanni Series) Congas (Requinto, Quinto, Conga & Tumba) w/stands, LP Bongos w/stand, LP 14 & 15 Timbales w/stand, CJ17 Bajo Cajon & assorted hand percussion

DJ (Music Hall)

- Assorted Mixers, CD's & Turntables (Rane, Serato, Pioneer, Technics, etc.) available per advance

Existing Combined Ellie and Boettcher Schedule

All issues can be resolved by straightforward schedule reorganization

Scheduling is the first issue that must be addressed: The Resolution is simple:

- **Opera Colorado has first right of refusal for The Ellie; and,**
- **The Colorado Symphony Orchestra gets first right of refusal for Boettcher Concert Hall during the peak season conflict times of December and February.**

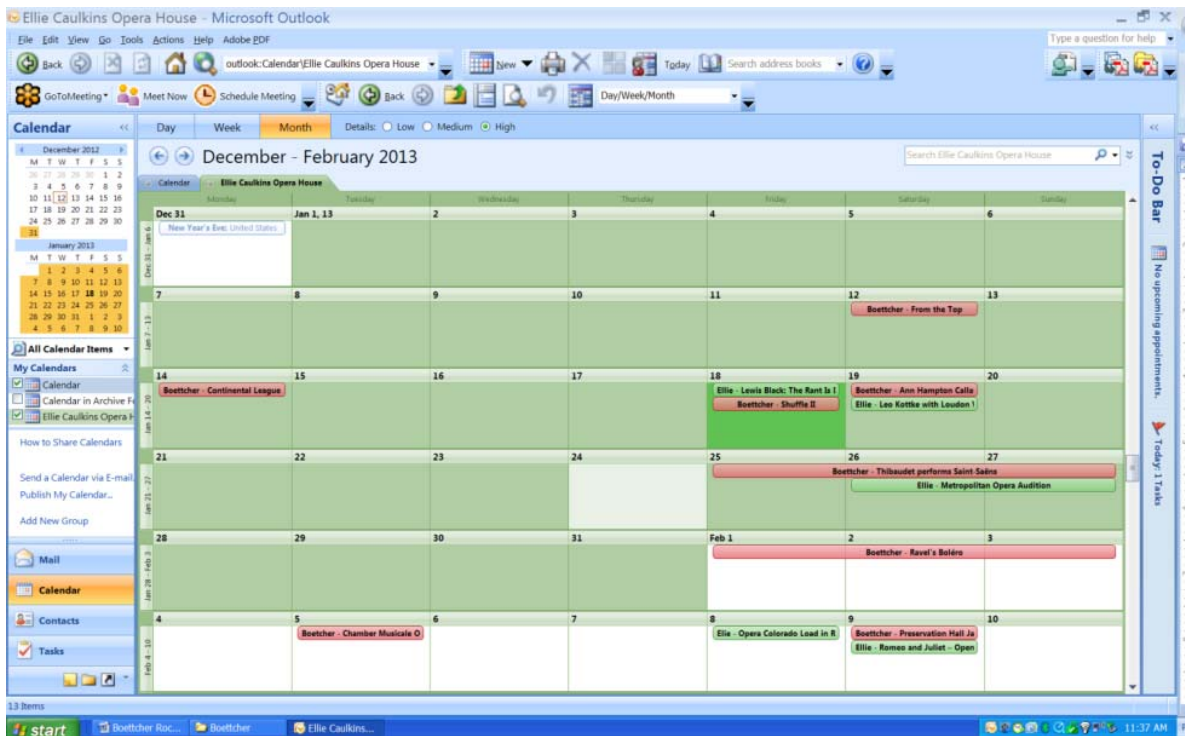
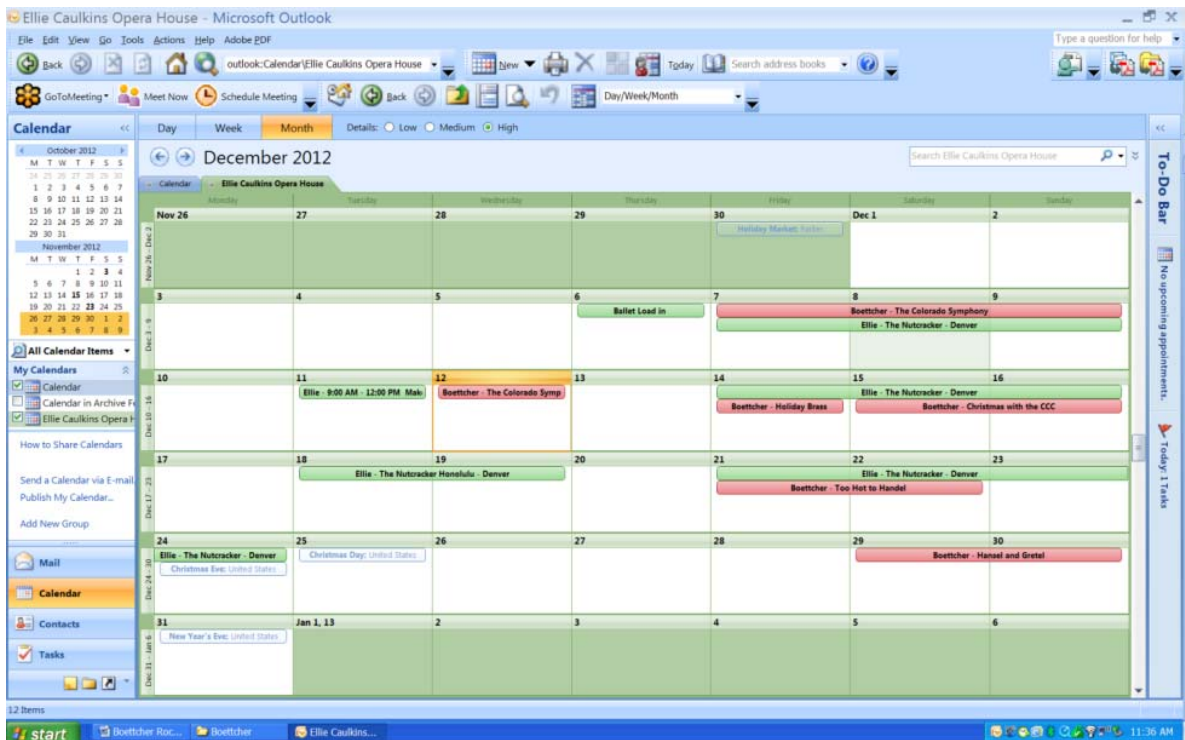
The Colorado Symphony Orchestra scheduling conflicts in March, April and May can be resolved by straightforward schedule reorganization.

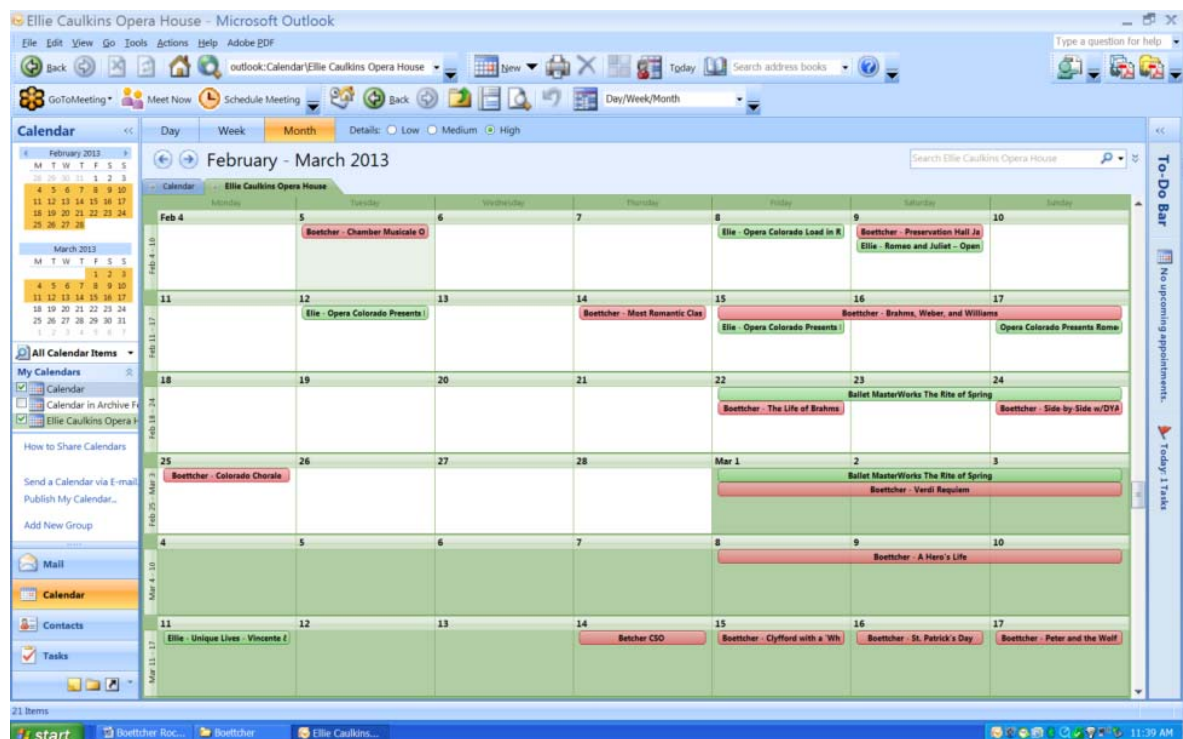
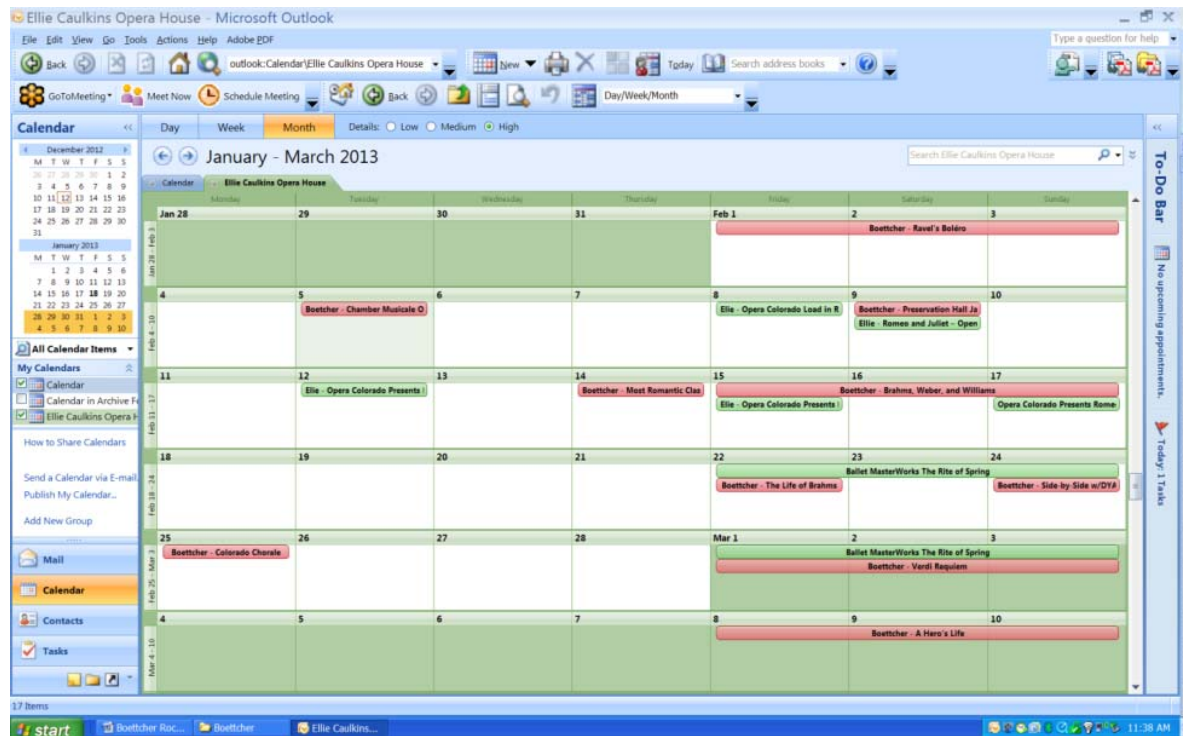
It is time for another bold move.

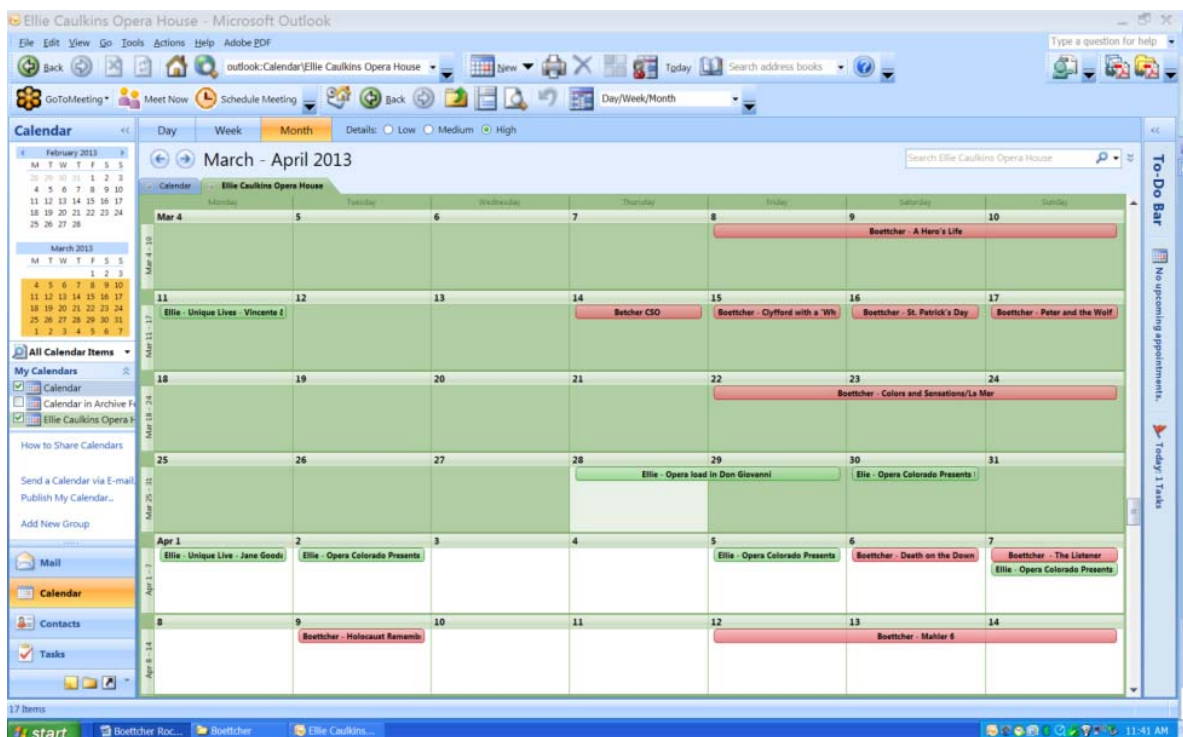
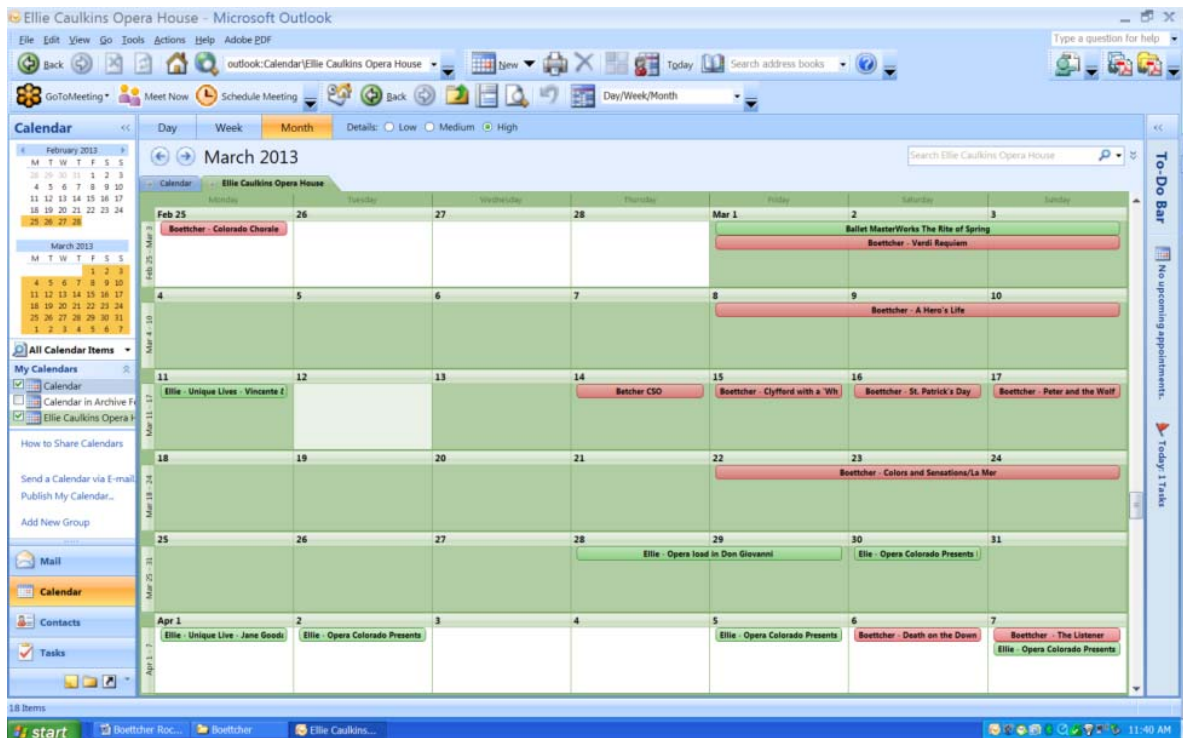
[Opera Colorado cancels world premiere, cuts back season - By Ray Mark Rinaldi](#)
[The Denver Post](#)

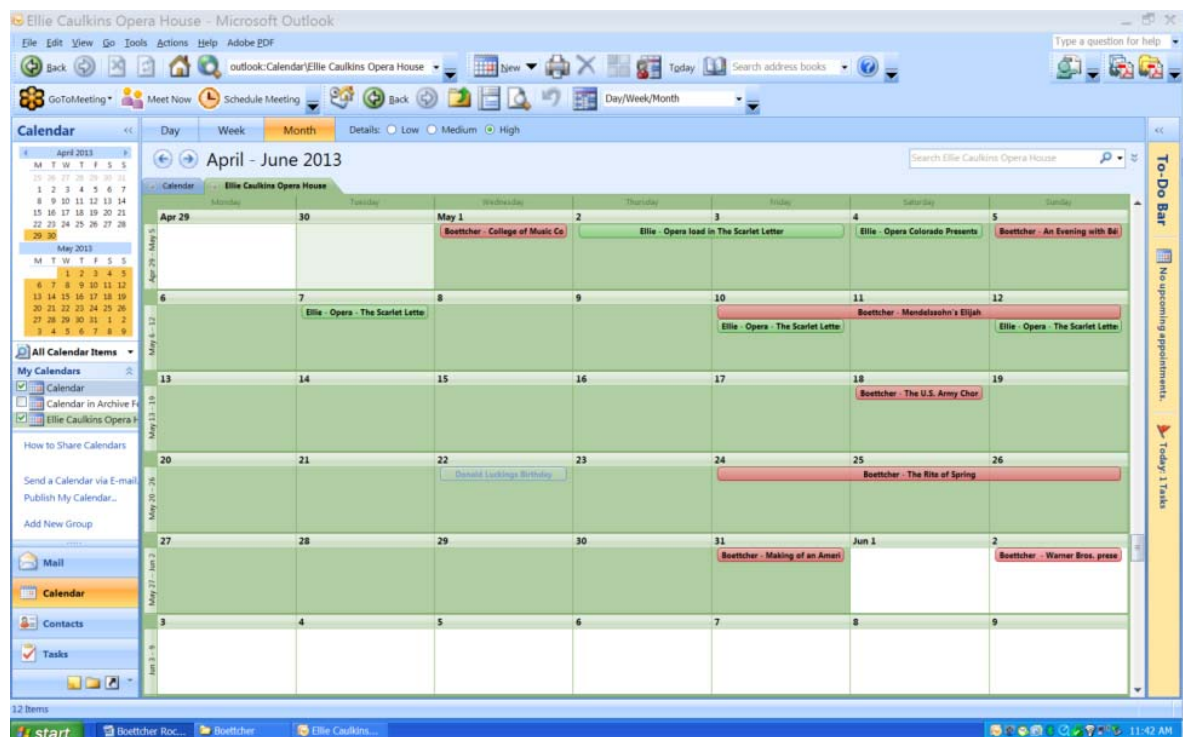
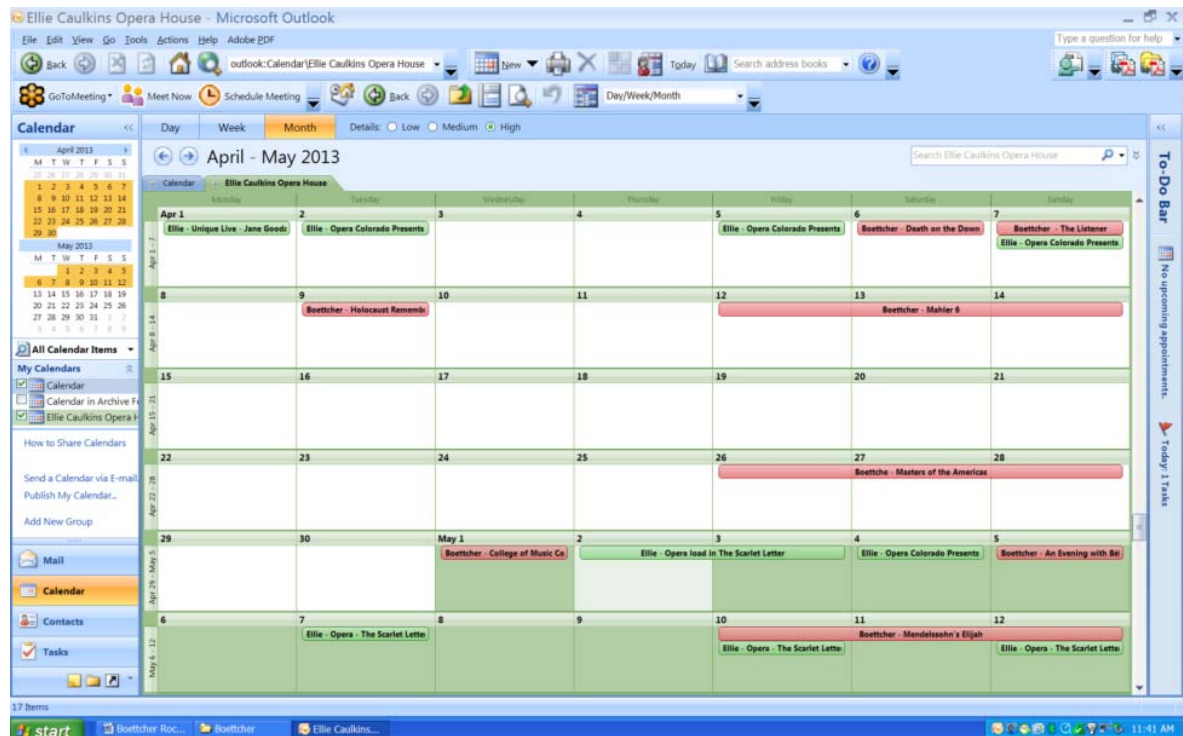
"Suffering a disappointing year-end fundraising campaign in 2012, Opera Colorado is reducing its schedule by one-third, cutting back to just two productions for both the 2013 and 2014 seasons."

Existing Schedules









Seat Pricing and Location Breakdown

Opera Colorado

See the view from the area your seats are in. Click on the links below to see a photo of the stage taken from that seat location in the Ellie Caulkins Opera House. Great idea!

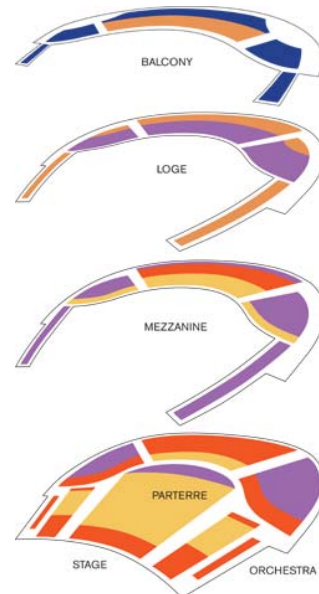
Price Class 1 = Yellow Sections

Price Class 2 = Red Sections

Price Class 3 = Purple Sections

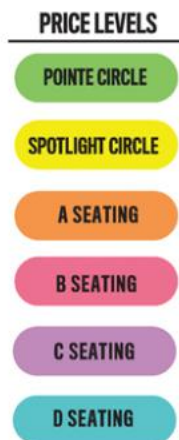
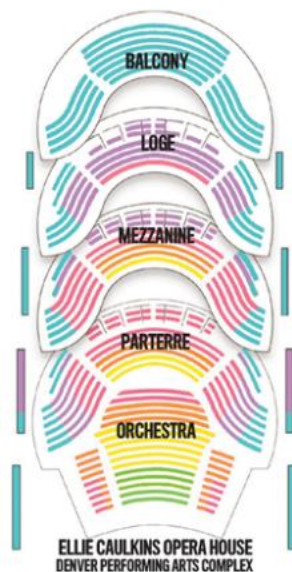
Price Class 4 = Orange Sections

Price Class 5 = Blue Sections



Colorado Ballet

COLORADO BALLET 2013-2014 SEASON



Arts & Venues Denver 2012 Budget Presentation

http://denver.granicus.com/DocumentViewer.php?file=denver_879b59fb9c8387eda626cf96b2a6288a.pdf&view=1

Charity Ratings from Charity Navigator

Opera Colorado	★
Colorado Symphony Orchestra	★★
Colorado Ballet	?
Denver Center for the Performing Arts	★★

Revitalizing the Arts

A Plan to Breathe New Life into the Arts Complex

Peter John Lucking - Fabby Hillyard - Erik Dyce

A Potential Plan of Action for Discussion and Development

Fabby Hillyard, Director - Peter Lucking, Project Development - Erik Dyce, Facility Management and Marketing
David J. Cole, Community Relationships

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Published By: Real Magic Design, LLC. Imprint of record CreateSpace Independent Publishing Platform

ISBN-13: 978-1482697063 ISBN-10: 1482697068

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Cover, illustrations, and book design by Peter John Lucking

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