SASAKI



## Campus Master Plan





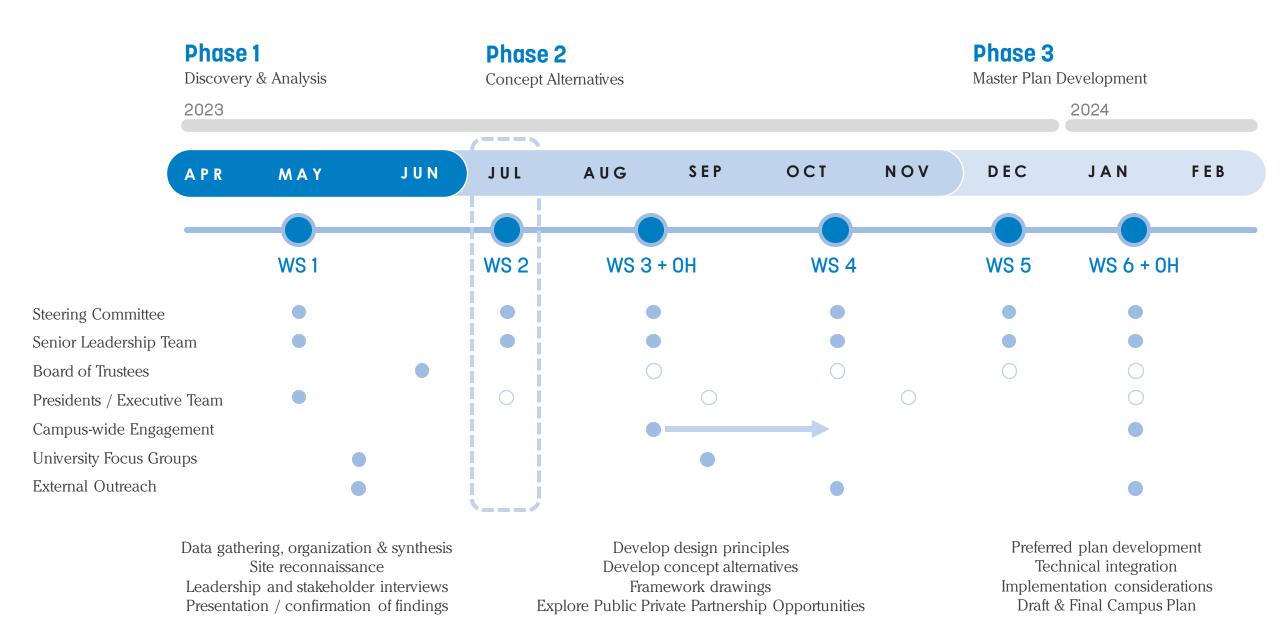


**WORK SESSION 2: PHASE 1 FINDINGS** 

July, 2023

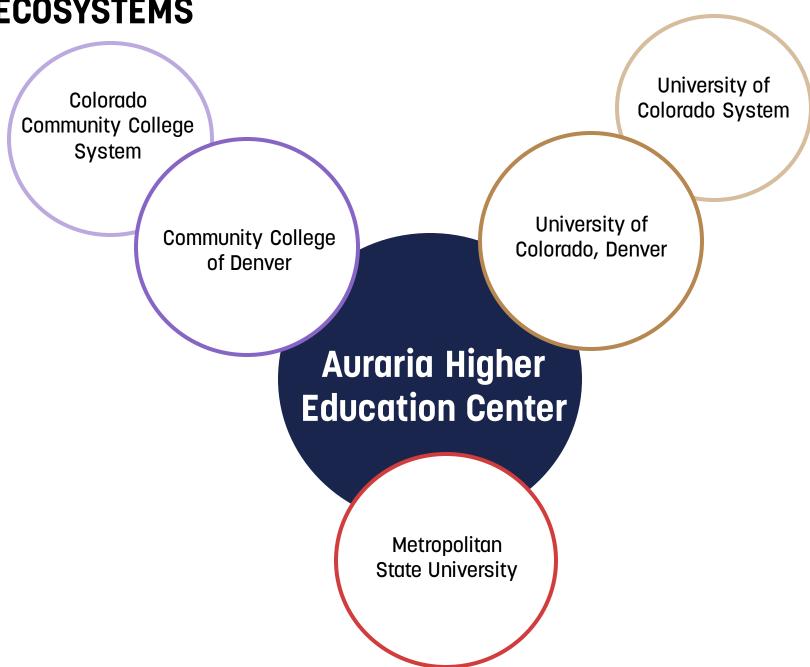
# 02. Process

## **SCHEDULE**



# Understanding the Institutions

## **INTERNAL ECOSYSTEMS**



## STRATEGIC ASPIRATIONS

## **AURARIA HIGHER EDUCATION CENTER**

The Auraria Campus is a dynamic academic environment shared by three separate and distinct institutions of higher learning that are all designated Hispanic Serving Institutions:

- Community College of Denver
- Metropolitan State University of Denver
- University of Colorado Denver

The Auraria Higher Education Center is a separate state entity whose role is to provide and manage shared services, facilities, and property to support these prominent institutions in achieving their goals.

## **COMMUNITY COLLEGE OF DENVER**

## Vision Statement

**Every member** of our community will attain the education they desire.

## Mission Statement

CCD provides our diverse community an opportunity to gain quality higher education and achieve personal and professional success in a supportive and inclusive environment.

## Values

- Involvement
- Student-Focus
- Integrity
- Lifelong Learning
- Excellence
- · Healthy Work Environment

## METROPOLITAN STATE UNIVERSITY OF DENVER

## Role & Mission

Metropolitan State University of Denver is a comprehensive, baccalaureate-degree granting, **urban university** that offers arts and sciences, professional, and business courses and programs to a **diverse** student population in an atmosphere of mutual respect. Excellence in teaching and learning is MSU Denver's primary objective.

The mission of MSU Denver is to provide a high-quality, accessible, enriching education that prepares students for successful careers, post-graduate education, and lifelong learning in a multicultural, global, and technological society. To fulfill its mission, MSU Denver's diverse university community engages the community at large in scholarly inquiry, creative activity, and the application of knowledge.

## Values

- Community
- Access
- Diversity
- Respect
- Excellence

## **UNIVERSITY OF COLORADO DENVER**

## **CU Mission**

The University of Colorado is a public research university with multiple campuses serving Colorado, the nation, and the world through leadership in high-quality education and professional training, public service, advancing research and knowledge, and state-of-the-art health care.

## **CU Vision**

The University of Colorado will be a **premier**, **accessible and transformative** public university that provides a **quality and affordable** education with outstanding teaching, learning, research, service, and health care. Through collaboration, innovation, technology and entrepreneurship, CU will expand student success, diversity and the economic foundation of the State of Colorado.

## INTERNAL STAKEHOLDER ENGAGEMENT TAKEAWAYS

## **AHEC**

- Become the premier public higher education campus in Denver
- Affordable housing will benefit students, faculty, and staff
- Conceptual neighborhoods created silos, low density development, and missed opportunities for collaboration
- Build upon existing open space infrastructure to create a green network
- Create a sense of place, a new vision for campus that keeps education at the core and enhances the experience for all through activation and amenities, driving new revenues to reinvest in the campus

## CCD

- Affordable housing is an issue, especially for working adult learners and staff
- Create more opportunities for collaboration of students across institutions
- Interested in P3s if benefit to CCD is apparent and quantifiable
- Neighborhood model is only in theory but there needs to be more intentionality behind mixing points
- Parking affordability is a huge issue for students

## MSU

- Building staff housing and offices on Ball Field lot
- Demand for student housing
- Need more event and student org spaces
- More reasons for students to stay on campus after hours
- Expanding Health spaces and simulation labs
- Need athletic track fields
- More and healthy food options for students
- Need more landscaping and green spaces around campus.

## **CU Denver**

- Lots of housing potential
- Interested in an Innovation District.
- Tivoli should be more of an anchor for federal funding
- Tivoli could be an incubator space

## CAMPUS PLAN VISION & PRINCIPLES

## **Vision**

Create a thriving and active campus to support student success and institutional identities in order to enrich our collective experiences, strengthen campus cohesion, and achieve financial sustainability.

## **Guiding Principles**

- In order to support the educational objectives of the academic institutions create the development framework that transforms the Auraria Campus into a complete community
- Leverage existing and future campus opportunities to achieve a new sustainable financial model
- Enhance and expand connections to downtown Denver, surrounding communities, and new neighborhood development projects
- Design and define a cohesive campus with a distinctive character that complements the individual institutional identities
- Create a plan that that reflects the community we serve and promotes diversity, equity and inclusion throughout the Master Plan process
- **Honor and celebrate the history** of the campus to align with the AHEC Strategic Plan

# O4. Physical Site Analysis

## History & Culture

### Pre 1858

Ancestral homelands for Cheyenne & Arapaho Nations. Trade, hunting, gathering, healing site for Lakota, Ute, Kiowa, Comanche, Apache, Shoshone, and others.

### 1858-1860

Auraria City was settled and aligned with the south bank of Cherry Creek. 1870-1890

Denver City was established, aligned with the South Platte River.

1864 The street grid shifted when streets outside the original downtown were laid parallel to cardinal directions.

### Later 19th Century

100 years of a diverse, small working-class residential community with local industries including mills, warehouses, and breweries.

1918

### 1872-1906

The 9th Street Historic Park, consisting of 14 homes is built on Auraria Campus. A prehistoric meeting place for the Arapaho Indians that became Denver.

### Early 1900s

Union Station opens, which is Denver's first train station that served the Denver Pacific Railway.

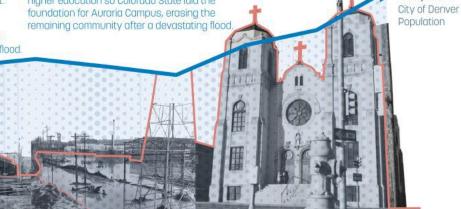
Expansion of the automobile industry pushed residents out to new neighborhoods, leaving a tight-knit community of multigenerational Hispanic families.

1960's

Several landfills had been created along the South Pallette river. Over 250 drains poured directly into it.

## 1965

Major flood.



Pre 1858

1870

1880

1890

The railroads arrive in Denver.

1900

1910

1920

1930

1940

1950

1960

1970

1972-1976

1980

1990

Auraria Campus is established. Post WWII college

attendance boom created demand for affordable

higher education so Colorado State laid the

2000

2010

2020

717,630

2030









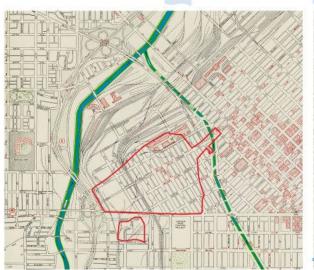








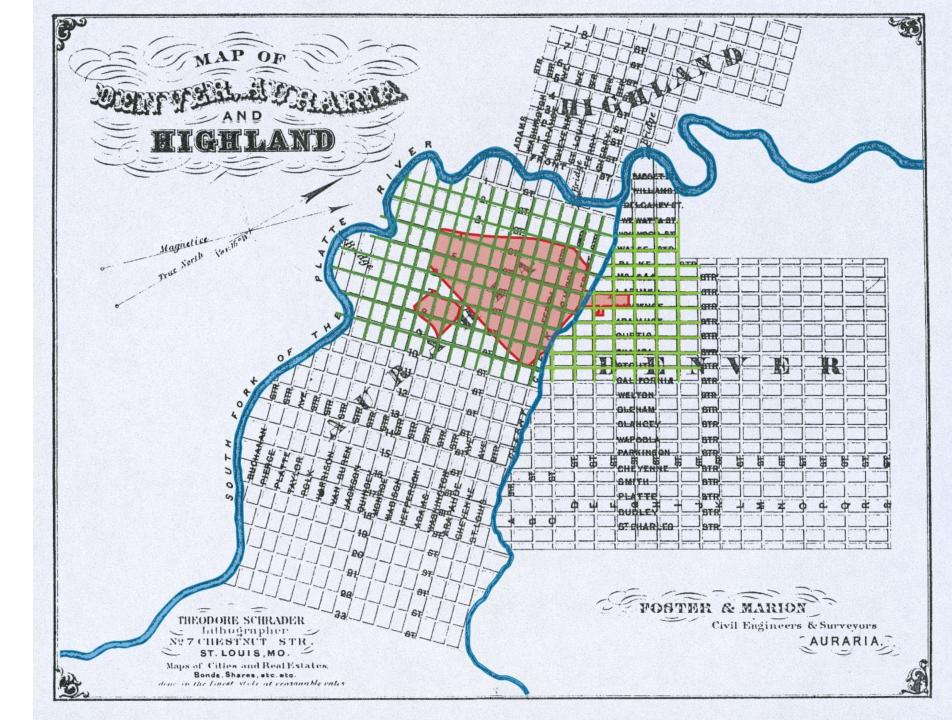


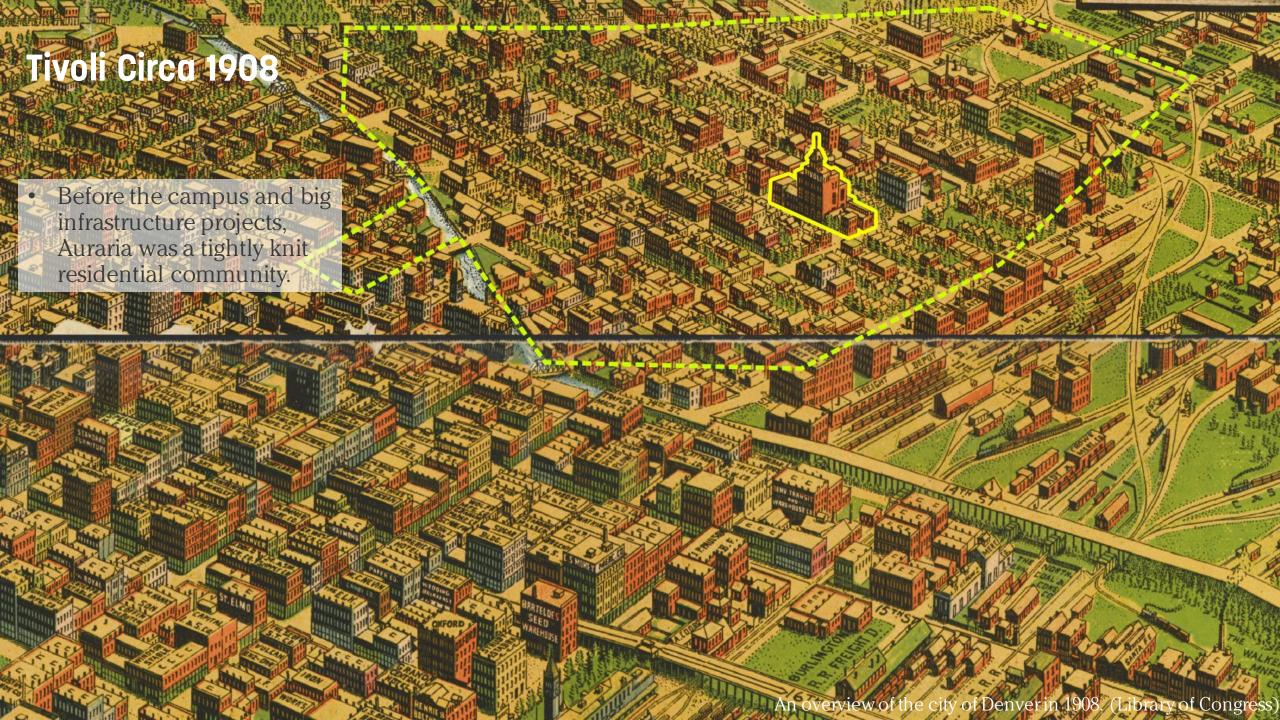




## Auraria & Denver 1859

 Auraria was established as a city before Denver, and then absorbed into Denver.







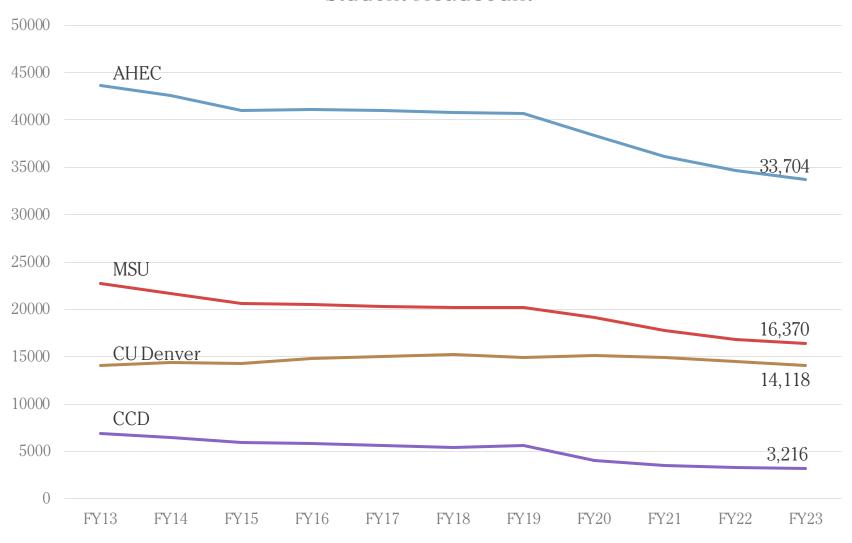


## **DEMOGRAPHIC TRENDS**

## Recent years

- Recent decline in overall enrollment since COVID
- Cost of living increase around campus pushed students, faculty, staff farther away and increased commute times
- Explore how to increase enrollment to pre-COVID numbers

## Student Headcount

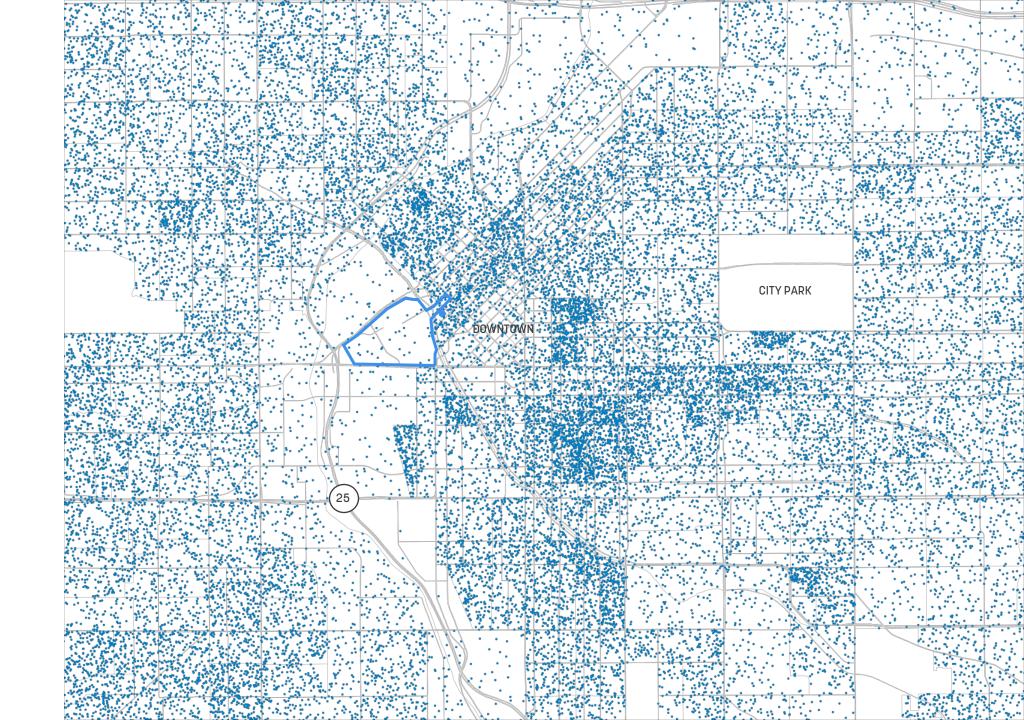


<sup>\*</sup> Note, expect general decline in enrollment due to lower birthrates

## Regional Context

## **POPULATION**

Significantly lower population density in the north-south band around campus.



1 Dot = 10 people

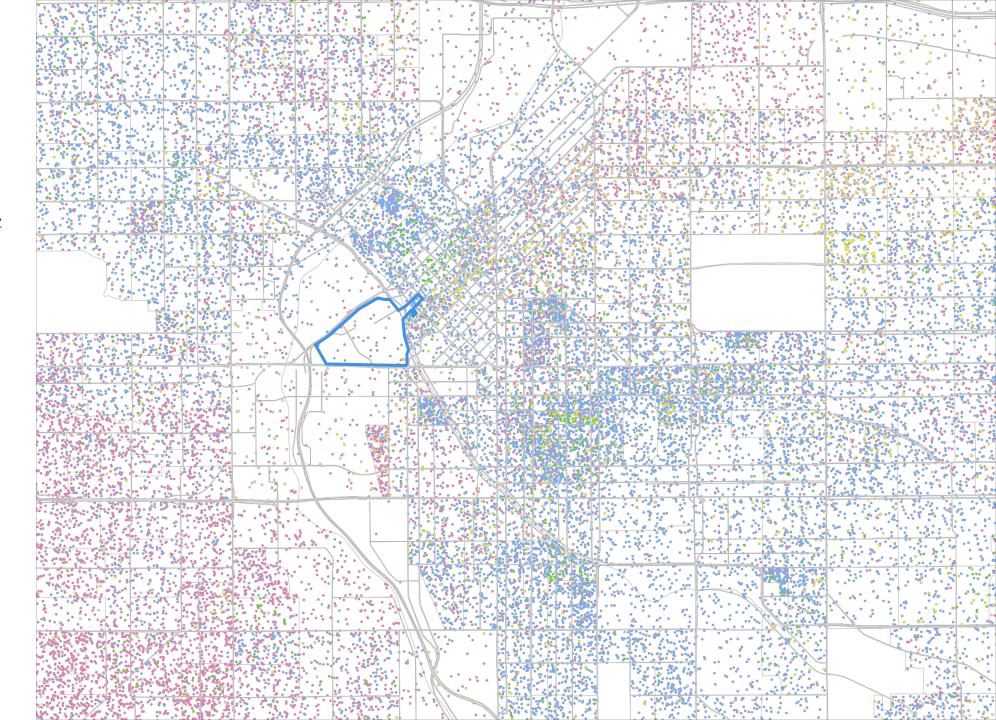
## **RACE**

The campus sits at the convergence of majority White and majority Hispanic populations.

There are also pockets of Asian populations to the northeast and southeast.

1 Dot = 10 People

- White
- Black
- Hispanic / Latinx
- Asiar
- 2 or more
- Native American / Pacific Islander
- Other



Source: Denver.gov | ACS Block Group 2016-2020 Dataset

## **INCOME**

On average, the north and east of campus are better off than the south and west in terms of median household income.



Lowest Quintile (<\$45,000)

2nd

3rd

4th

Highest Quintile (>\$110,000)

Source: Denver.gov | ACS Block Group 2016-2020 Dataset

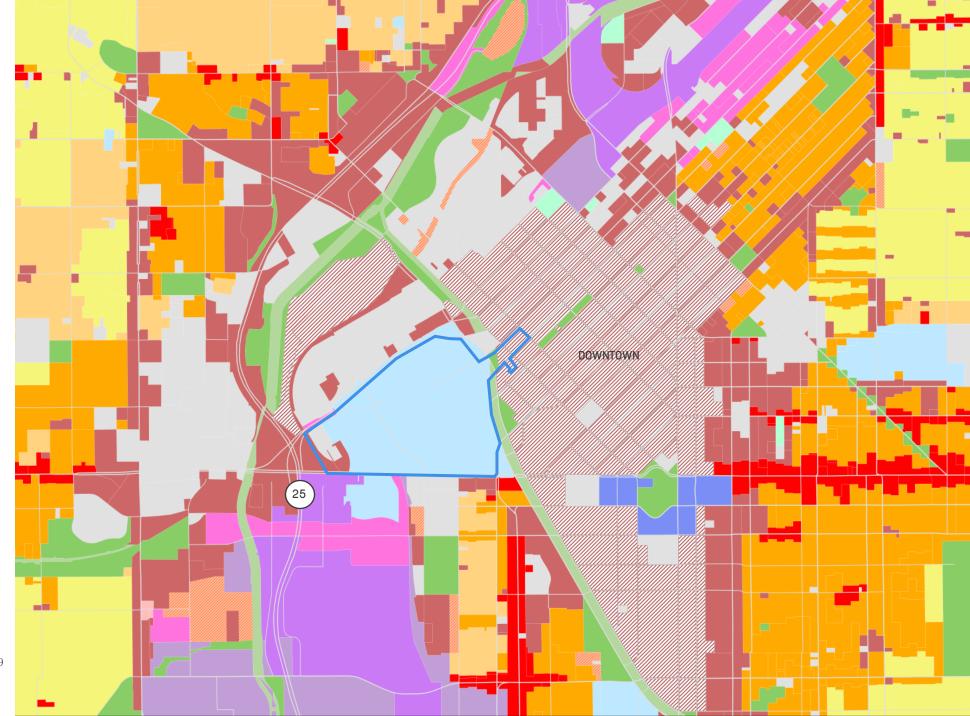
## **ZONING**

Campus is surrounded by Downtown and Mixed Uses on three sides but the campus has weak connections to any of these areas.

South edge is bordered by current and former industrial uses.

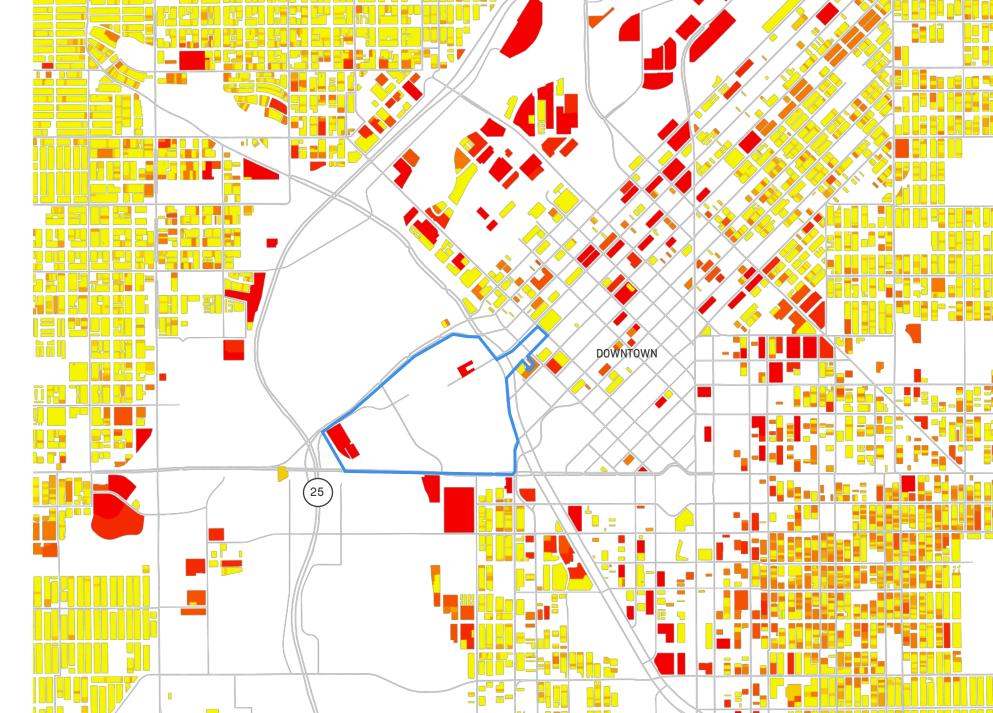


Source: Denver.gov | Zoning Dataset



## **HOUSING UNITS**

There is a housing desert on and around campus.



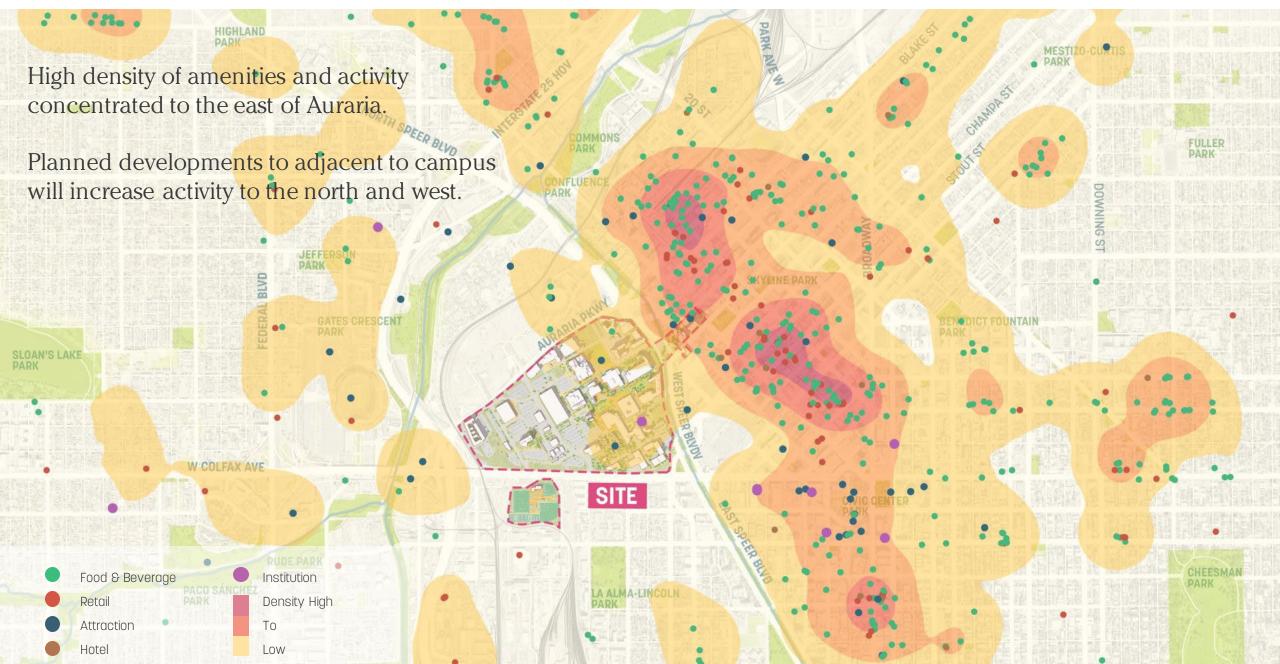
Source: Denver.gov | Parcels Dataset

## **Urban Context**

## **URBAN CONTEXT**



## **POINTS OF INTEREST**



## **NEIGHBORHOODS**

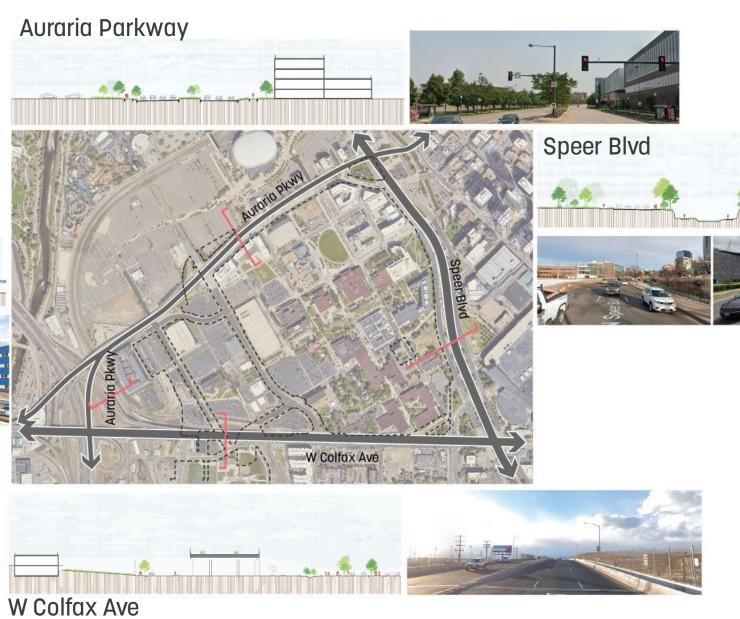


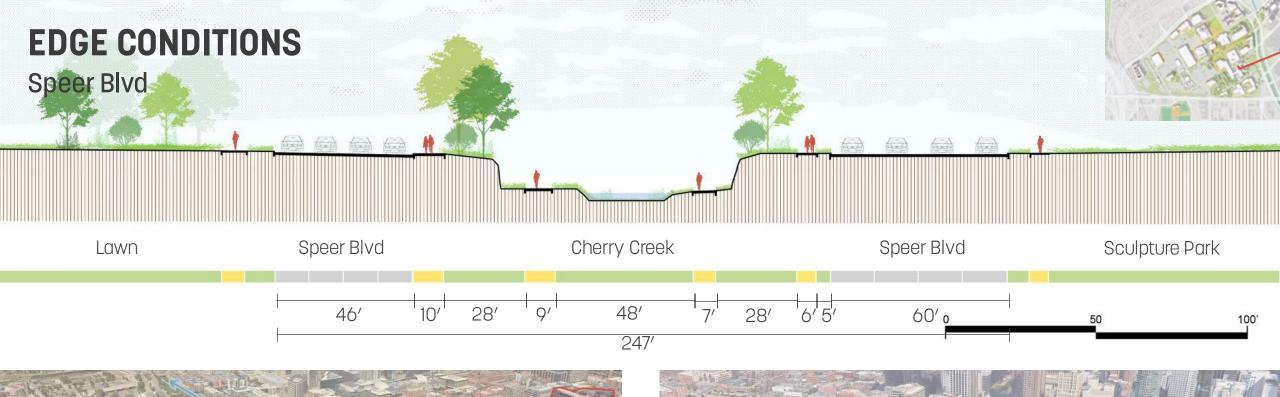
## Site Edges

## **EDGE CONDITIONS**

Public Realm Experience

Auraria Parkway









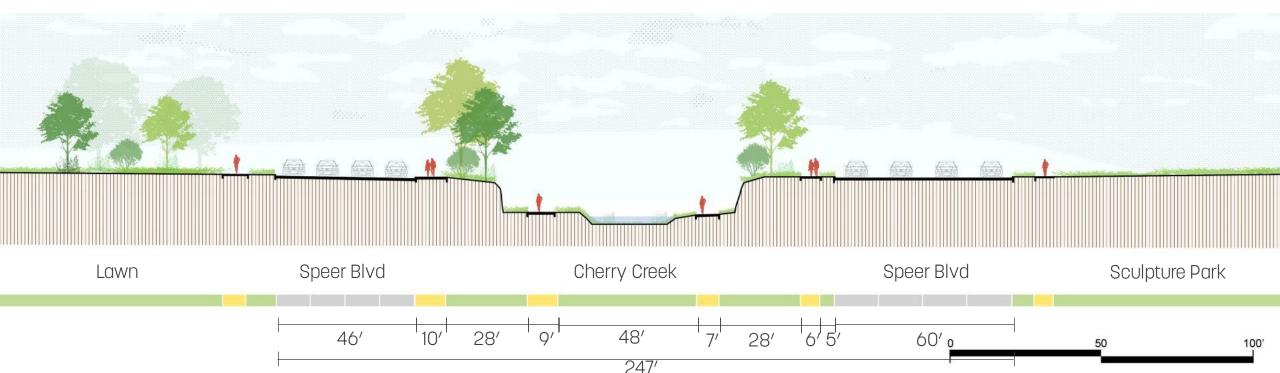
## **EDGE CONDITIONS**

Speer Blvd Section



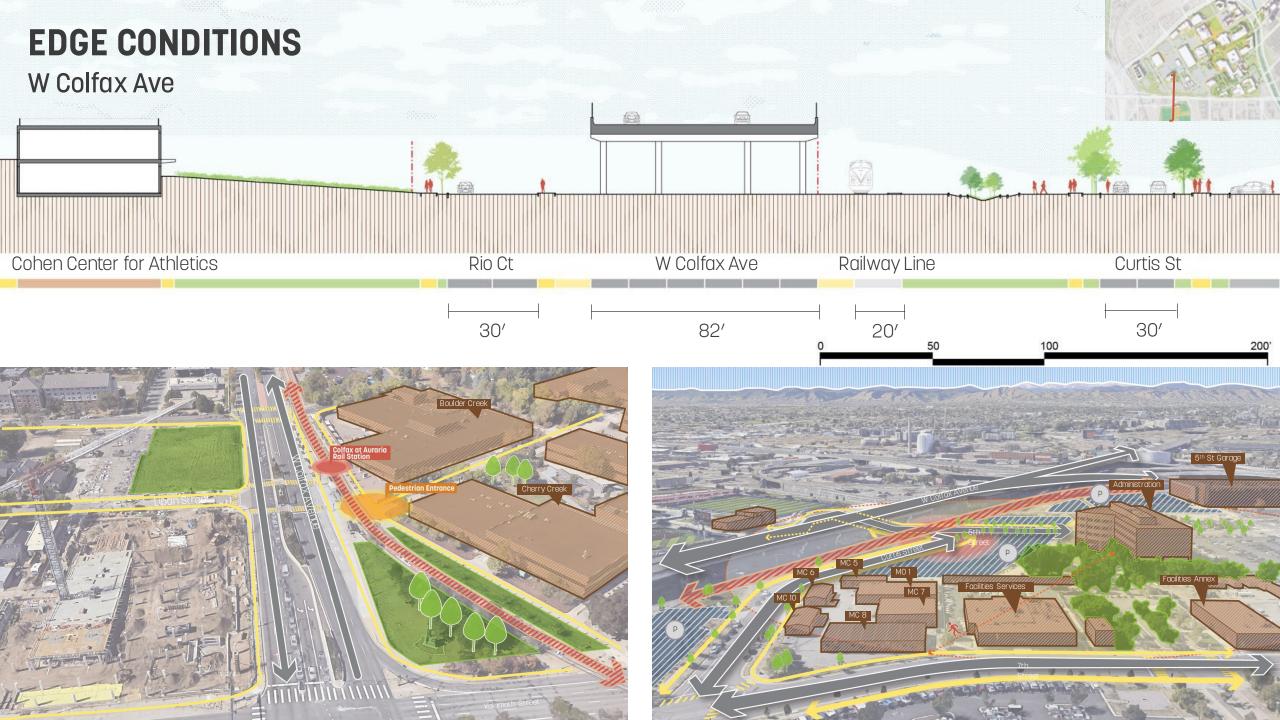








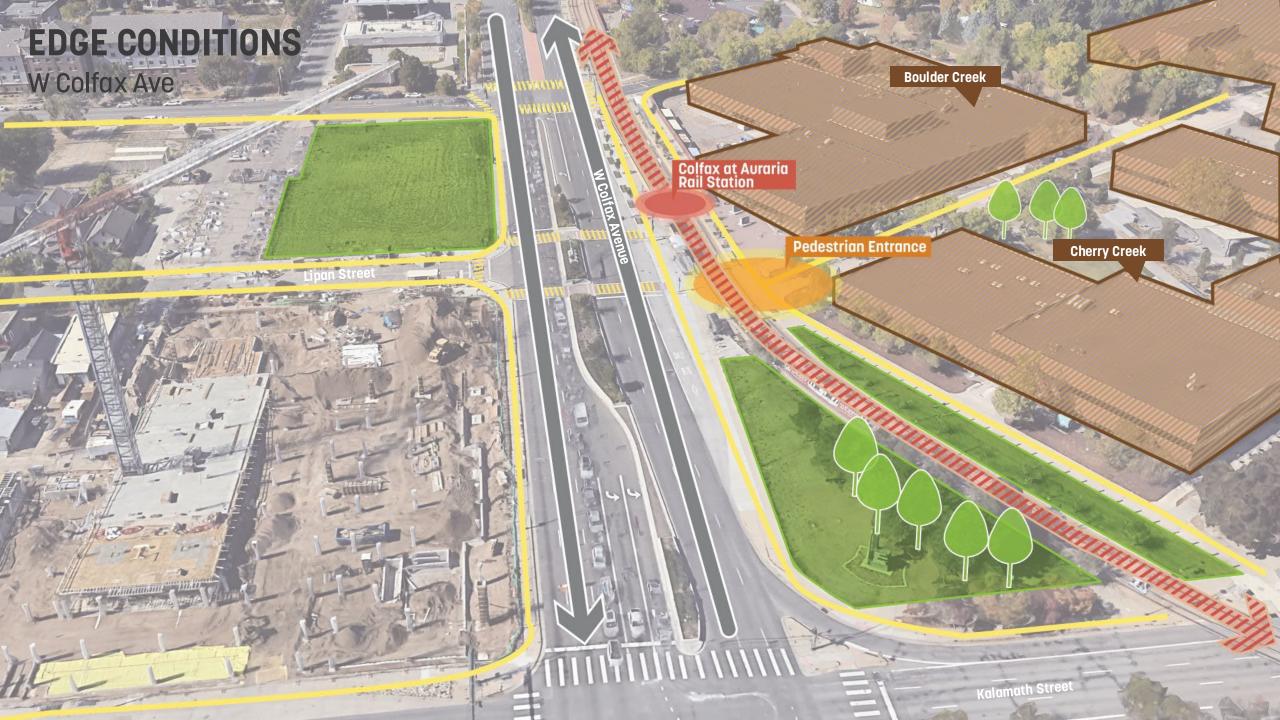


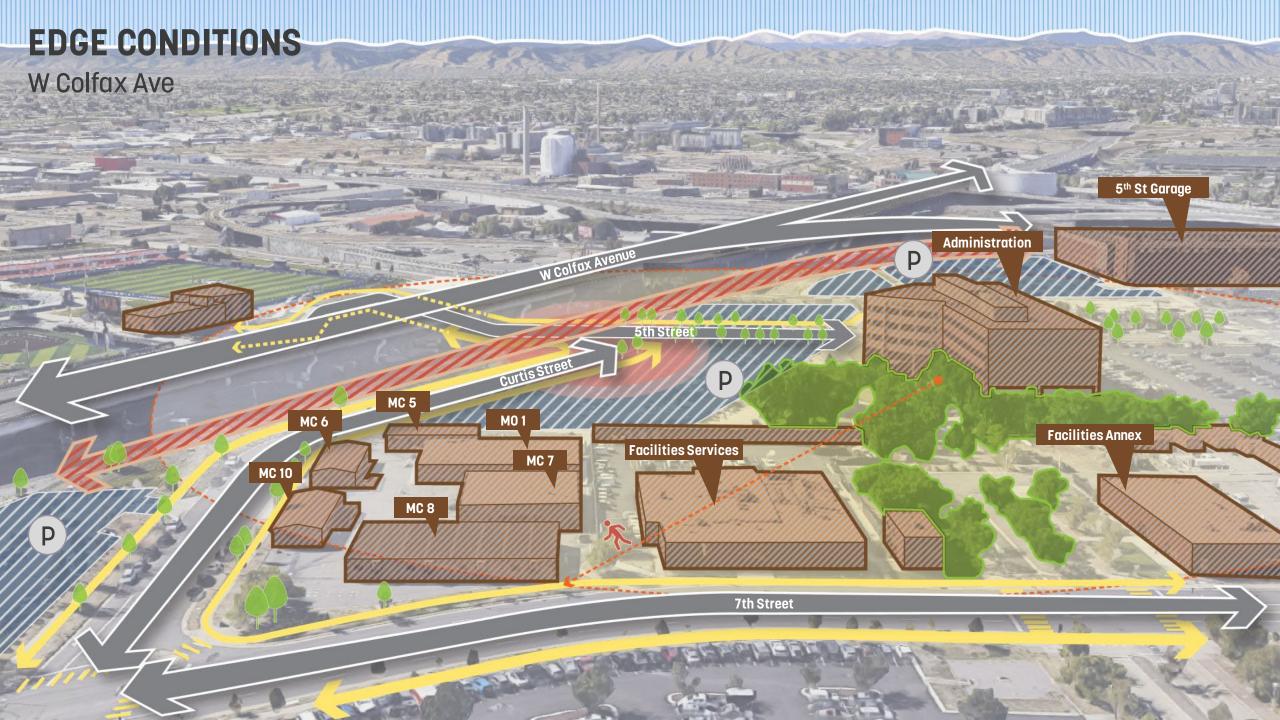


## **EDGE CONDITIONS**

W Colfax Ave



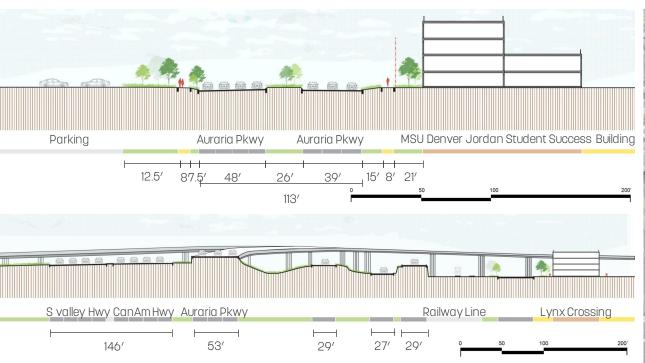


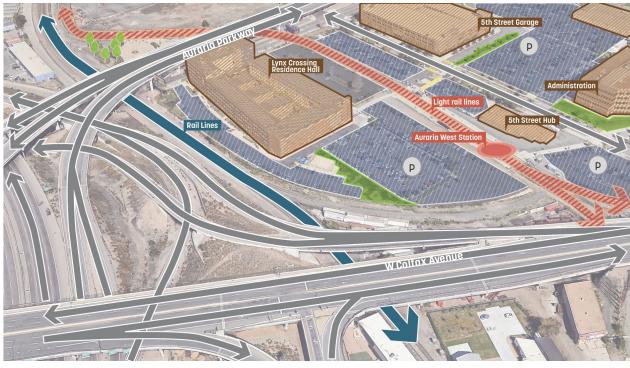


### **EDGE CONDITIONS**

### Auraria Parkway Section

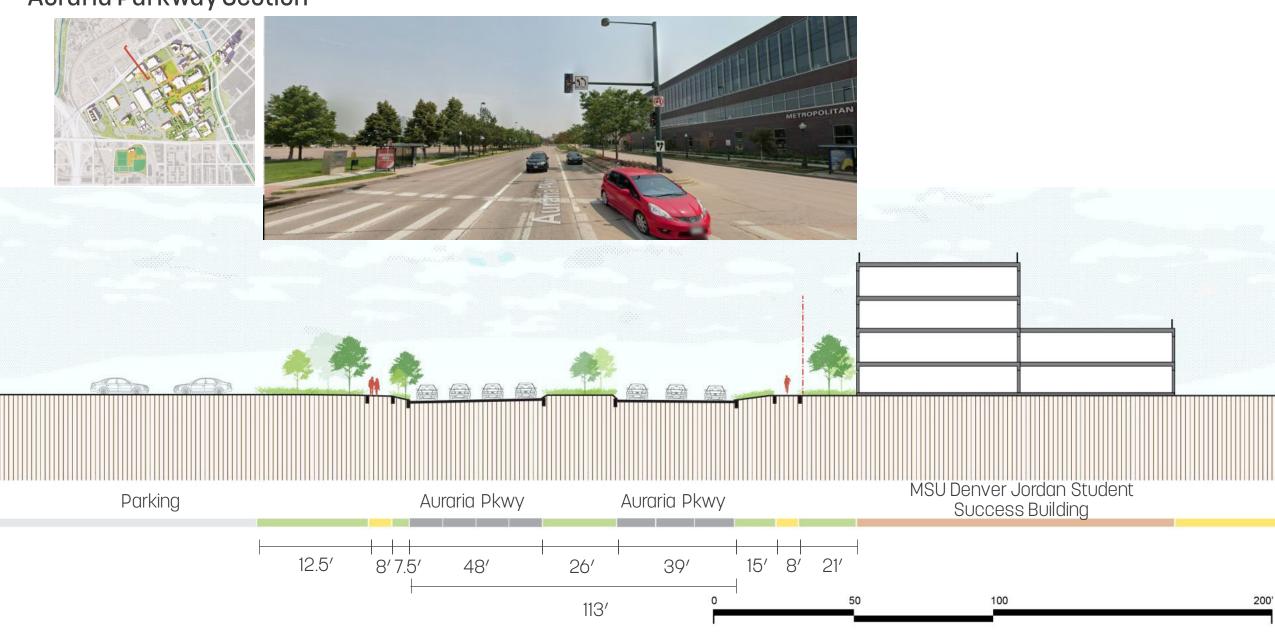






### **EDGE CONDITIONS**

Auraria Parkway Section

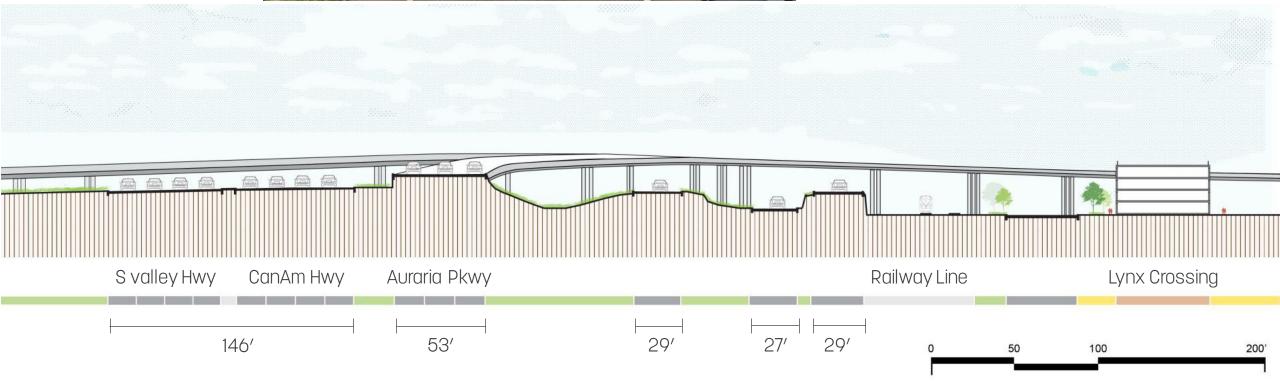


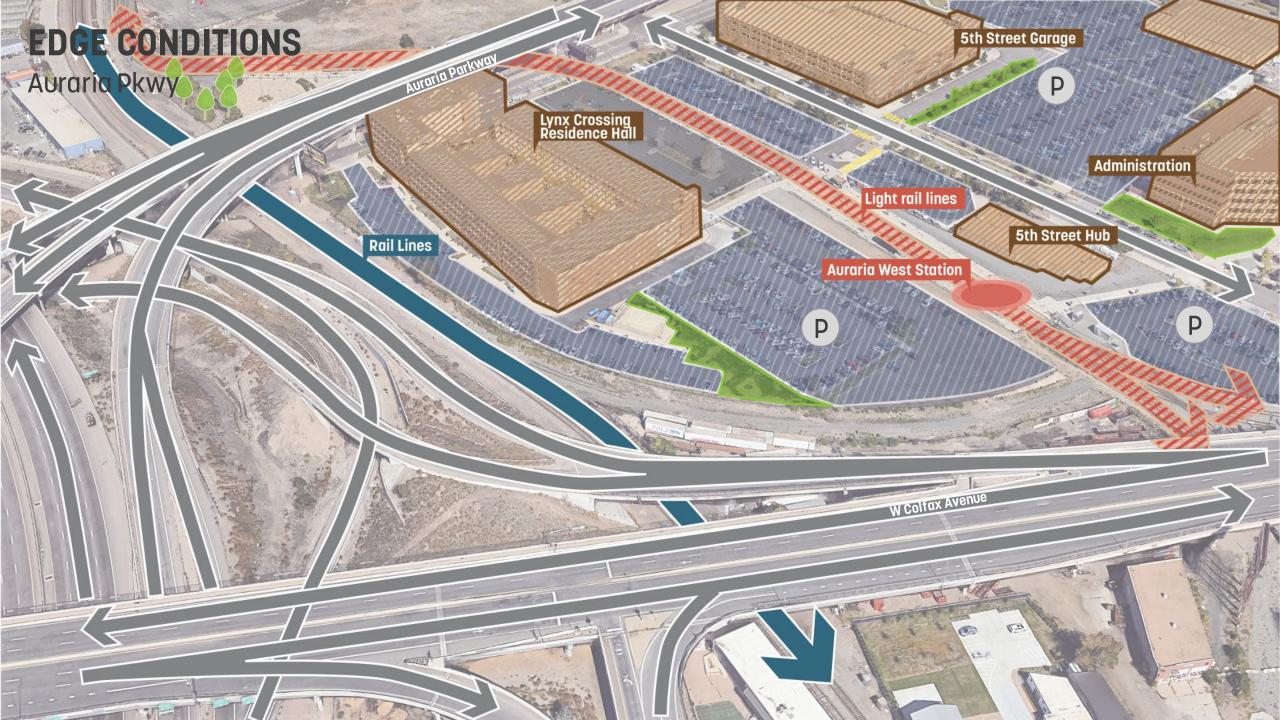
### **EDGE CONDITIONS**

Auraria Parkway Section







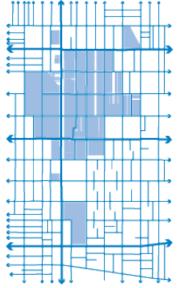


### **Precedents Scale**



**Temple University** 

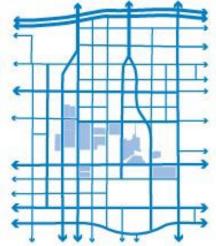
Fully integrated with the city grid, no clear boundaries.





Arizona State University - Phoenix

Fully integrated with the city grid, no clear boundaries.

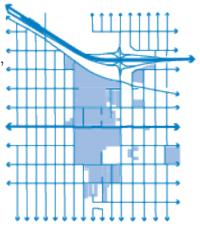


### **Precedents Scale**



### **University of Denver**

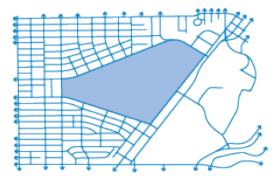
Partially integrated with the city grid, areas with traditional campus boundaries.



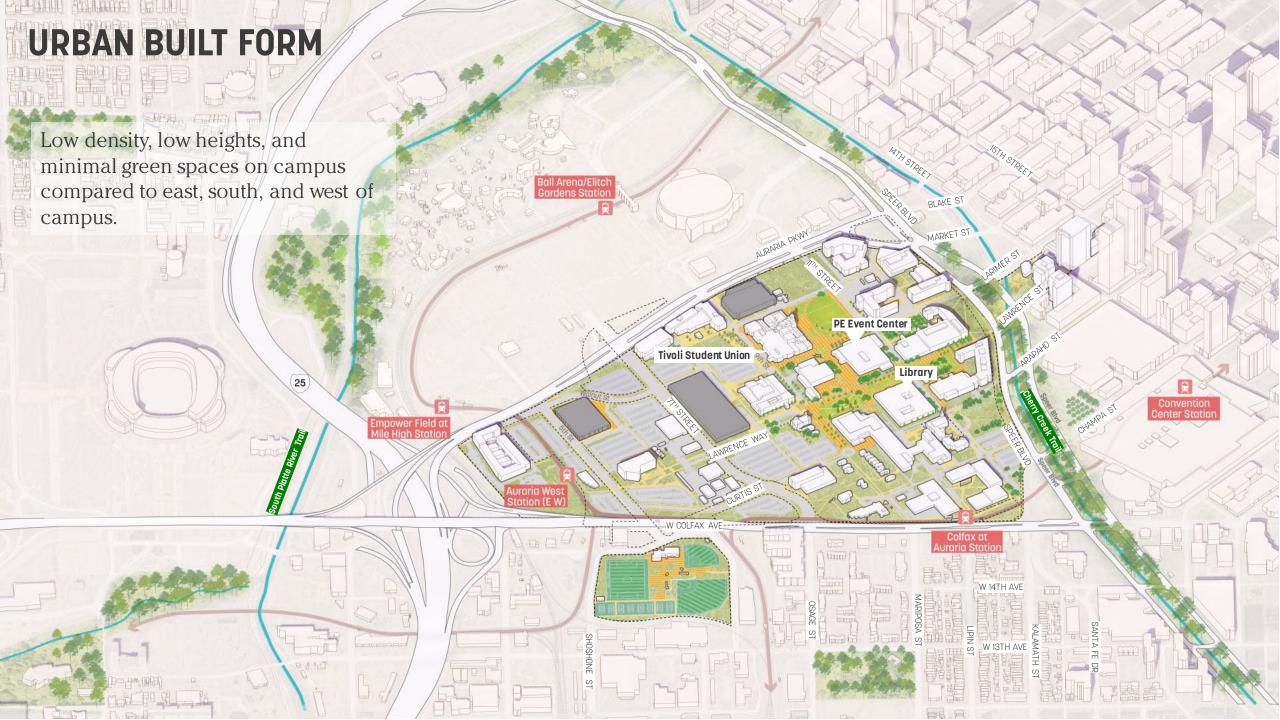


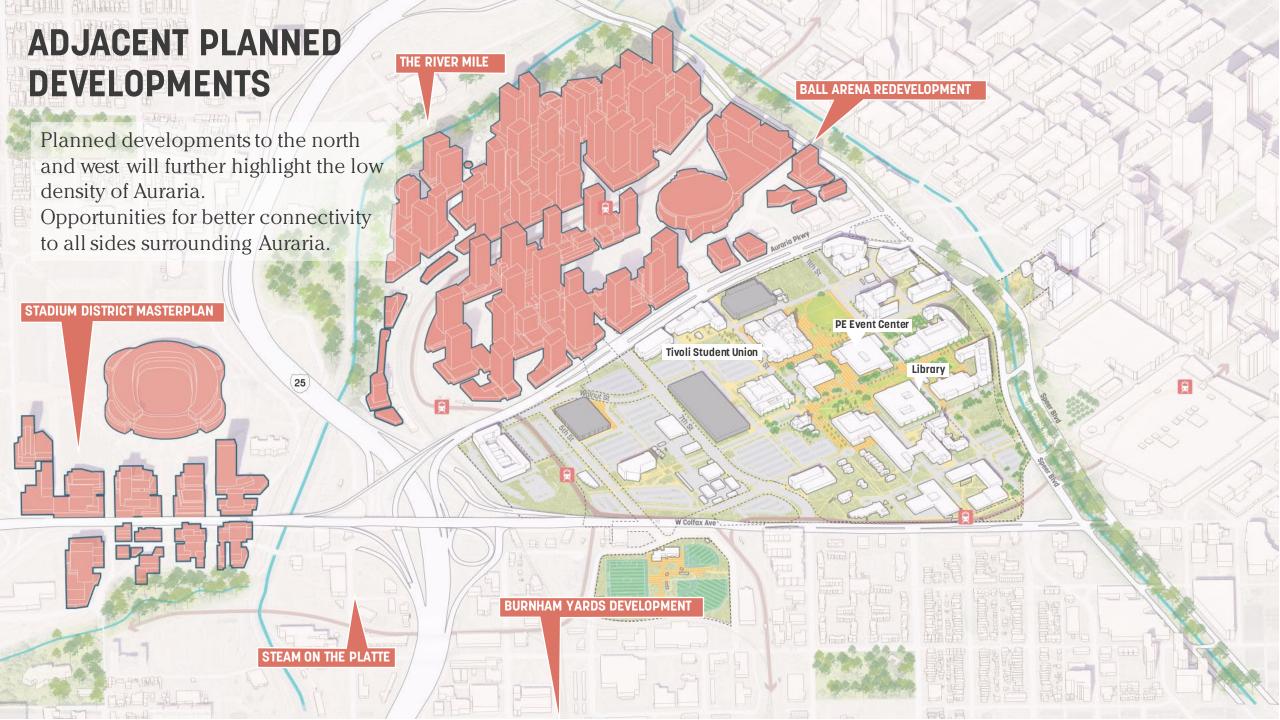
### **Rice University**

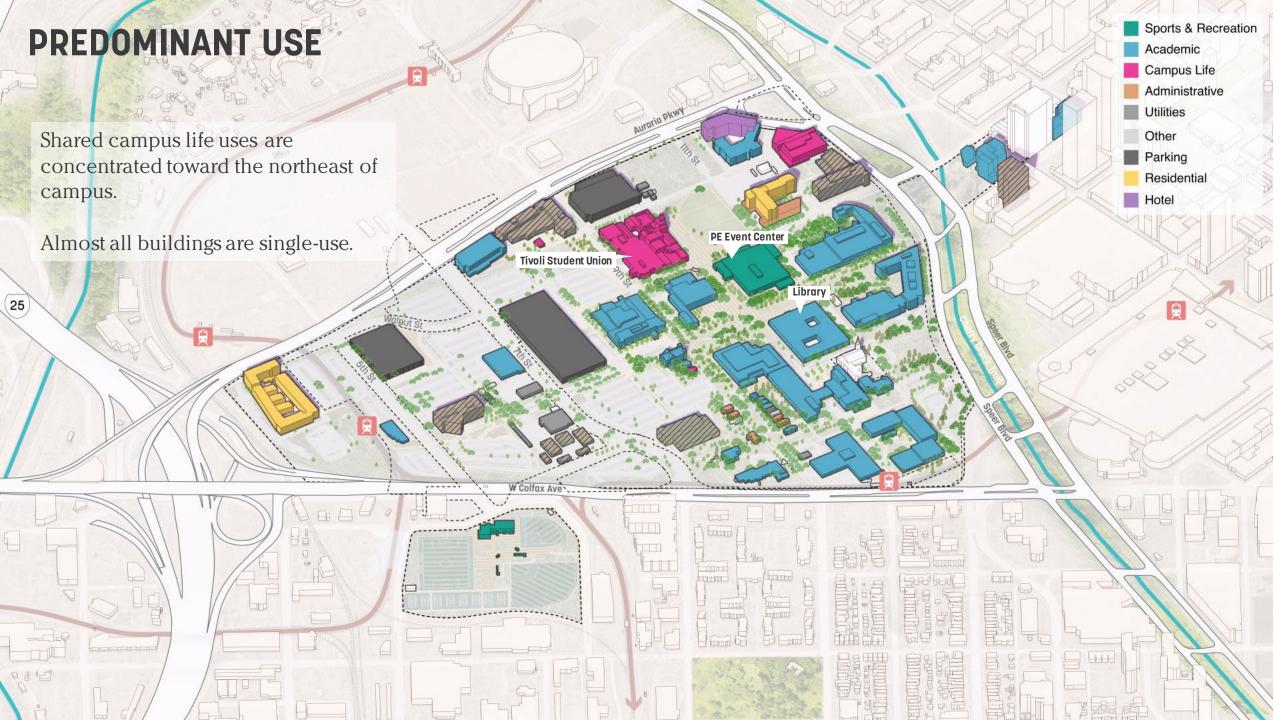
Bounded traditional campus, fully disrupts city grid.

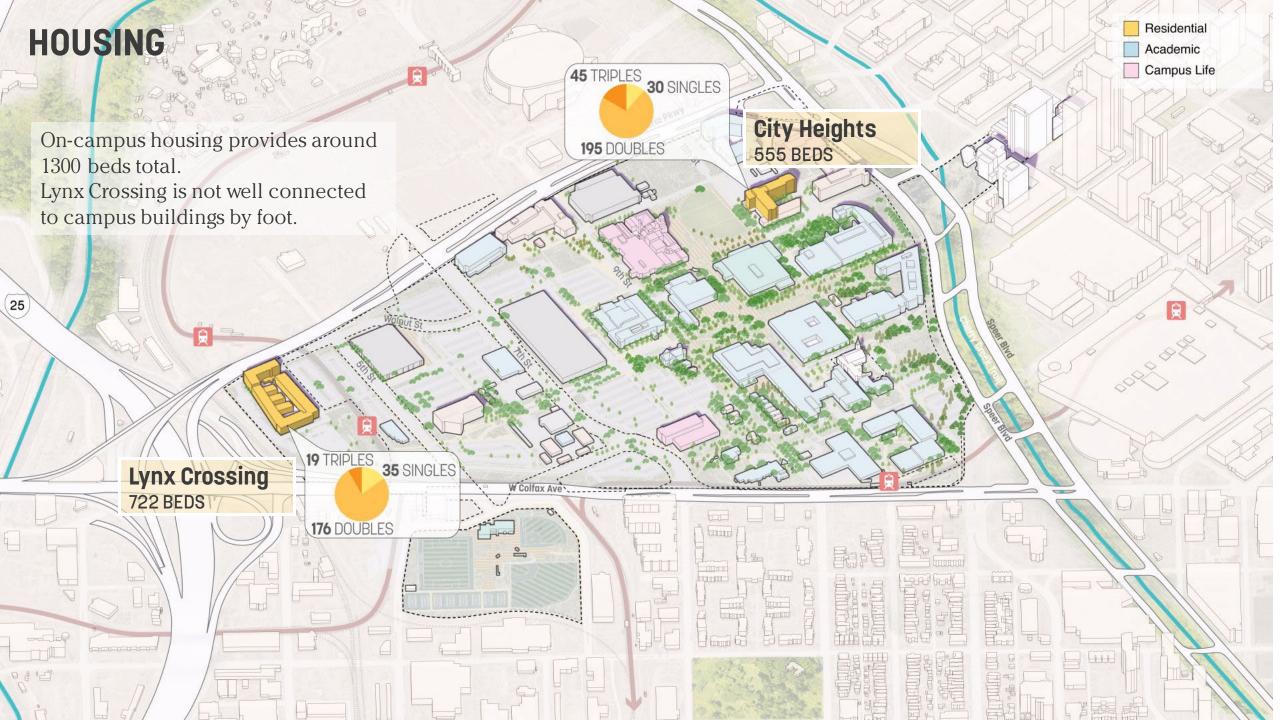


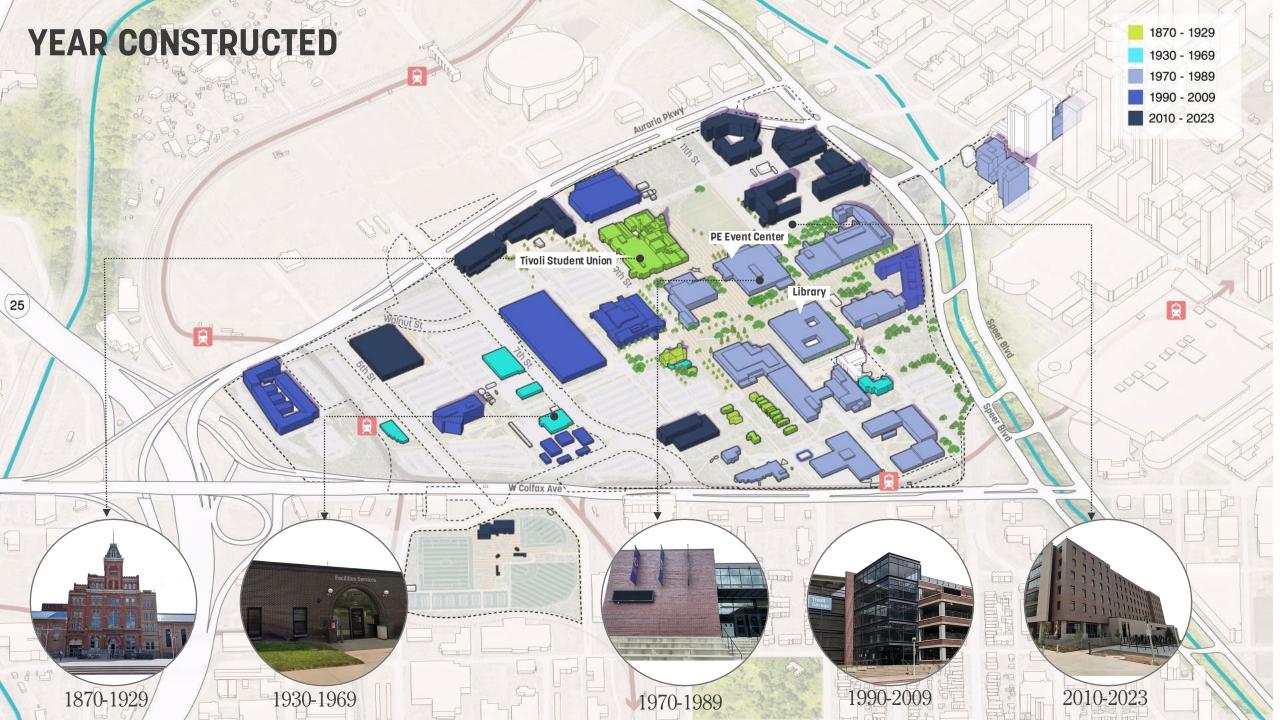
# **Built Environment**



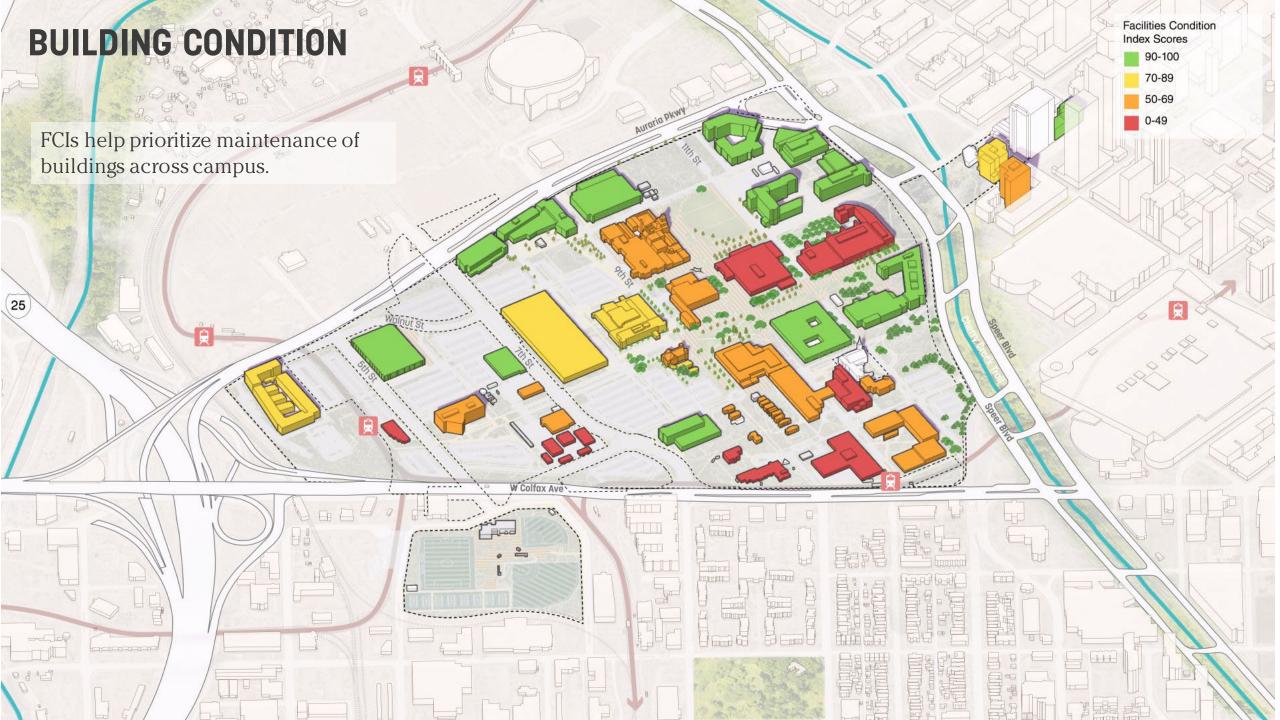


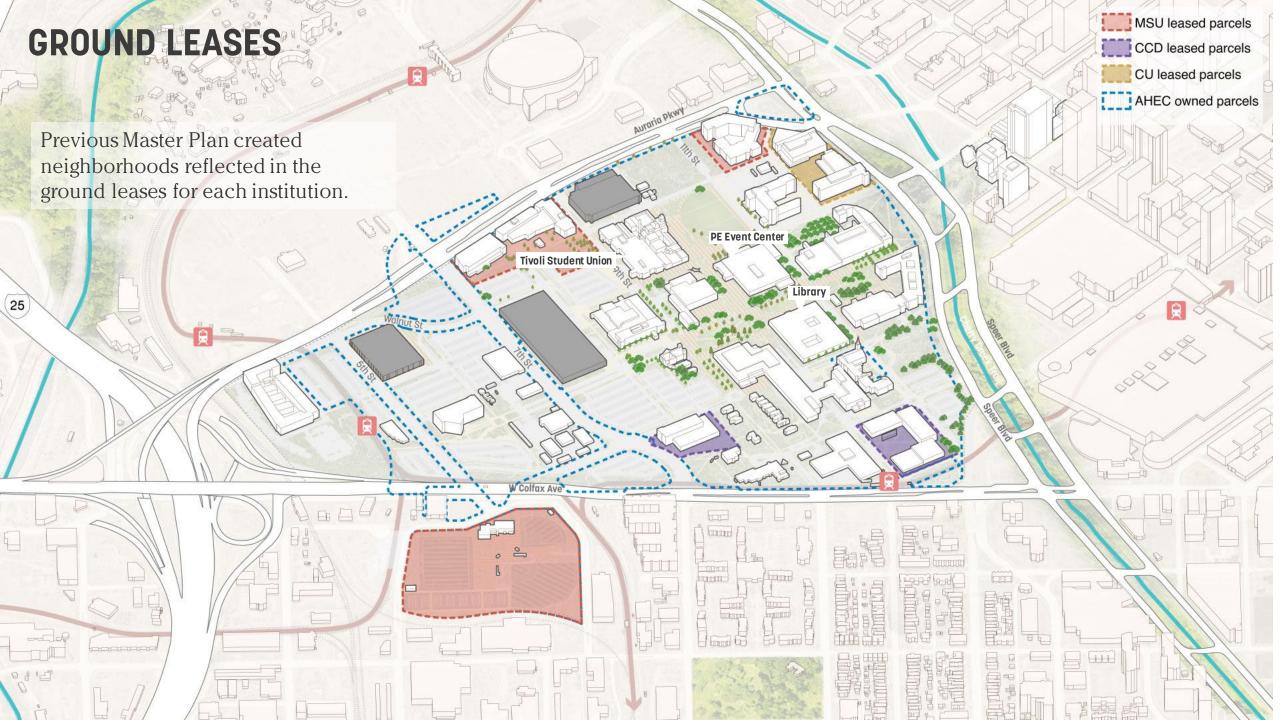


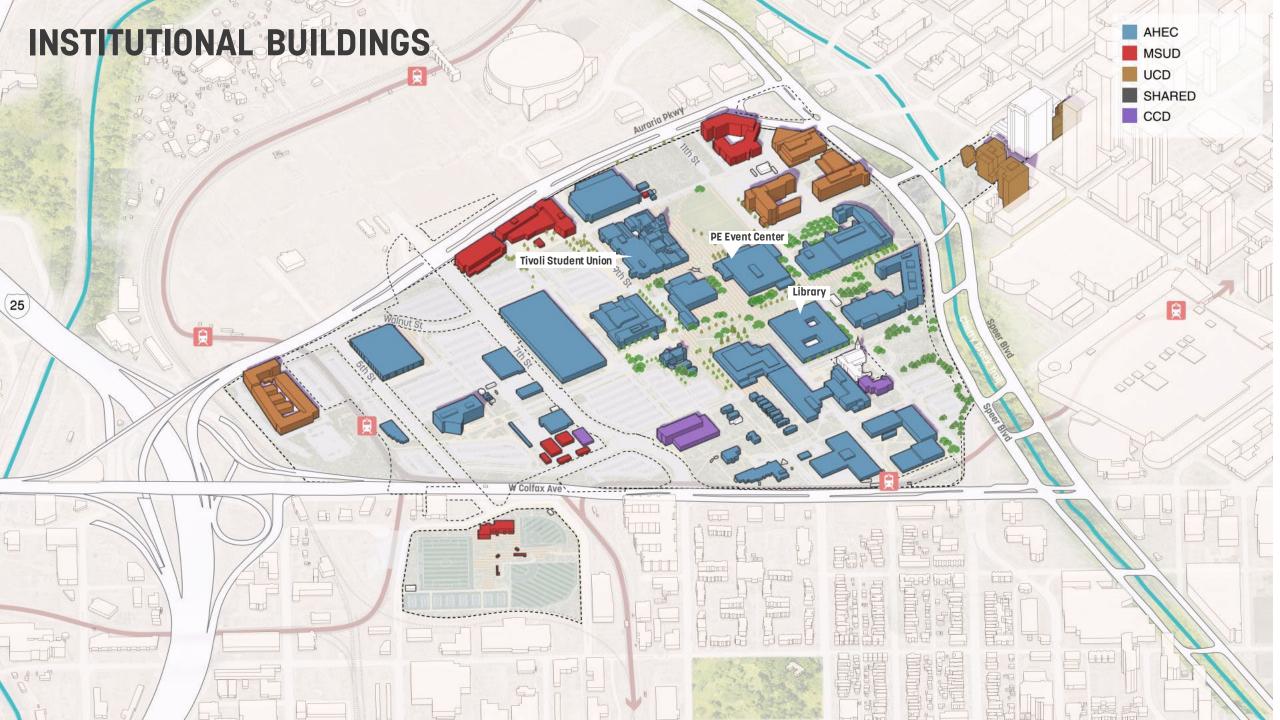


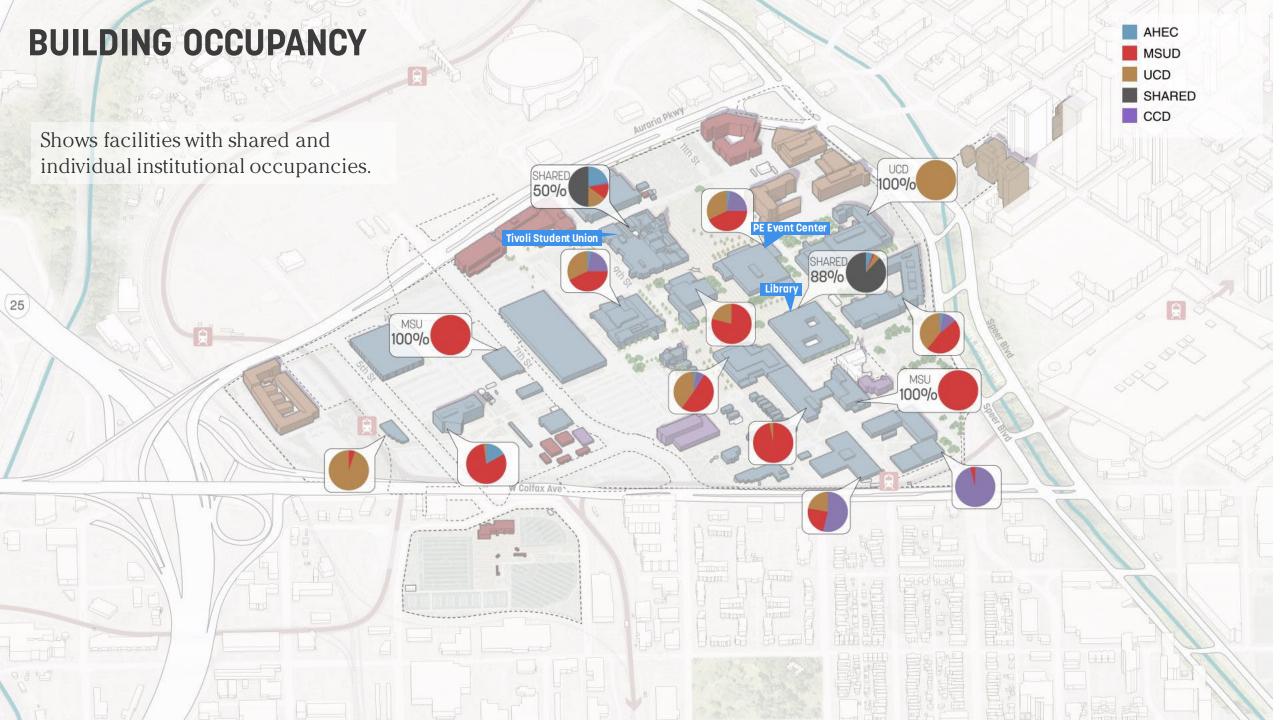




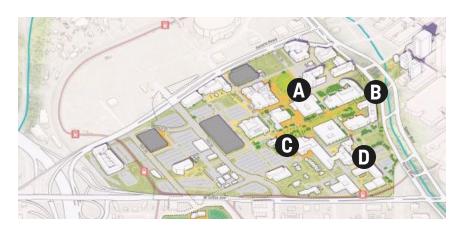






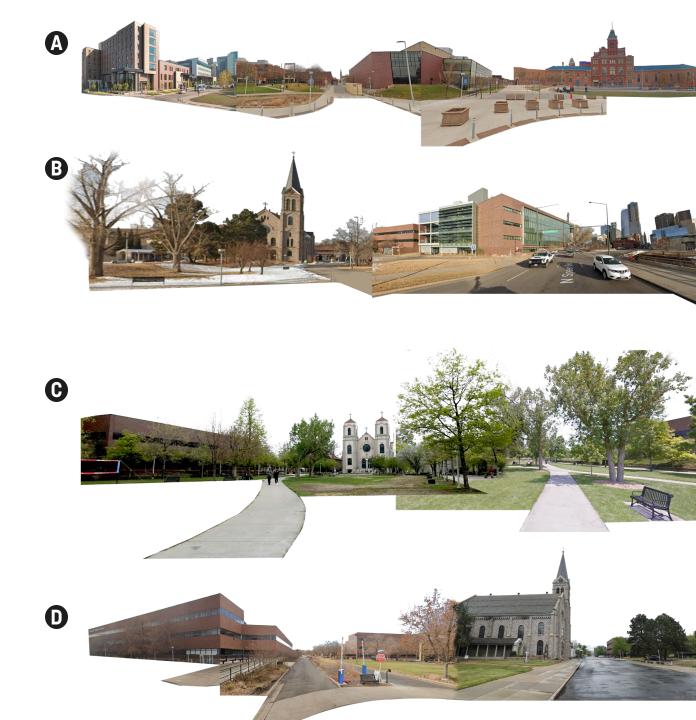


# Campus Character



The east campus core is more pedestrian oriented in nature, consisting of landscapes like the Tivoli Quad and Lawrence Quad.

Streets like the 10<sup>th</sup> St Plaza and Larimer are the main pedestrian throughfares, outside of which the west campus tends to be more spread out and vehicle oriented



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Streets like the 10<sup>th</sup> St Plaza, Larimer and Lawrence Plaza are the main pedestrian throughfares, outside of which the west campus tends to be more spread out and vehicle oriented



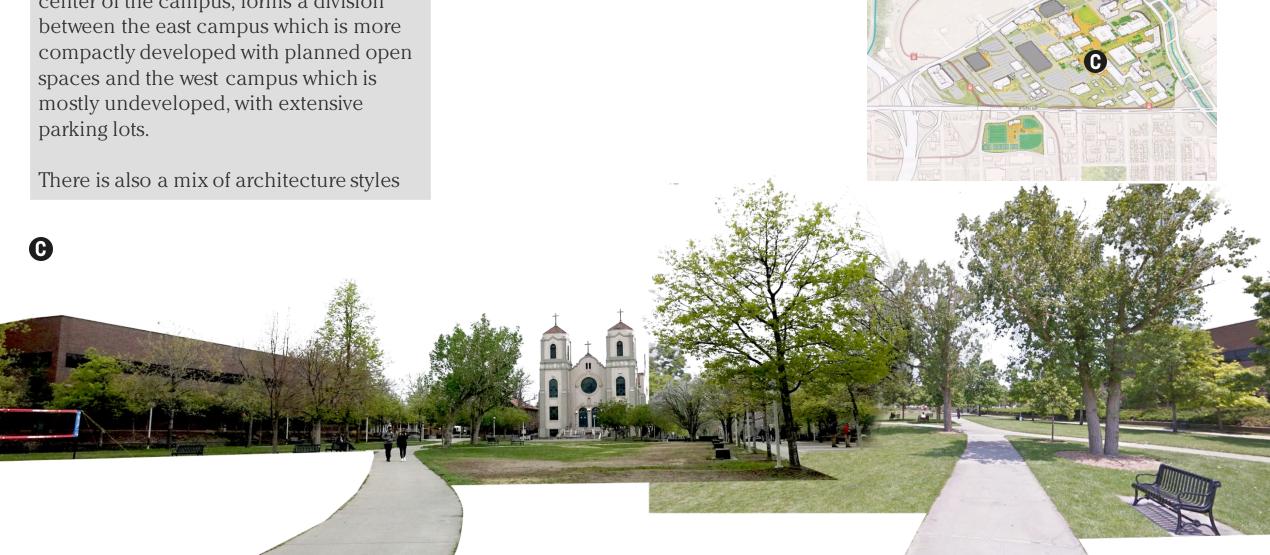


Access to campus on the east side is hostile for pedestrians and bicyclists with the extensive width of Speer Blvd, wide open spaces, and limited tree shade and landscaping.

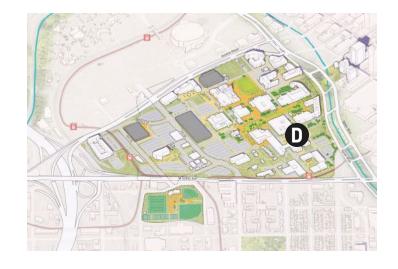




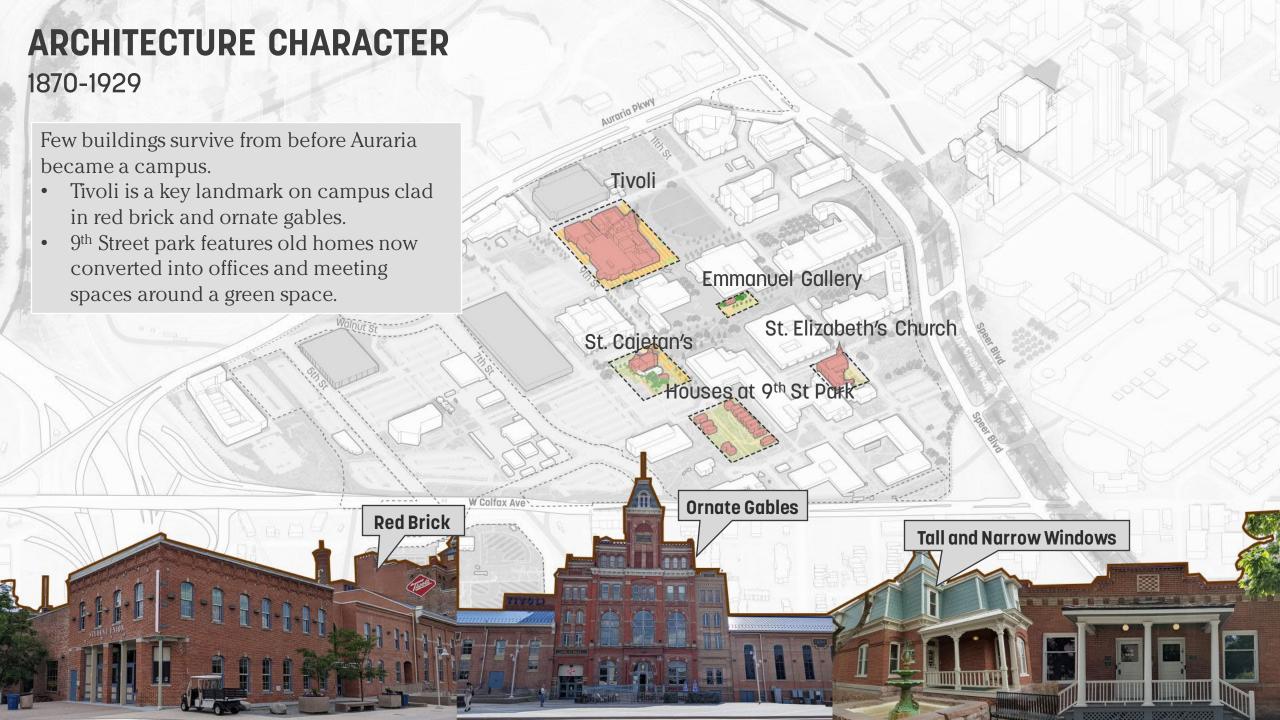
9<sup>th</sup> St plaza, running N-S through the center of the campus, forms a division parking lots.

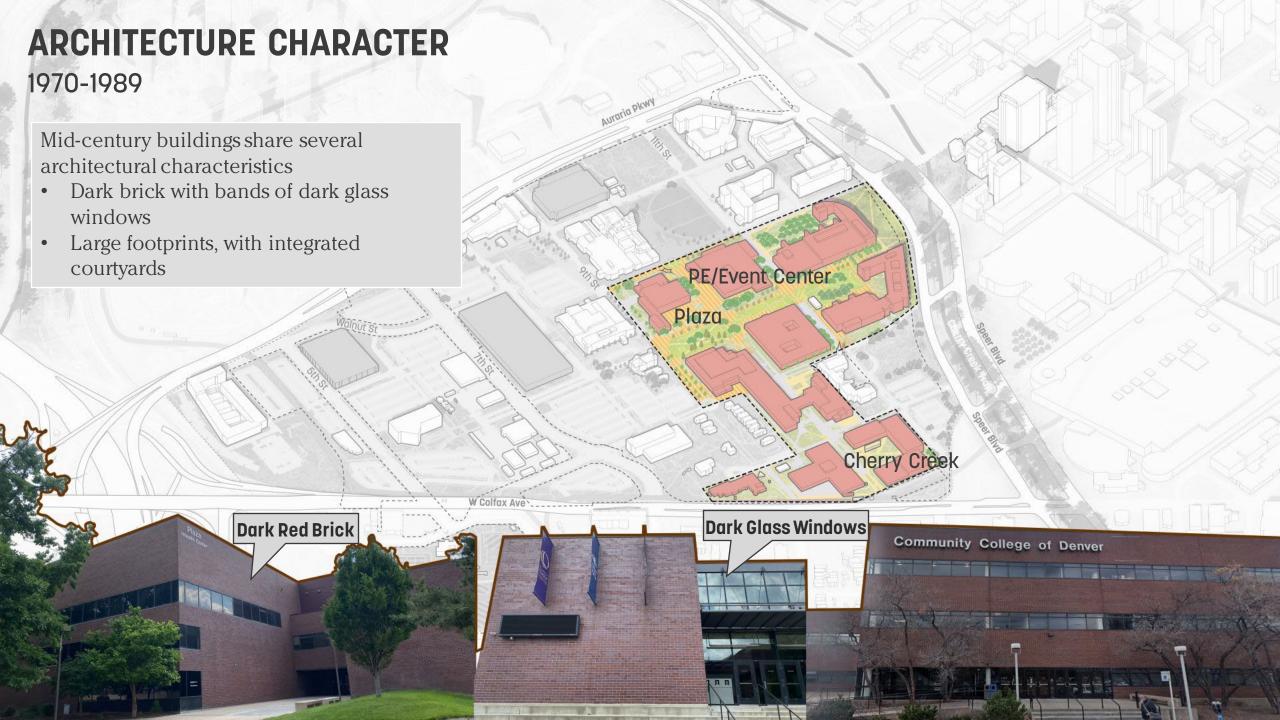


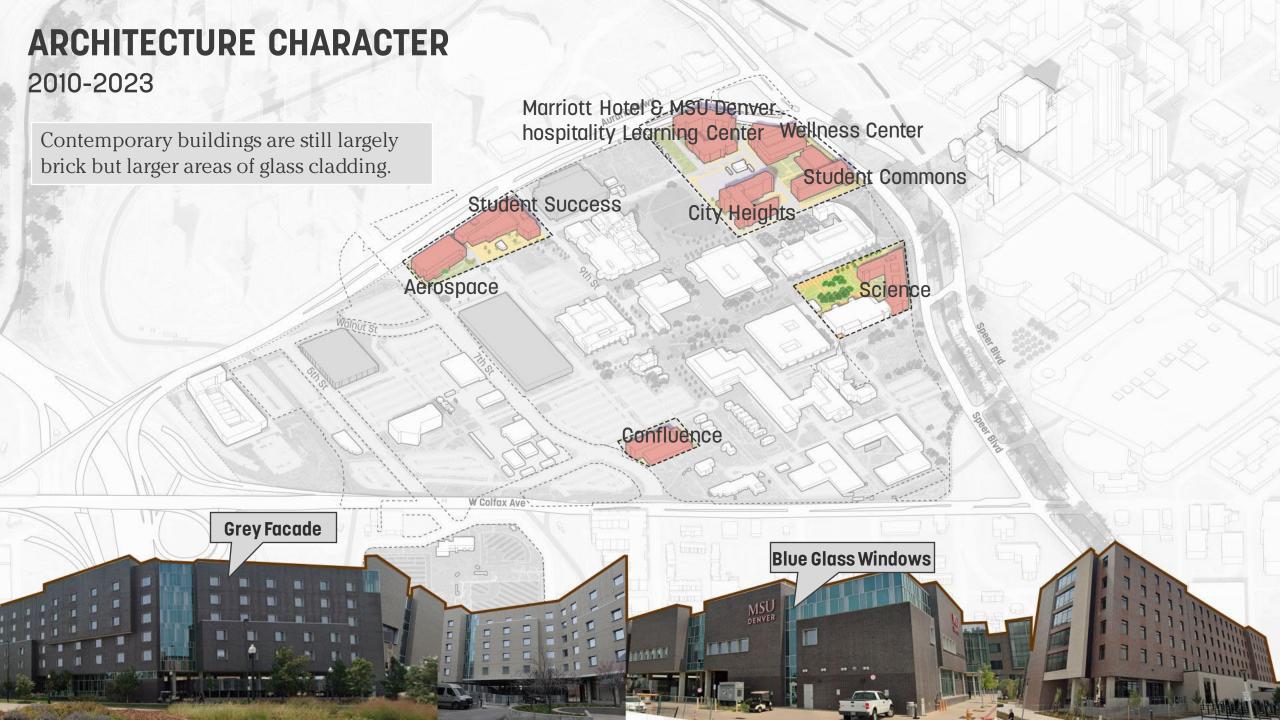
There is an opportunity to create better visual access to St Elizabeth's Church





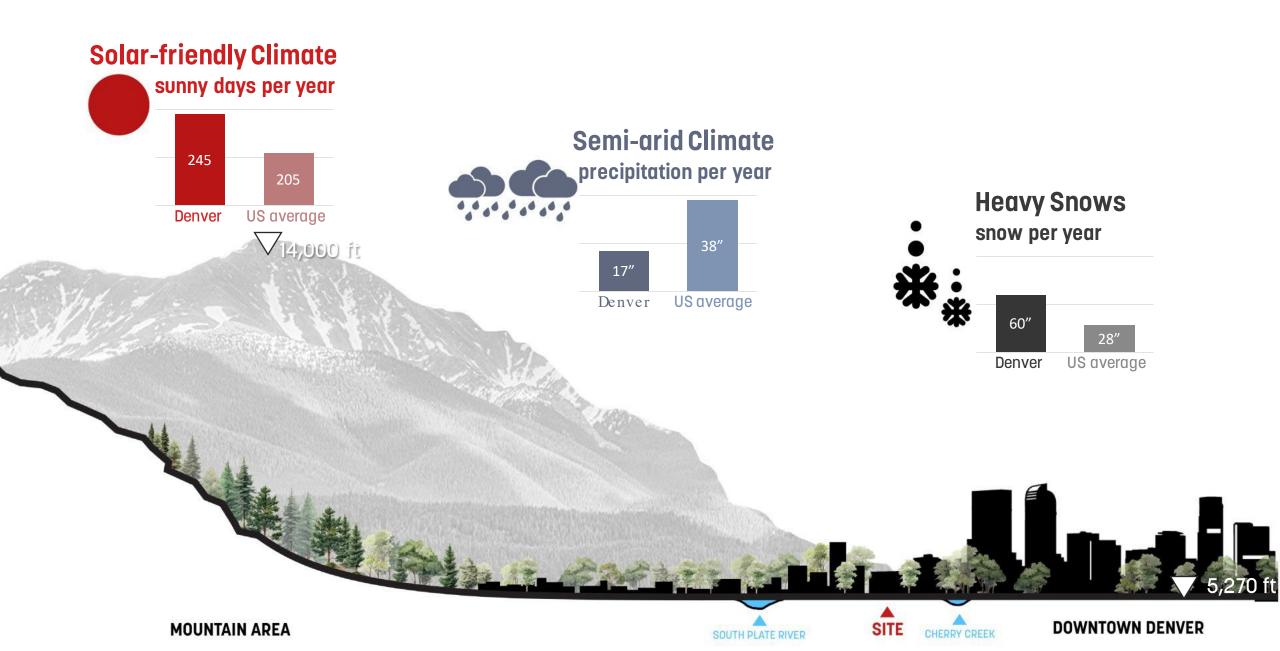




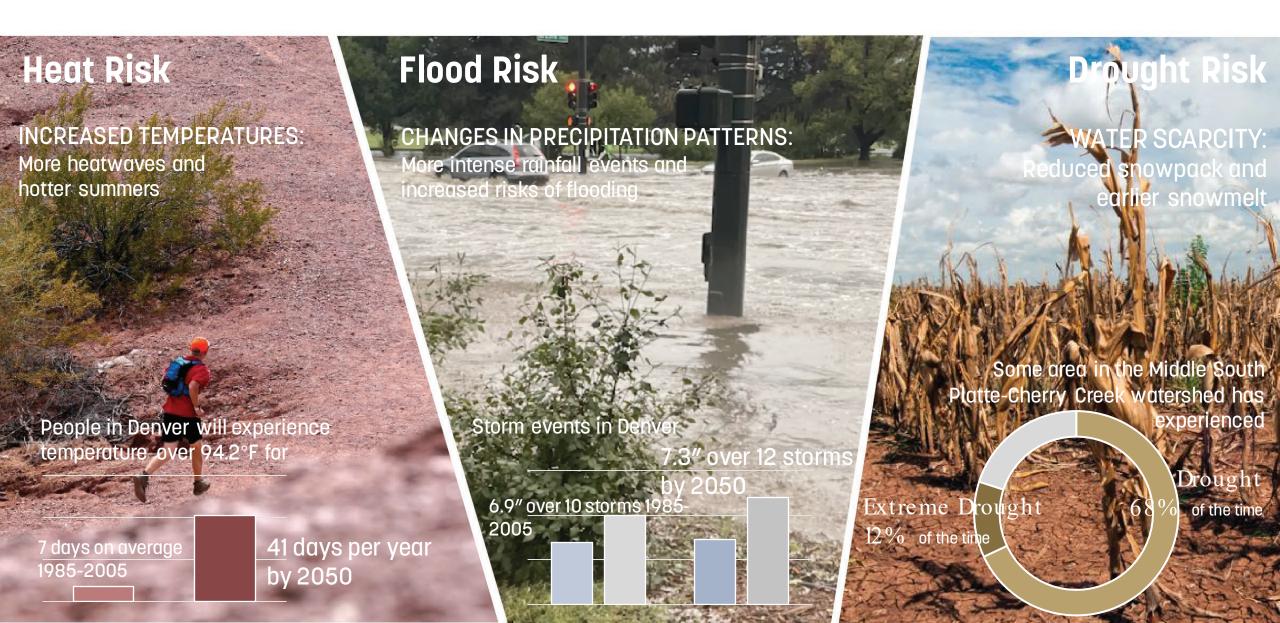


# Climate Change Challenges

### **NATURAL CHARACTER**

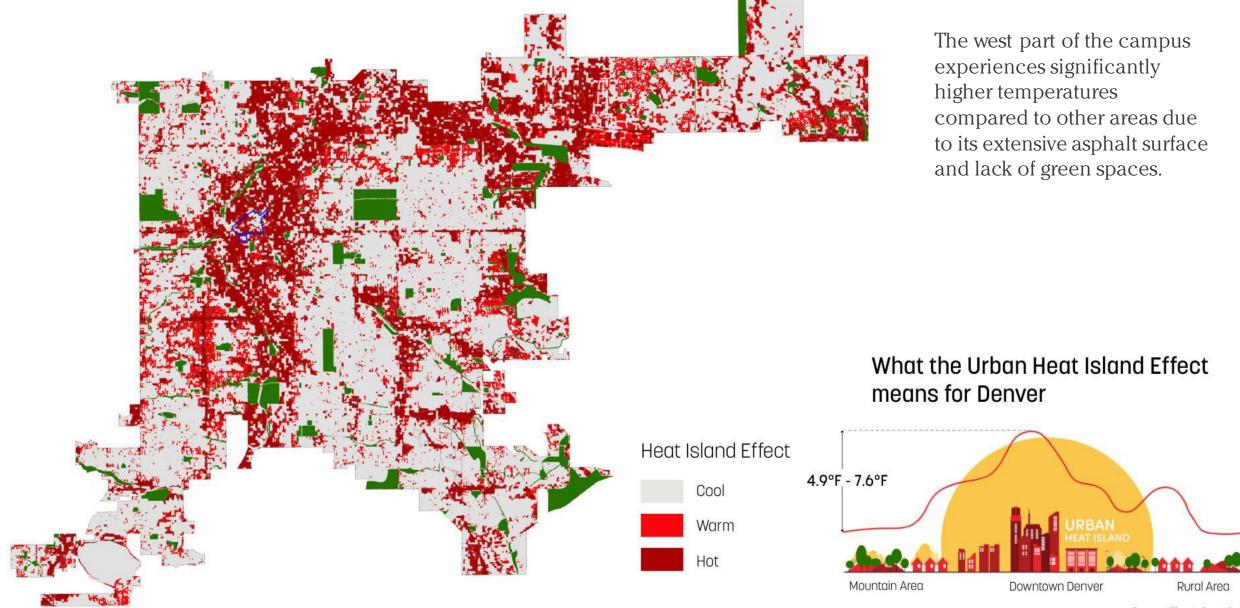


### CLIMATE CHANGE CHALLENGES

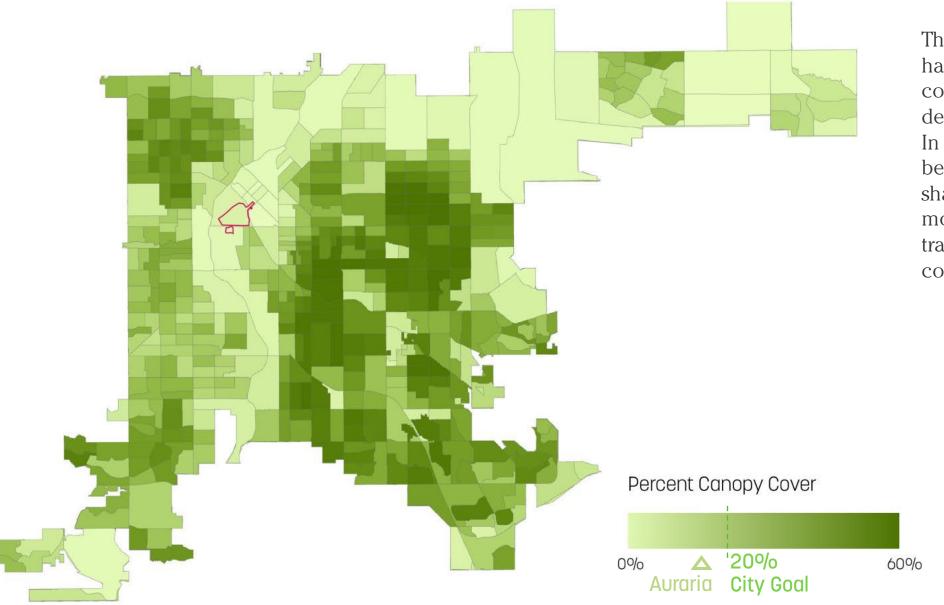


# Urban Heat Risk & Urban Ecology

### **URBAN HEAT ISLAND EFFECT**



### TREE CANOPY COVERAGE



The neighborhood of Auraria has a lower tree canopy coverage than the city's desired goal.
In addition to other ecological benefits, trees not only provide shade but also release moisture through transpiration, which helps cool the surrounding air.

### **EXISTING GREEN NETWORK**



## **EXISTING PLANTING CHALLENGES**

15% Tree Canopy Coverage Lack of Vegetation Diversity

Current challenges:



Contaminated soils due to previous industrial uses



Low staff levels to take care of the vegetation



Disease and bugs like Japanese beetles



Climate change making it hotter and drier



#### Current challenges:



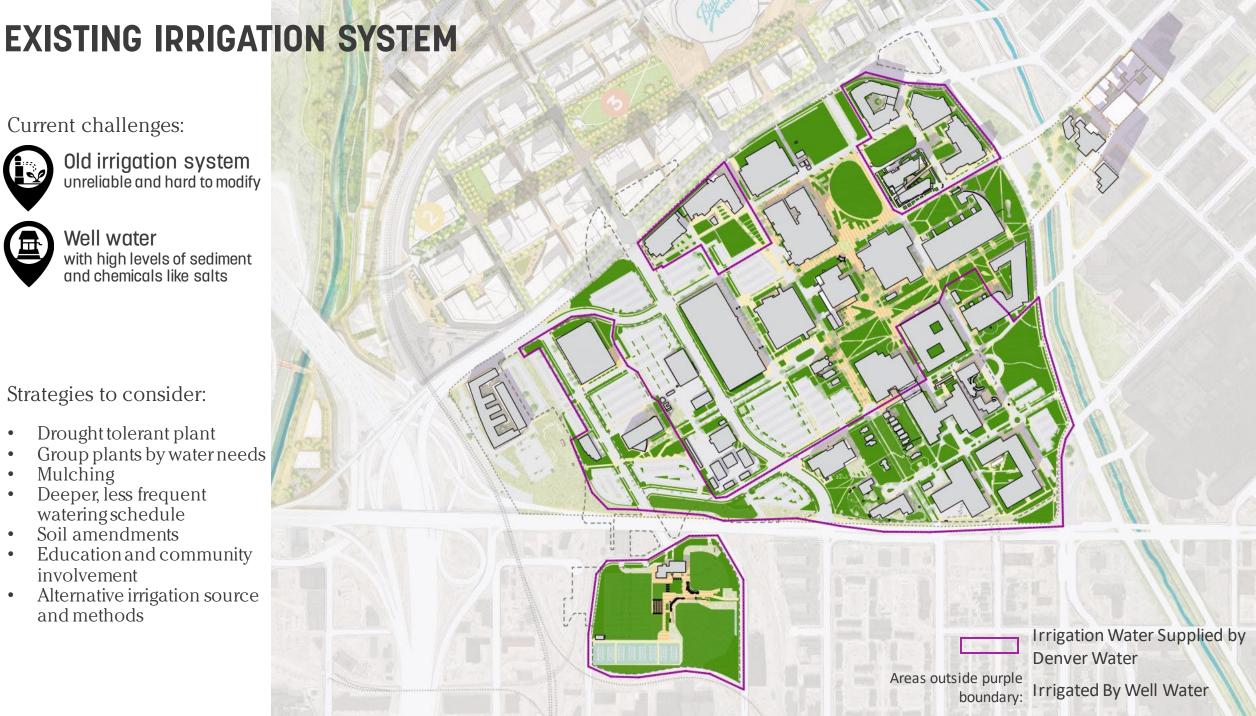
Old irrigation system unreliable and hard to modify



Well water with high levels of sediment and chemicals like salts

#### Strategies to consider:

- Drought tolerant plant
- Group plants by water needs
- Mulching
- Deeper, less frequent watering schedule
- Soil amendments
- Education and community involvement
- Alternative irrigation source and methods



#### **ENHANCING URBAN ECOLOGY**

#### - Prioritizing drought tolerant native species



- Integrating phytoremediation plants



- Adding low maintenance pollinator species



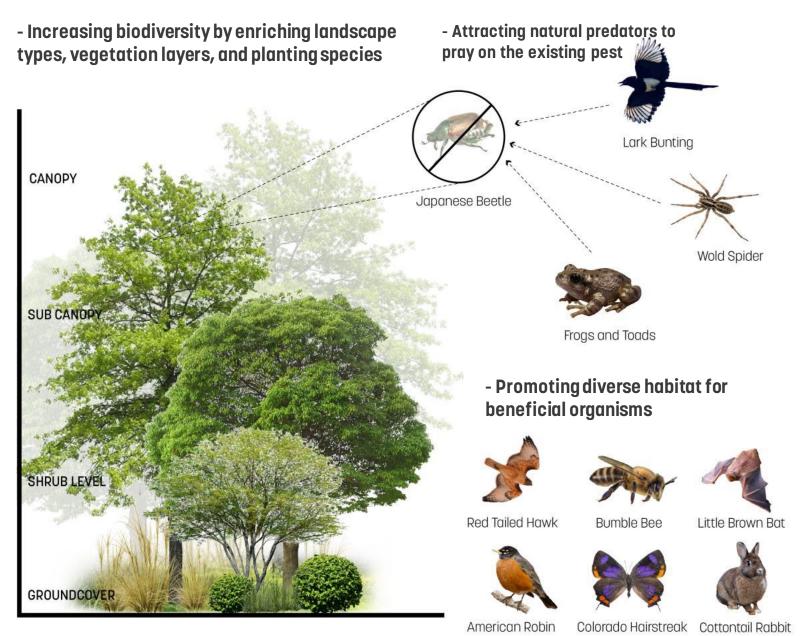
Rocky Mountain Penstemon



Chocolate Flower



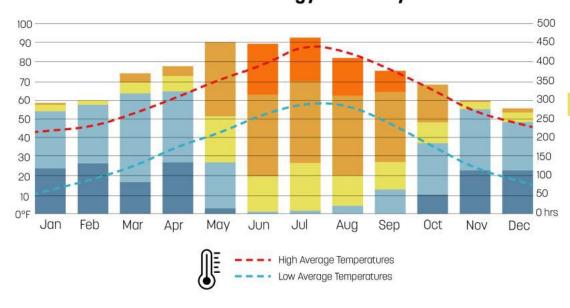
Apache Sunset Hyssop



### THERMAL COMFORT STRATEGY SUMMARY

Comfortable outdoor environment can promote the usage of campus open spaces and enhance students' mental and physical wellness.

#### **Human Comfort Strategy Summary in Denver**





Too Hot

**Shade Strategy** 

Comfortable enough

Sun Strategy

Too Cold









### SUMMER SHADE STRATEGY INDICATOR

In addition to tree canopies, shade can also be provided by buildings, shading structures like trellises to create comfortable outdoor spaces in the summer



Less More



### WINTER SUN STRATEGY INDICATOR

When proposing the strategic development plan, it is also important to consider factors for winter outdoor thermal comfort such as winter sun exposure and wind corridor.

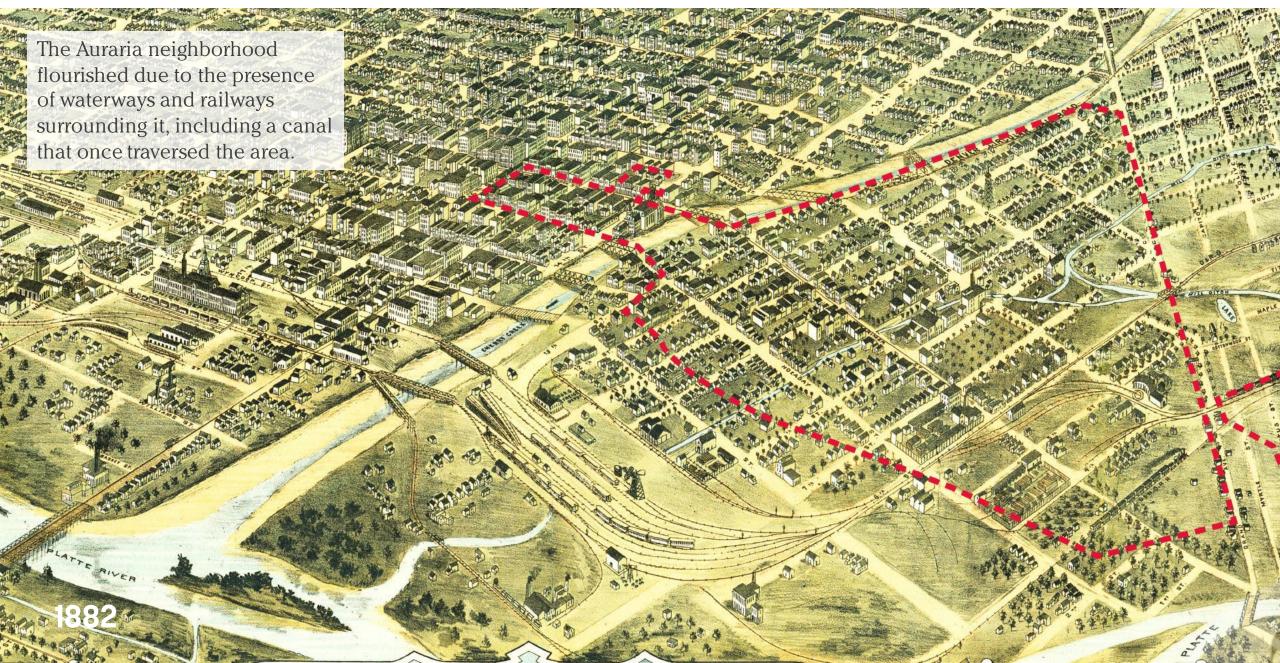


Less More

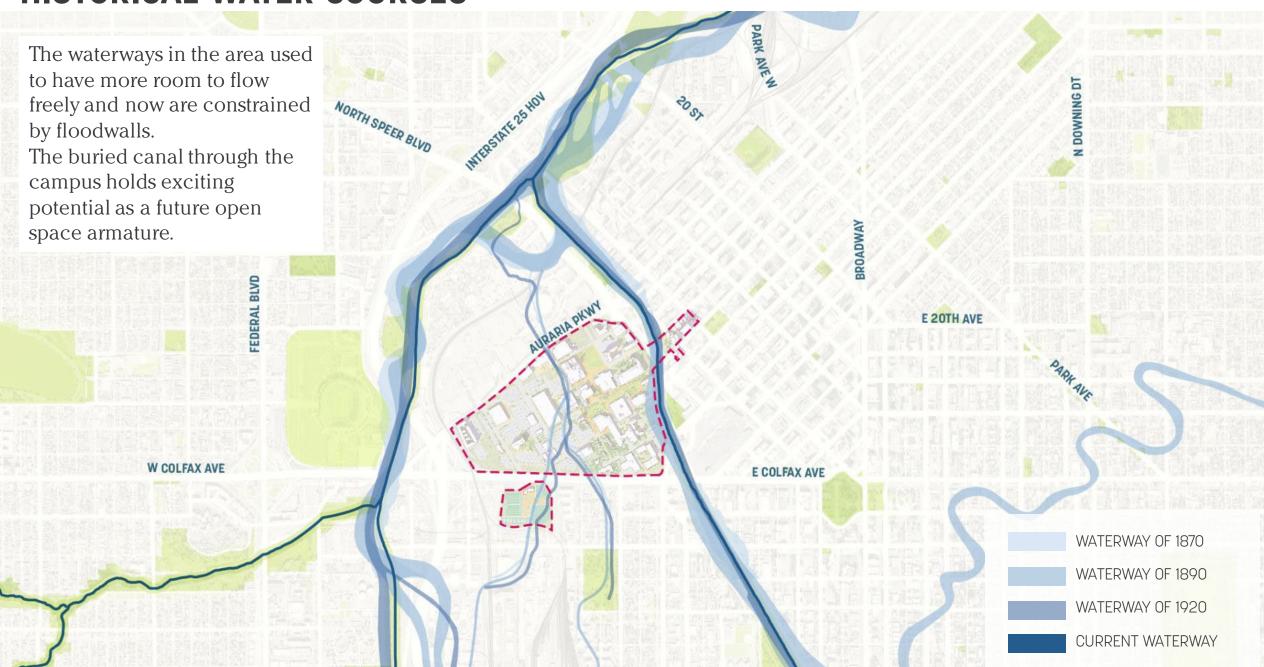


# Urban Hydrology & Stormwater Management

### WATERFRONT LANDSCAPE IN THE PAST



### HISTORICAL WATER COURSES





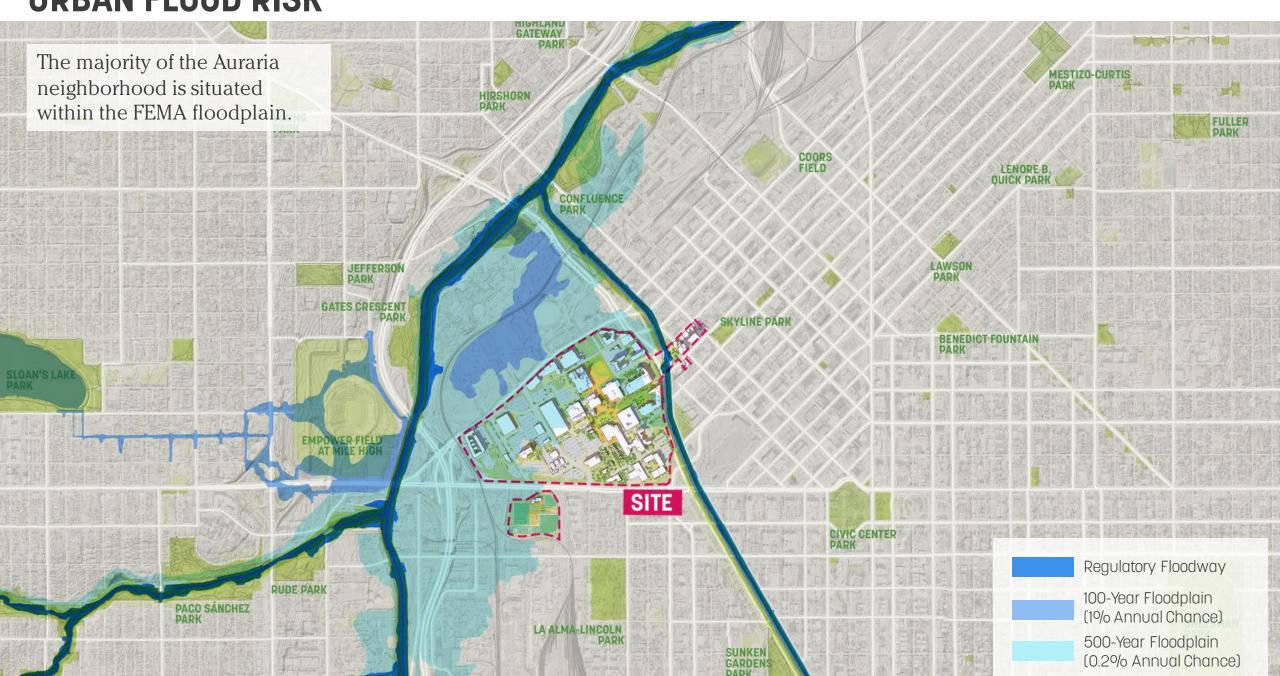
#### **CURRENT URBAN HYDROLOGY**



Source: Mile High Flood District

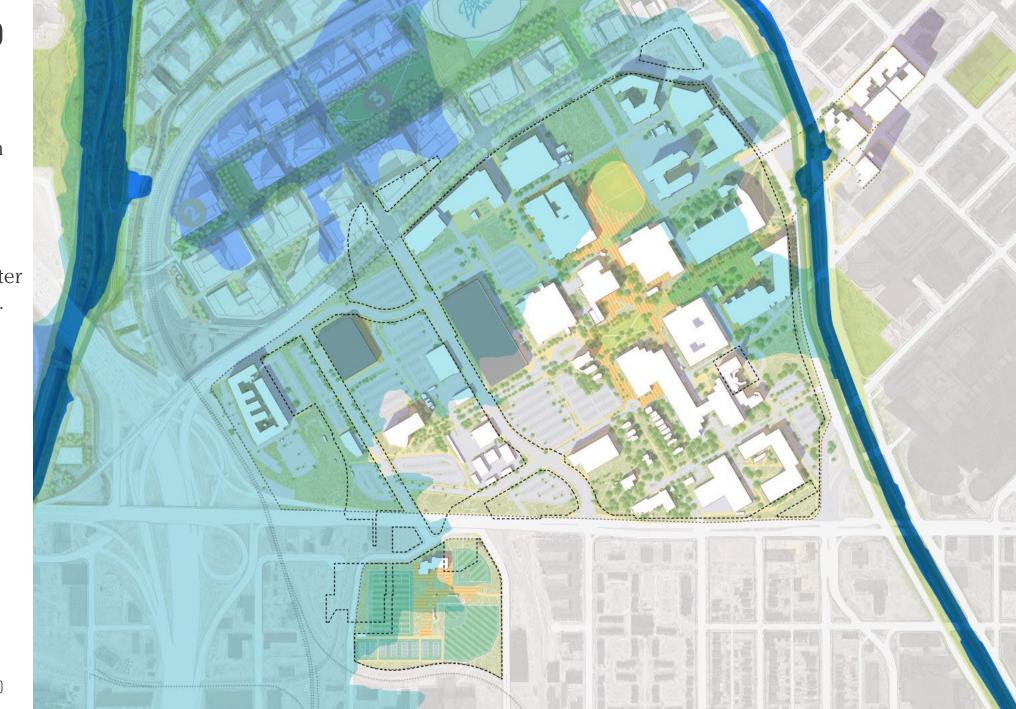
75th and 10th to 90th percentile bands.

### **URBAN FLOOD RISK**



### **CAMPUS FLOOD RISK**

The northern and western sections of the site are prone to the flood risk associated with 500-year flood events, which have been occurring with greater frequency in recent years.



Regulatory Floodway

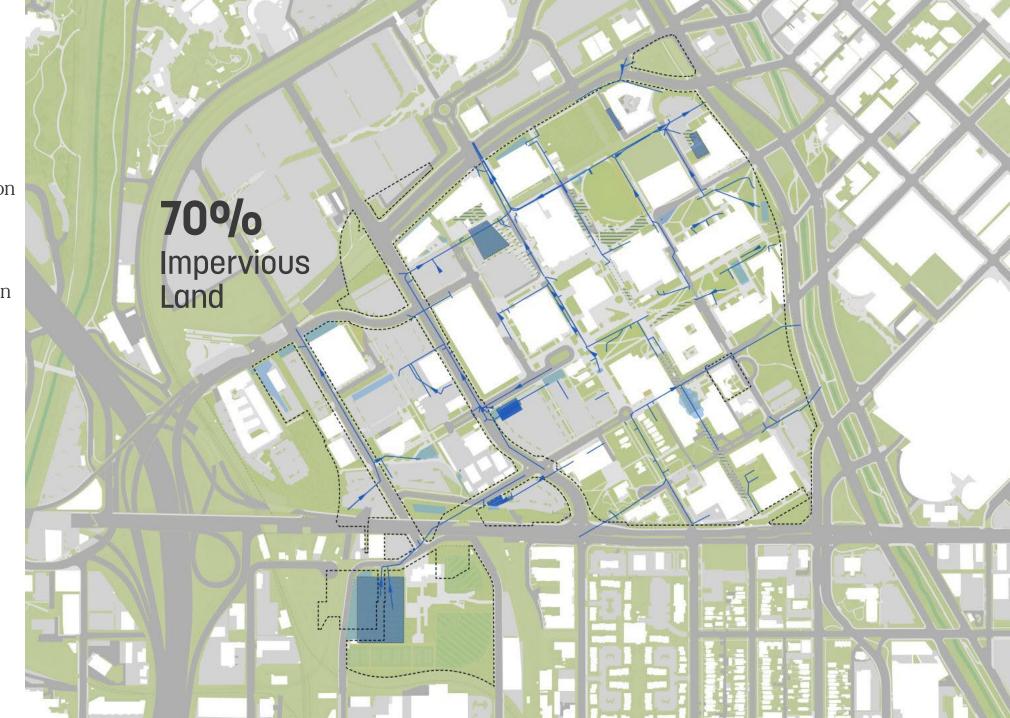
100-Year Floodplain
(1% Annual Chance)

500-Year Floodplain
(0.2% Annual Chance)

### CAMPUS IMPERVIOUS VS PERVIOUS

Despite the implementation of storm basins and underground detention systems, the extensive impervious land present on the site still poses a significant flood risk.





### Campus Open Space

## EXISTING CAMPUS LANDSCAPE TYPOLOGIES

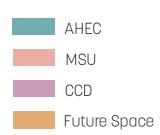
The campus boasts a diverse range of landscape typologies. Implementing a holistic framework will establish an expanded network with a clear hierarchy and reveal the campus's full potential.

Pedestrian Promenade
Plaza
Quad
Courtyard
9th Street
Historical District
Other Softscape
Community Garden
Sports Field
Future Building Site
Service Area
Road
Parking
Campus Signage



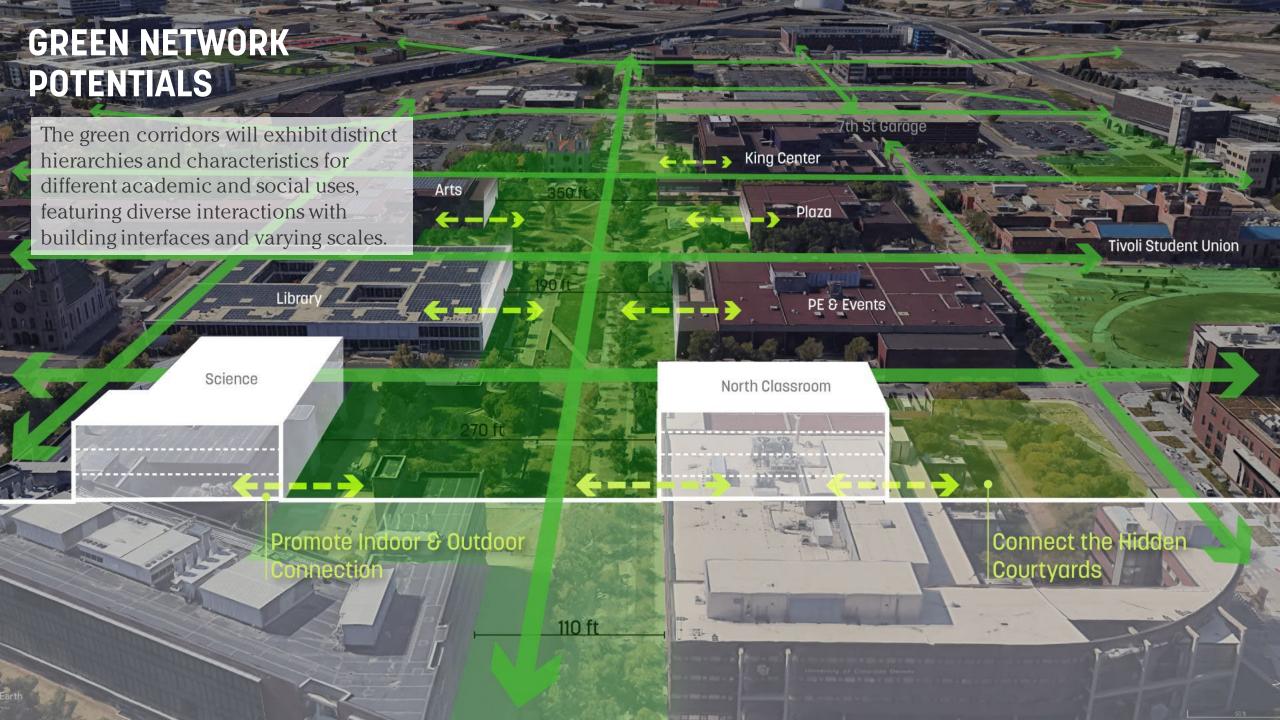
### CAMPUS EVENT AND STUDENT LIFE SPACES

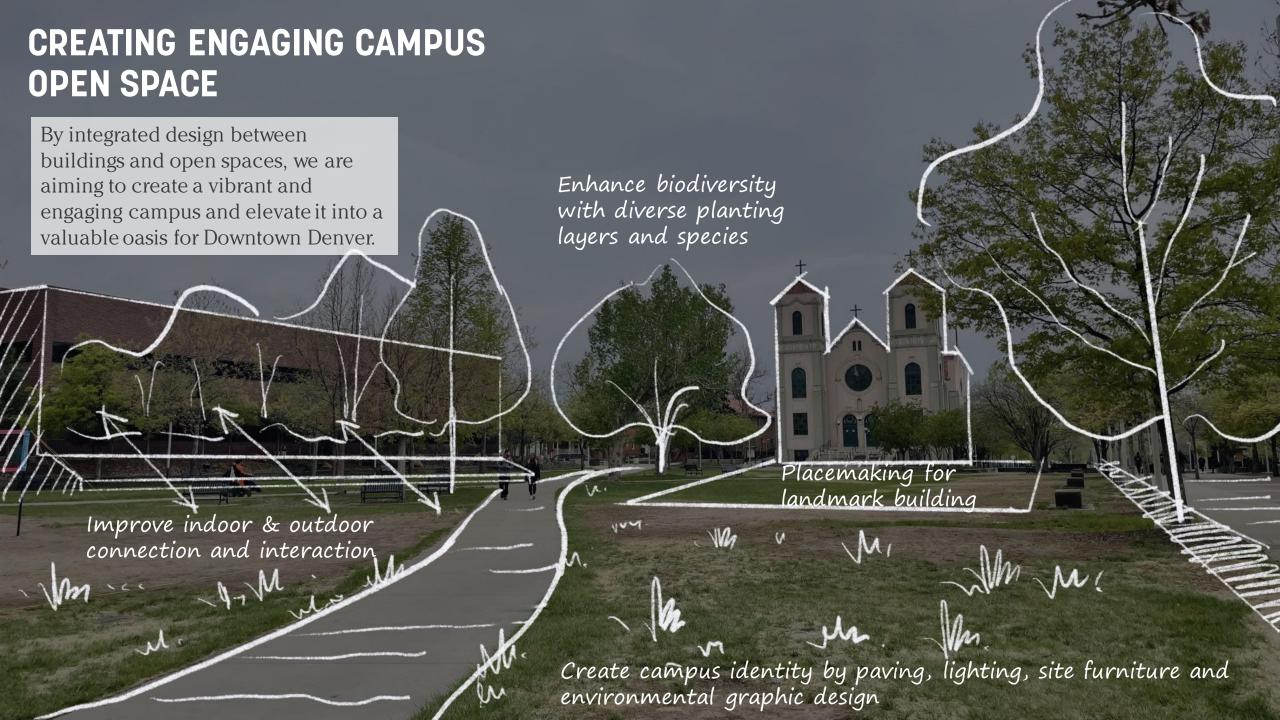
The campus shows great potential to be a more vibrant campus. With better integration with the building programs and the city, it can have more integrated outdoor academic spaces and engaging open spaces, facilitating collaboration among students, generating revenue with public events, and activating the campus during academic vacations.

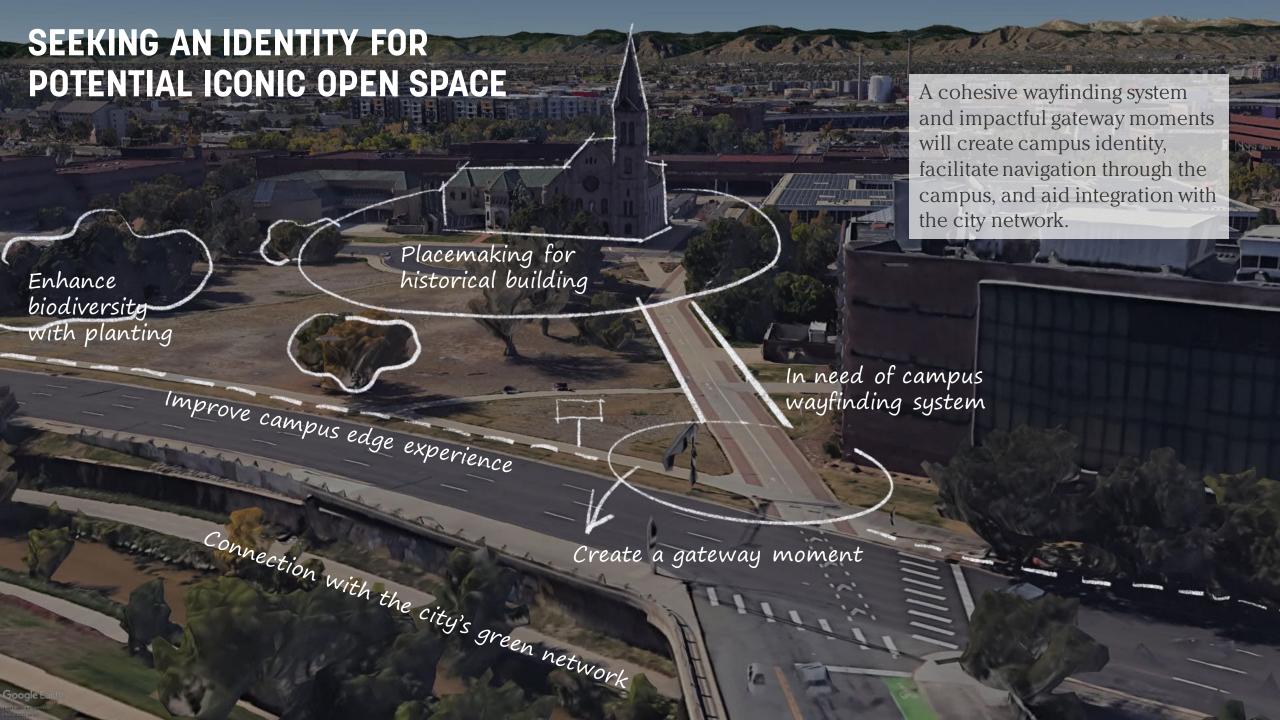


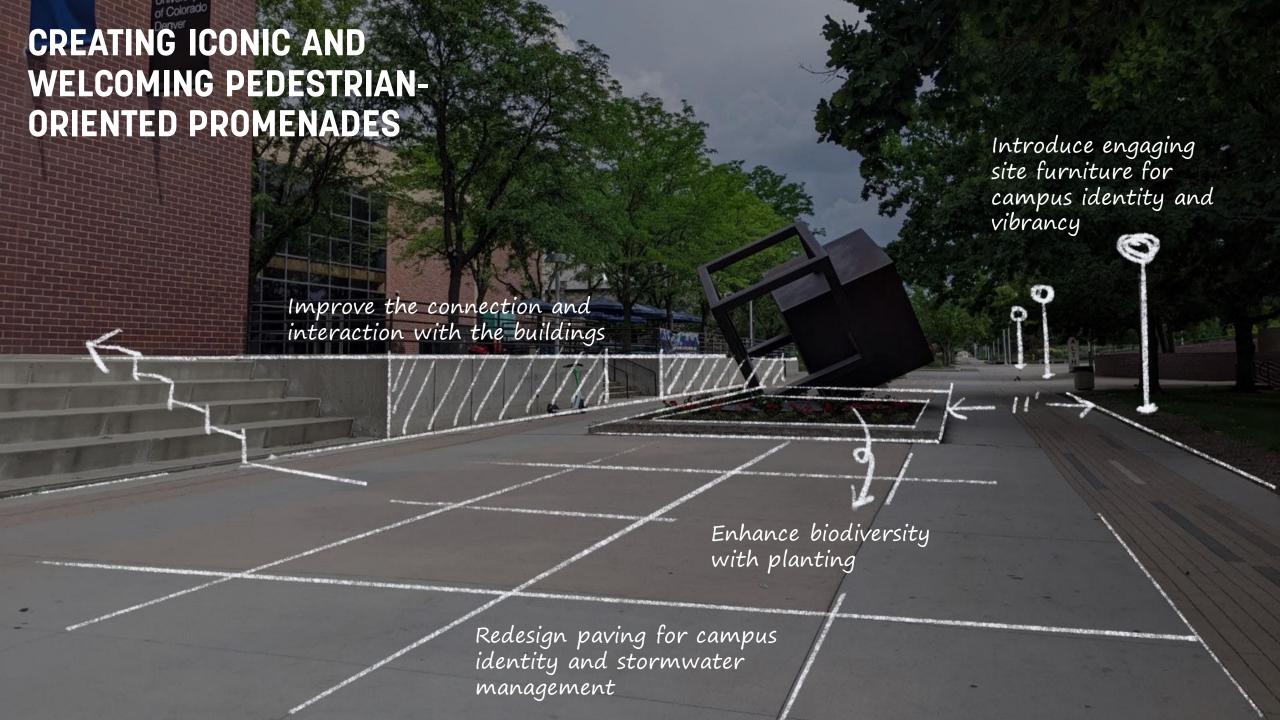


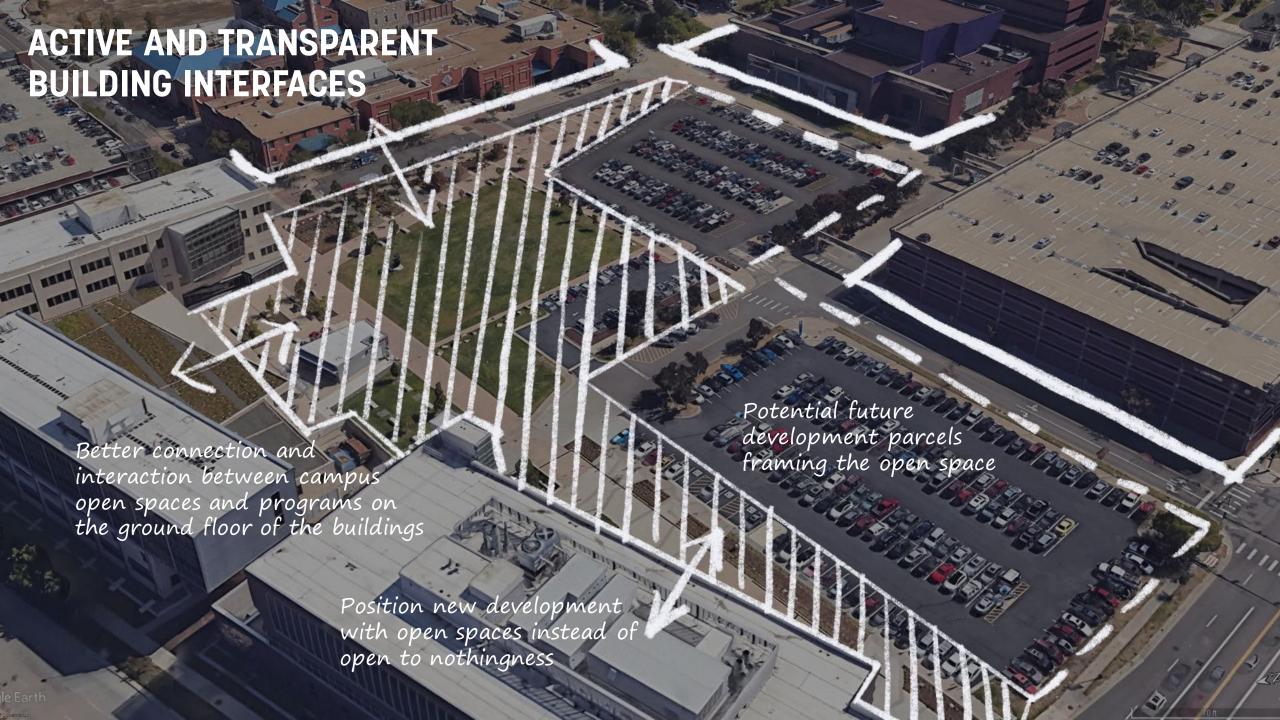






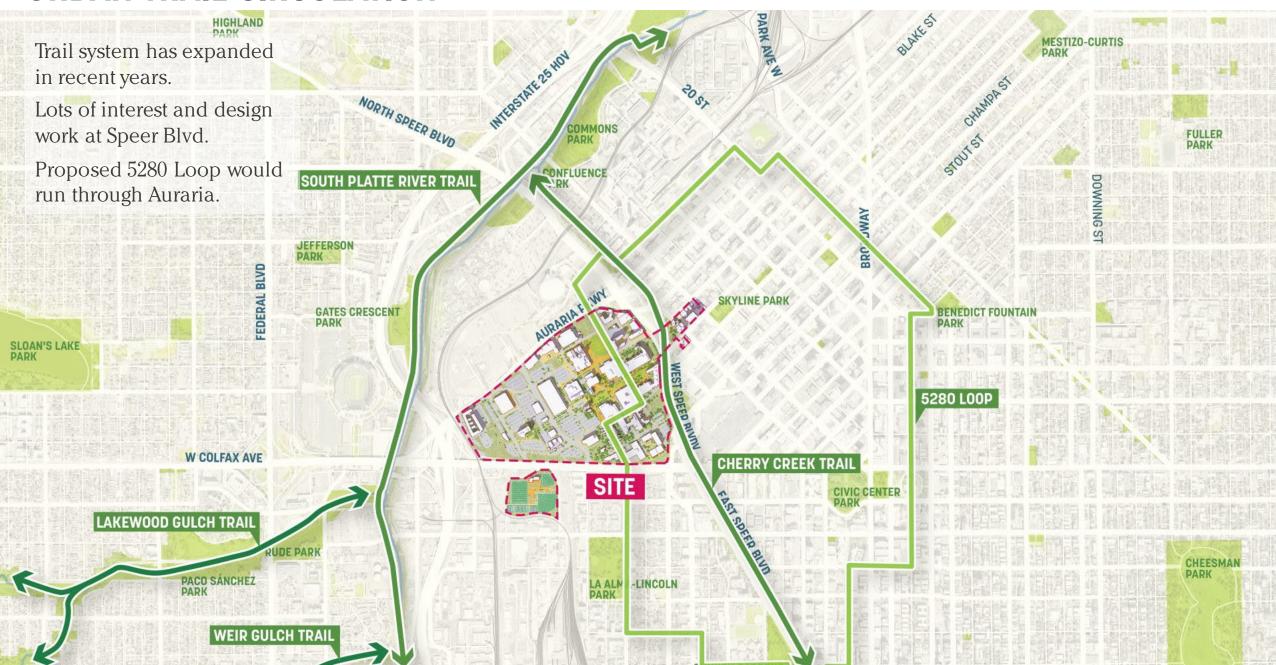




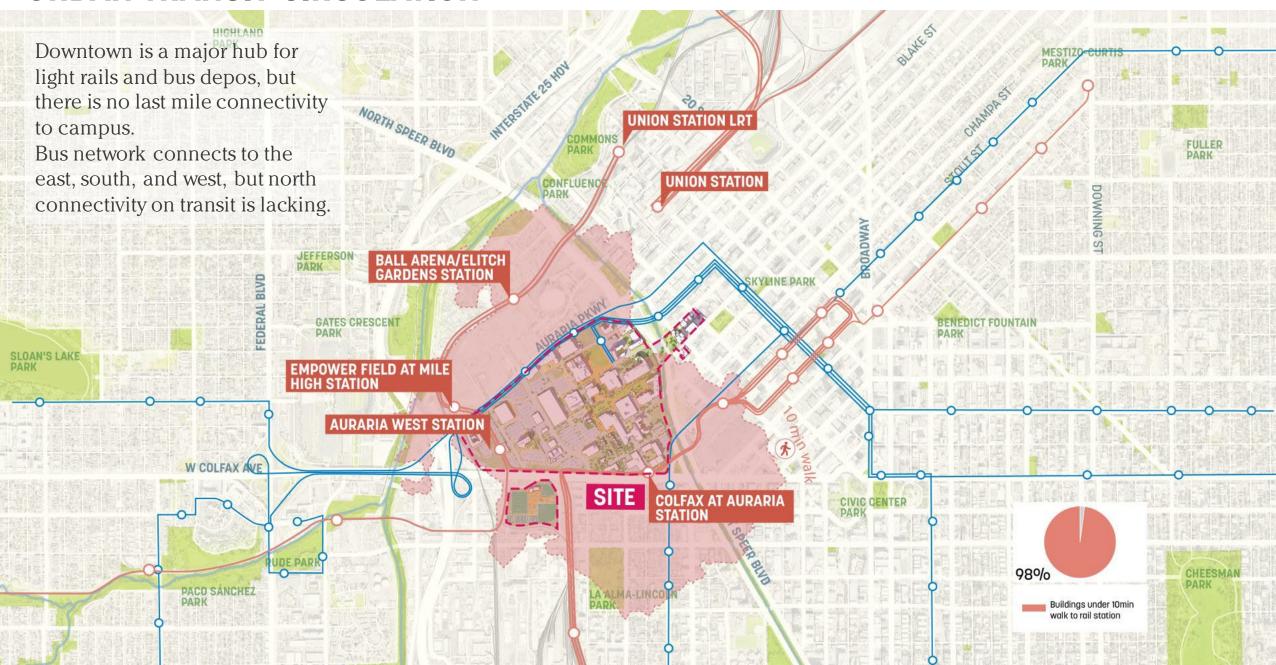


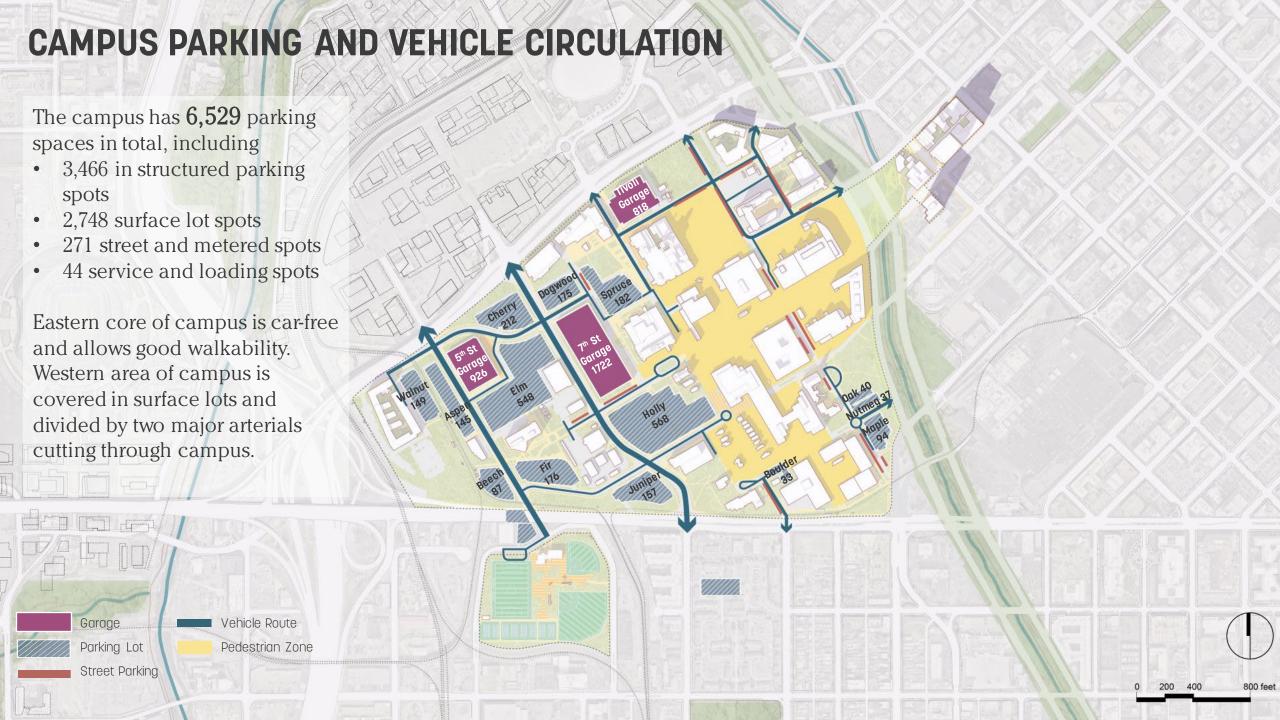
### Campus Mobility

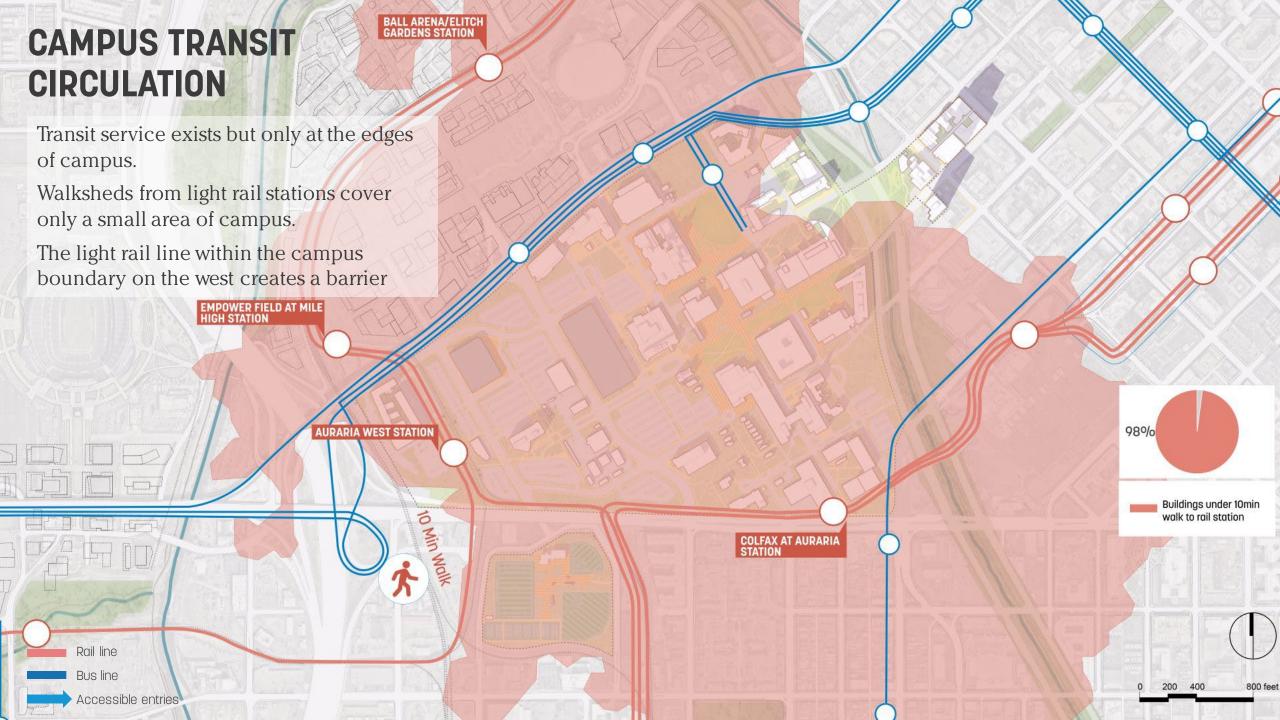
### **URBAN TRAIL CIRCULATION**

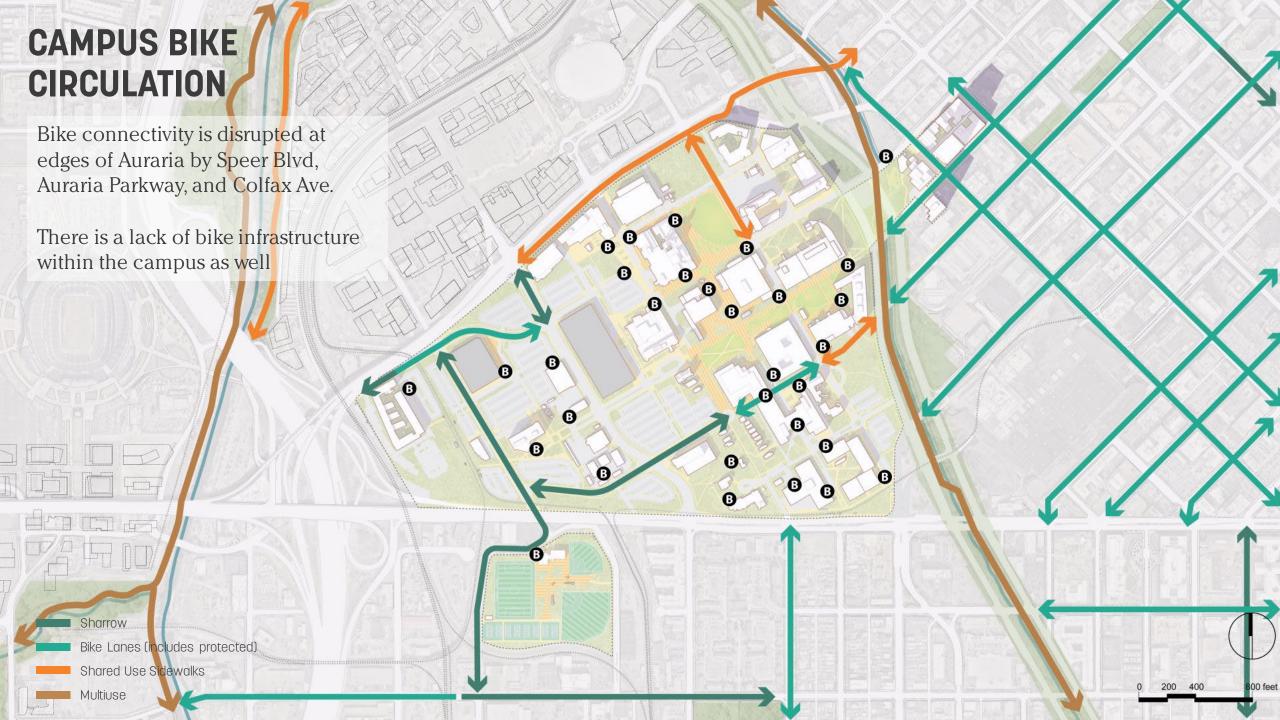


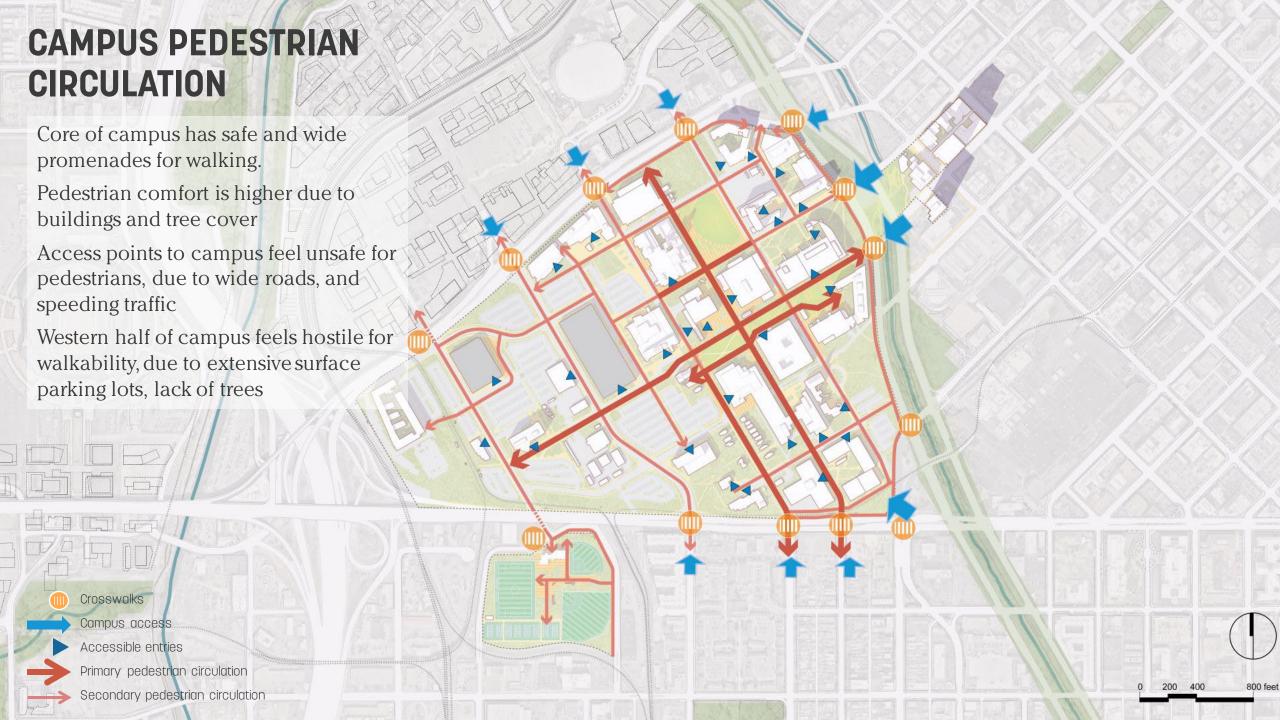
### **URBAN TRANSIT CIRCULATION**





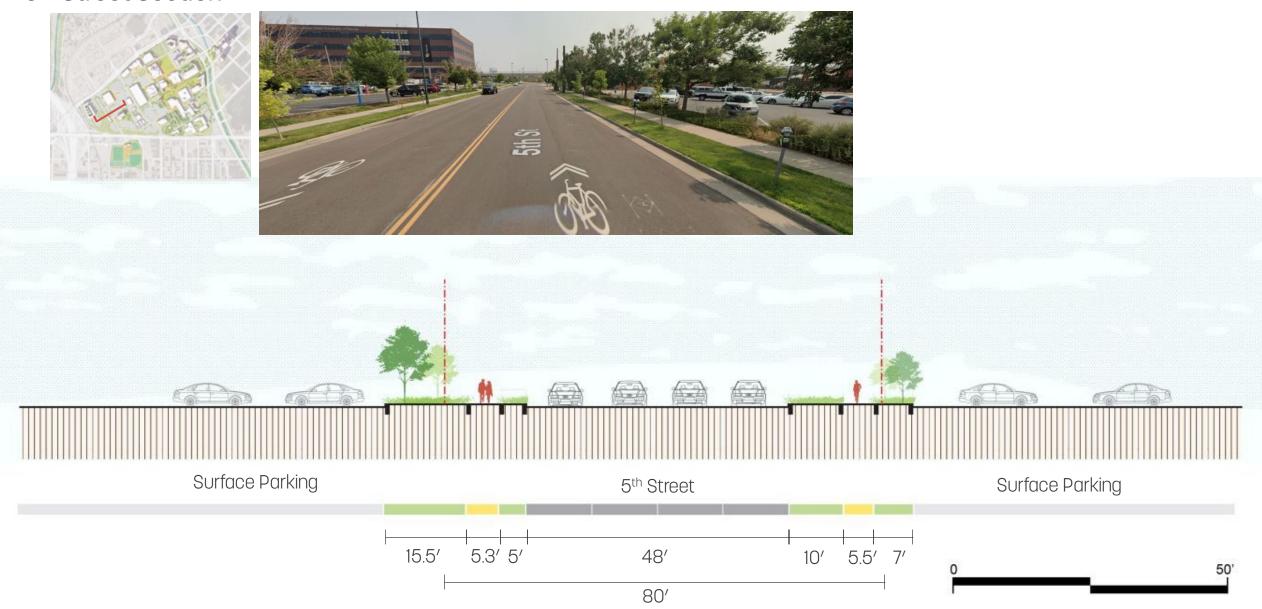






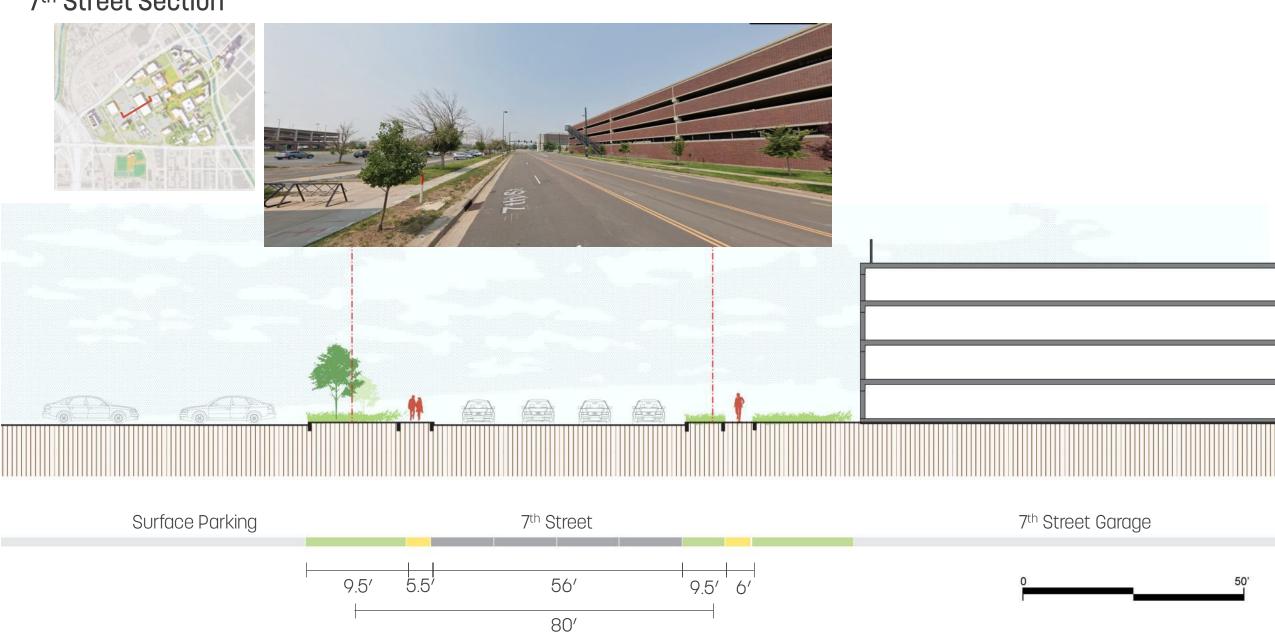
### **PUBLIC ROW THROUGH CAMPUS**

5<sup>th</sup> Street Section



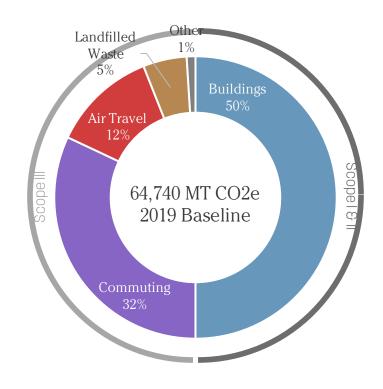
### **PUBLIC ROW THROUGH CAMPUS**

7<sup>th</sup> Street Section



### Utilities & Infrastructure

#### **ENERGY**



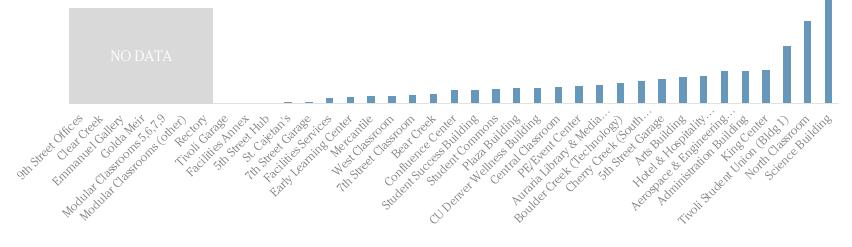
Climate Action Plan calls for reductions of Scope I and II emissions by

- 50% by 2030
- 90% by 2040
- 100% by 2050

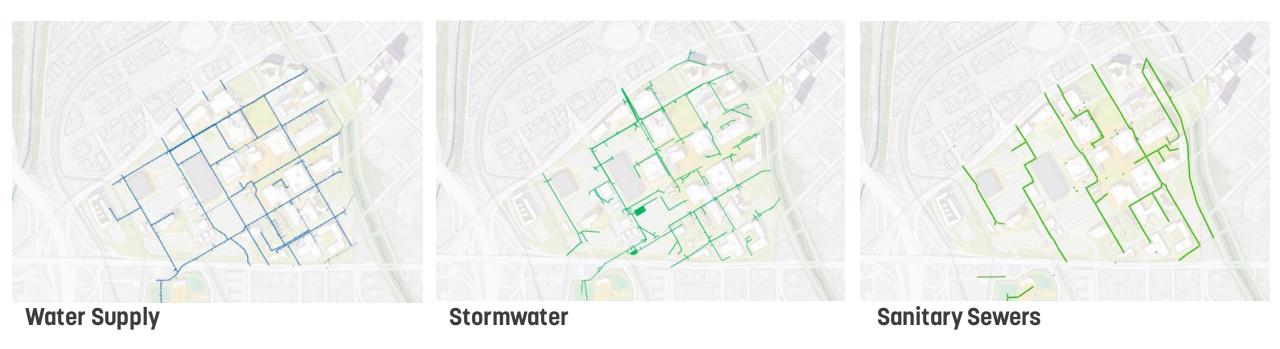
(relative to 2007/08 baseline)







### WATER & SEWERS



2017 Baseline consumption was 70,099kgal of water.

2019 Water Action Plan for Auraria Campus calls for a 10% water use reduction by 2022.

### **UTILITIES: KEY TAKEAWAYS**

Opportunity to increase building energy efficiencies with future construction and renovations to reduce Scope I and II emissions at Auraria.

Opportunity to align landscape interventions with drainage issues.

Explore possibilities of improving energy infrastructure to reduce Scope I emissions.



## Development Opportunities

#### PRELIMINARY GOALS FOR THE MASTER PLAN

- 1. Create a complete, vibrant, active community to enhance student experience and support the academic missions
- 2. Increase recruitment, enrollment, and retention
- 3. Improve financial sustainability for campus reinvestment
- 4. Integrate seamlessly with surrounding city
- 5. Improve quality of spaces for Auraria community, indoor and outdoor
- 6. Address climate change challenges
- 7. Provide affordable housing options on campus

### Why Focus on Real Estate & Partnerships?

AHEC's <u>operating model</u> is challenged by enrollment declines and reliance on State support. But the campus sits on some of Denver's most valuable, contiguous, <u>underutilized land assets</u>.

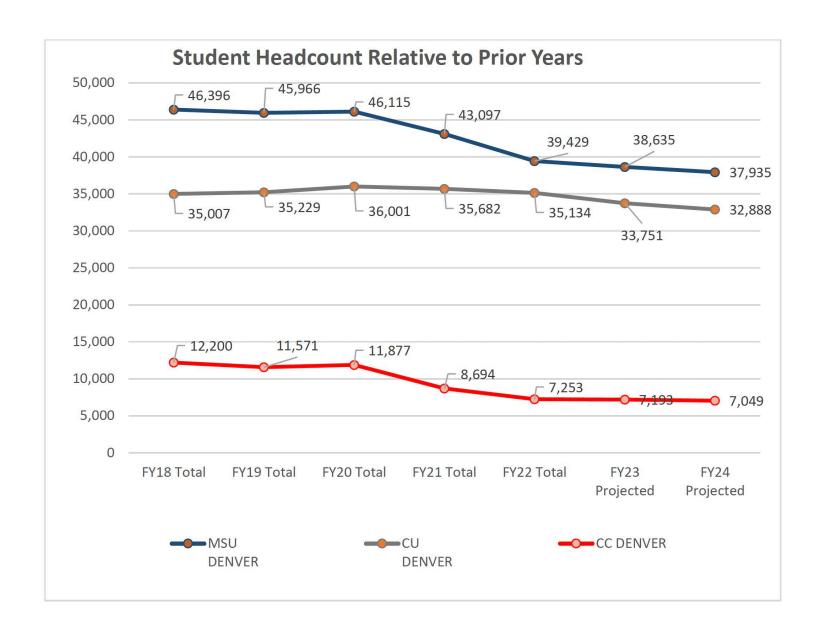
AHEC also has <u>broad authority to partner</u> with the private sector to unlock land value and create new streams of revenue.

The Master Plan can describe a <u>vision</u> and <u>program</u> that supports AHEC and our three institutions, leveraging developer expertise and new capital sources.

# **Operating Model**

## **Enrollment As Operating Input**

 Enrollment declines for all three institutions means reduced appropriations, student and parking fees



# **Operating Model**

#### **REVENUES TO AHEC**



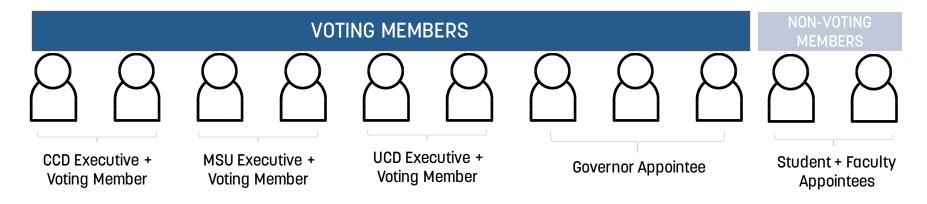
#### Governance

#### **Mission**

The Auraria Higher Education Center is a separate state entity whose role is to provide and manage shared services, facilities, and property to support these prominent institutions in achieving their goals.

#### **Structure**

Corporate body created by the State of Colorado.



#### P3 Authority

AHEC has agency under the State of CO to transact with the private sector, develop land, and own or manage any uses on campus at its discretion. AHEC is not beholden to City zoning and entitlement.

# **Land Assets**

# **Opportunity Sites:**

- 150 acres land owned
- 6,500 parking spaces
- Accessible to transit, Downtown



# **Land Assets**

### **Value**

| South & North<br>Neighborhoods<br>2017 - 2020 |
|---|
| 2017 - 2020                                   |
|   |
| 14  |
| \$199 / Land SF                               |
| 52  |
| 2,248,349                                     |
|   |

| Source                      | Costa               |  |  |
|-----------------------------|---------------------|--|--|
| Location                    | Downtown Denver     |  |  |
| Timeframe                   | July 2020 - Present |  |  |
| Comparable property sales   | 11                  |  |  |
| Weighted average sale price | \$313 / Land SF     |  |  |
| AHEC Developable Acres      | 52                  |  |  |
| AHEC Developable Land SF    | 2,248,349           |  |  |

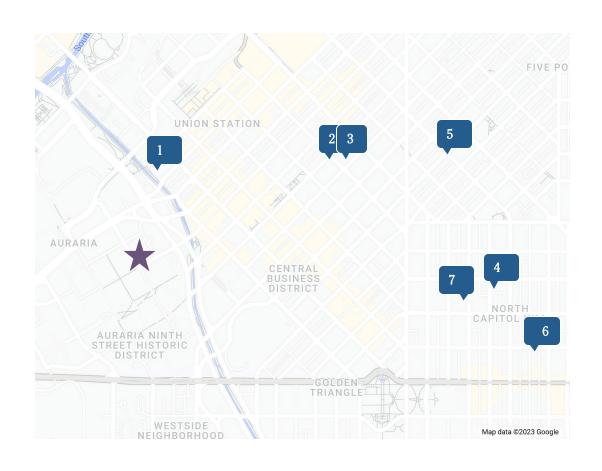
<sup>&</sup>lt;sup>1</sup>Appraised campus properties: 36 parcels.

<sup>&</sup>lt;sup>2</sup> Assumes parcels are fully finished with all horizontal infrastructure, have no atypical site development costs, and are vacant of any vertical improvements.

# **Land Assets**

# Comparables

| # | Comparable<br>Property     | Sale<br>Date | Sale<br>Price | Land<br>SF | Price /<br>SF |
|---|----------------------------|--------------|---------------|------------|---------------|
| 1 | 1420-1430 Wynkoop St       | May-23       | \$18.1M       | 36,394     | \$497         |
| 2 | 1901 Arapahoe St           | Dec-21       | \$27.2M       | 54,999     | \$495         |
| 3 | 1055 19th St               | Dec-20       | \$38.0M       | 106,722    | \$356         |
| 4 | 1799 Pennsylvania St       | Jul-21       | \$25.0M       | 100,426    | \$249         |
| 5 | 2215-2243 California<br>St | Dec-21       | \$8.4M        | 37,897     | \$220         |
| 6 | 618 E 16th Ave             | Dec-21       | \$5.5M        | 26,572     | \$207         |
| 7 | 1717 Grant St              | Dec-22       | \$11.0M       | 61,758     | \$178         |
|   |                            | W            | \$313         |            |               |



# **Key Takeaways**

#### **Status Quo**

## Vision & Program

# **OPERATING MODEL:** Current financial model is stretched by enrollment declines, reliance on parking, greater share of institutional appropriations

**GOVERNANCE:** AHEC has broad authority to partner with the private sector

**LAND:** Campus is sitting on valuable underutilized real estate in an active market

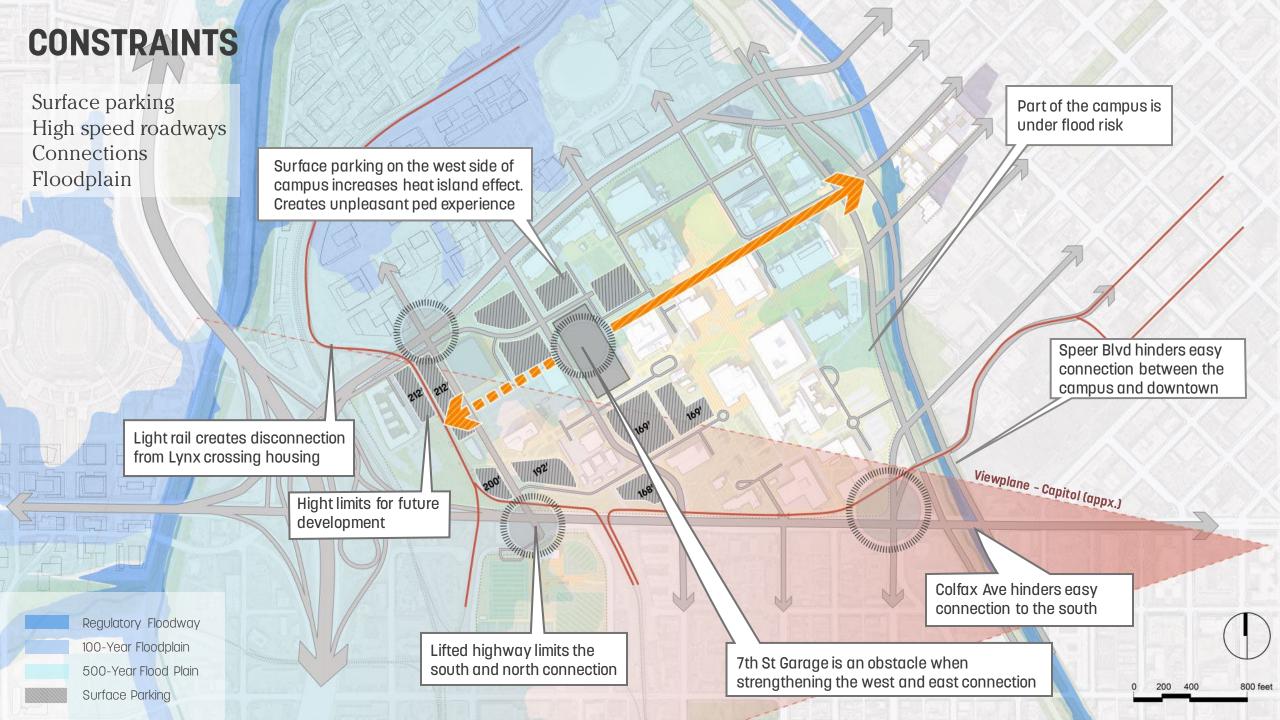
### **A New Model**

# **LEVERAGE LAND HOLDINGS** to support academic programs

**MIX OF USES** that draws a range of constituents to campus and enhance the student experience

**NEW INCOME STREAMS** from the monetization of land to fund AHEC operations and initiatives

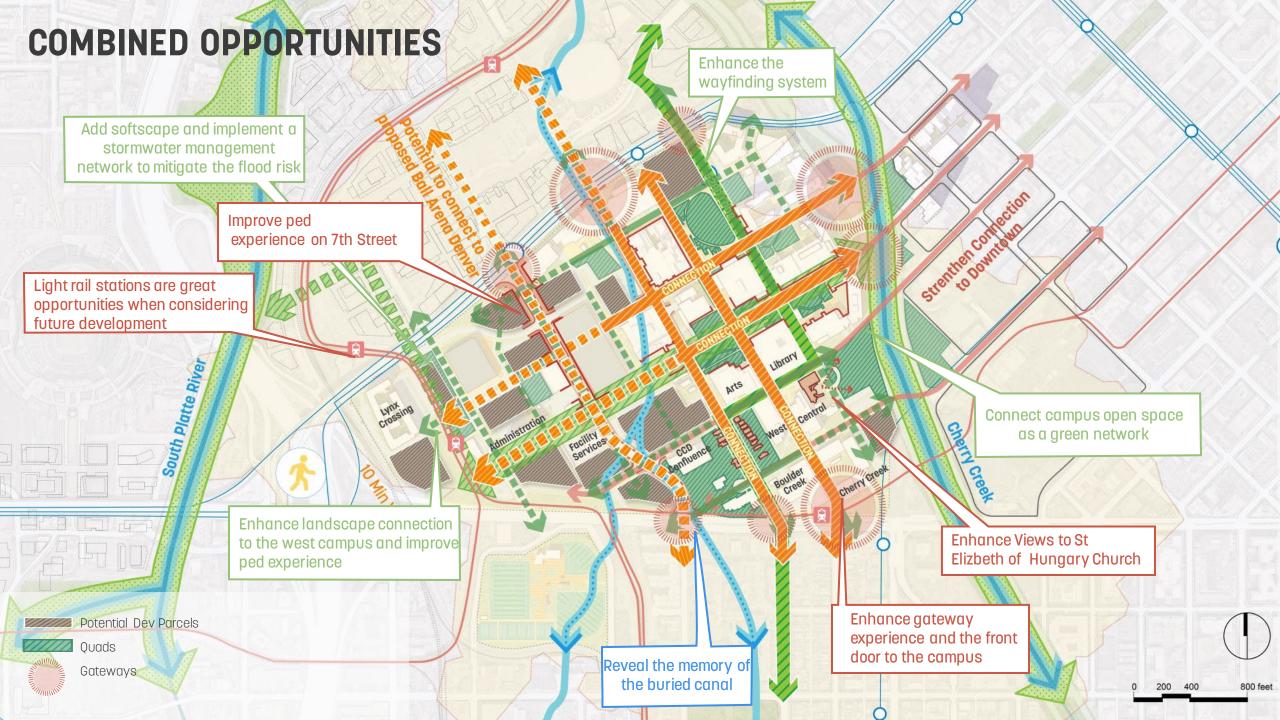
**DERISK RELIANCE ON APPROPRIATIONS** and reappropriations from State over time











#### PRELIMINARY GOALS FOR THE MASTER PLAN

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# 06. Discussion

# o7. Next Steps

#### **SCHEDULE**

