

TIVOLI REPROGRAMMING COMMITTEE
2019 UPDATE
Final Report & Recommendation
February 19, 2019 (with final revision May 29, 2019)

*“The Tivoli is the shared Community Center
for the Auraria Campus.”*

COMMITTEE MEMBERS:

SACAB

- Courtney Jones, MSU Denver, Chair

CCD

- Student Representative: Sergio Cisneros
- Staff Representative: Kathryn Mahoney

MSU Denver

- Student Representative: Jenny Kipnis
- Staff Representative: Diana Ibarra

CU Denver

- Student Representative: Madison Dayhoff
- Staff Representative: Meloni Crawford

AHEC

- Barb Weiske, AHEC CEO
- Ariel Redell, AHEC Executive Programs Director

Process:

In the spring of 2018, SACAB reconvened the Reprogramming Committee to review the success to date of the Reprogramming Plan and to guide new opportunities that had been presented. They maintained the original principles and goals of the initial Reprogramming Plan and Final Report (see attached). The 2018 COMMITTEE reviewed current space assignments and previous recommendations, using the original goals established to direct a subsequent series of recommendations. These recommendations follow the General Principles outlined within this document and the original report.

The 2018 COMMITTEE has provided updates within the goals set out below to recognize the new changes and opportunities that are inherent with the evolution of the Tivoli. They respectfully offered these as recommendations and points of action to follow.

Subsequently, the 2019 COMMITTEE continued to meet and refine these recommendations. Many of them have been acted upon, as summarized below, and future possibilities have been further refined.

General Principles

The Committee continued to adopt these general principles as important to establishing the philosophy of the Tivoli:

- *“The Tivoli is the shared Community Center for the Auraria Campus,” and thus belongs to everyone and should be responsive and welcoming to all.*
- *The Tivoli is dedicated to serving all students, and therefore, design of all spaces should be planned accordingly to ensure access, etc.*
- *As the campus continues to change, the Tivoli must be flexible and sustainable as it continues to meet the needs of the campus community.*
- *Where possible, contiguous spaces should be evolved, to provide for greater responsiveness to the institutions, as their core programs change. Spaces should not be filled simply because they are available, but rather spaces should be assigned, based upon the larger picture of achieving long-term vibrancy.*
- *Current occupants and users are highly valued and there is not a desire to displace occupants, but rather to allow a roadmap for identification of more supportive program locations (as appropriate), growth opportunities and the creation of synergies and adjacencies that benefit everyone.*
- *This document supersedes the 1997 Leasing Philosophy and Guidelines document and related guideline documents, but core values are re-validated, reflecting the following goals:*

The commercial/retail lease program goals are to obtain a retail mix which:

- *Ensures the financial success for the Tivoli*
- *Enhances student life*
- *Remains responsive to changing needs of the campus community.*

The institutional student services lease program goals are to acquire a mix which:

- *Brings additional students into the building, exposing students to the full array of offerings of the Tivoli*
- *Creates activity which supports the existing retail leases*
- *Supports a balance of institutional presence*
- *Enhances the financial success of the Tivoli by establishing a stable and reliable income stream that is competitive with current market rates.*

Mission:

To develop a strategic plan for the Tivoli that creates a sustainable Campus Community Center.

Goals:

- *To generate revenues necessary to support the health of the Student Facilities Bond Fund.*

- To provide appropriate representation of all three institutions within the building, making all welcome in a neutral site.
- To create synergies and vibrancy that respond to the current needs and are adaptable to responding to future needs.
- To keep the Student Government Assemblies and the Student Life/ Activities Offices in adjacent areas/ close proximity to encourage cooperation and collaboration.

Goal #1

To generate revenues necessary to support the health of the Student Facilities Bond Fund.

- Identify a conceptual retail/ commercial zone at the core of the building (see exhibit A), to create synergy and a recognizable gathering point for all students to find their consumer choices. This is not to say that commercial/ retail cannot exist in other areas (for example the coffee shop and brewery are successful with their outdoor patios), but rather that there should be a deliberate approach over time to not co-mingle general offices in the commercial/ retail core.
- Using the constituent feedback as guidance, pursue the identified options of a pre-packaged market for the vacated ID Center, staying mindful of price-points and variety in this key location.

The 2018 COMMITTEE has replaced this recommendation with this modified version. Having pursued the pre-packaged market concept, it was determined to not be financially feasible. Suite 269 (the old ID Center space) will now be paired with the adjacent space (suite 267 – former CU Denver Career Center) to develop one larger space that will become a restaurant that serves all students. In keeping with the design principles originally established, the space should be opened up so that there is full view from the South Building entry and the West entry, creating a visually more welcoming environment. Several options are under consideration, with emphasis on value and product. The committee further recommends that suite 263 (Credit Union of Denver) be added to this complex upon vacancy by the current tenant

In addition, the Committee recommends that the Credit Union of Denver be offered the opportunity to lease suite 211 – 211C - R211 (southern section - former RICOH), upon vacancy by the current tenant. The Committee also recommends that LGBTQ be offered the opportunity to lease the remaining (northern) portion of suite 211 – 211 A and 211B.

The 2019 COMMITTEE has achieved the above noted goals, including the addition of Suite 263 to the restaurant concept, which will now encompass suites 269, 267 and 263. The Credit Union of Denver is anticipated to relocate to a portion of suite 211 no later than October, 2019. MSU Denver has committed to LGBTQ leasing the remaining portion of 211, as defined in field drawings, on or after October, 2019.

- Wherever possible, future space assignments and leases should allow for contiguous assignment, particularly for the institutional leases. This allows for the space to be responsive to future needs and program changes without disrupting other users. It also creates additional revenue opportunities by reducing general corridors, while expanding the usable square footage for each leaseholder. Consequently, every effort should be

made to avoid assigning singular sites to a use that may not be compatible to long-term use.

- It is recognized that the Tivoli is at a critical juncture from a revenue standpoint, with the Tivoli Station, (Bookstore) a long-time significant revenue source, beginning to diminish. This industry trend is expected to continue, so the principles of this plan include that the future use of this space also generate revenue through commercial leases (within the commercial/ retail core) or via institutional leases, as appropriate.
- In recognition of contiguous spaces, as already focused on by SACAB, allowing MSU Denver to explore the lease potential for the pool hall space as an expansion of their already established adjacent beer industry-training program. In addition, allowing CU Denver to explore the lease potential for the remaining theater space, contiguous with their already established technology/ film industry center. Ensure that CCD also has an opportunity via the details noted in goal #2 below.

The 2018 COMMITTEE recognizes that this has been achieved, as recognized by the original Reprogramming Committee. MSU Denver has leased Sigi's pool hall space on the first floor of the Tivoli (suite 145), adding to their beer-industry training program. CU Denver has also leased the remaining theater space, allowing for the opportunity for CCD to become more visible, as outlined below.

Goal #2

To provide appropriate representation of all three institutions within the building, making all welcome in a neutral site.

- While the revenue component is recognized, an important philosophy of the Tivoli is that it is the shared community center, and therefore it belongs to everyone. Institutional opportunities are identified to ensure a balanced presence of all three institutions, while allowing for program growth. In recognition of the actions established in Goal #1, the plan also calls for CCD to be offered leasable area on the second floor (preferred sites are 267 & 263) where CCD can be recognized as a strong player in the building, should these areas become available. This concept is not intended to create a financial burden, but rather a deliberate opportunity.

The 2018 COMMITTEE has modified this recommendation to better serve CCD, and consequently this goal has been achieved and exceeded. As noted above, Suites 267 & 263 will be dedicated to the open site restaurant concept. This is possible, because CU Denver will also vacate suite 260 (CU Experiential Learning Center), which will be moving into the Tivoli Theatres. The 2018 COMMITTEE recommends that CCD be offered the opportunity to lease suite 260.

In addition, MSU Denver's Career Services will vacate suite 215. It is recommended that MSU Denver Veterans Office be offered the opportunity to lease suite 215. The space that the MSU Denver Veteran's vacate, Suite 243, is recommended as additional leased space for CCD. In exchange CCD will vacate Suites 221, 343 and 341. These spaces are subsequently recommended for MSU Denver to have an opportunity to lease.

The 2019 COMMITTEE has achieved the above expectations and goals with institutional approvals secured, as outlined. Move timelines are being finalized, but MSU Denver Veteran's have already relocated to suite 215, leaving opportunity for CCD to move into Suite 243.

As noted in Goal #1 above, suite 263 has also been added to the open-restaurant concept.

- Facilitate the opportunity for all institutions to lease spaces without constraint from the original program commitments and without being tied to particular locations because of those commitments. In other words, the original square footage identified for each institution, free of charge, will be calculated and deducted from future lease totals, thus untying them from a particular suite and focusing more on a square footage discount. Specifically, these square footages will be discounted from their chargeable space, allowing for more institutional flexibility as programs change and grow.

The 2018 COMMITTEE also recognizes that this has been achieved and the leases commencing with the FY 19-20 year will encompass the specified discounts for all three institutions. The discounts are: CCD – 2617 sf; MSU Denver – 7699 sf; CU Denver – 4857 sf.

- Program lounges at primary campus entries will also add to the welcoming presence of all three institutions in the building and are outlined in goal #3.

Goal #3

To create synergies and vibrancy that respond to the current needs and are adaptable to responding to future needs.

- In recognition of the Tivoli belonging to each institution as their community center, it is important to develop flexible and responsive spaces that are welcoming to all users. Prominent locations for program lounges are important in creating that synergy. It is strongly recognized that the Roger Braun Multi-cultural program Lounge at the Southwest entry creates a multitude of opportunities for student life programs and activities that can expose users to a variety of experiences.
- To that end, the Garage Study Lounge has become an underutilized location considering the potential of its square footage. The Library has been renovated and now has a multitude of options for quiet and group study, so it is no longer important to replicate that experience. Therefore, the Garage Lounge should be converted into another program lounge and modified to support that function at this prominent entry to the building. Added benefits will include the potential to rent it for after hours or down time functions, thus generating additional revenue.

The 2018 COMMITTEE recognizes that this goal has also been achieved, with renovations and modifications having occurred in the summer of 2017.

- The Club Hub has been noted as no longer meeting the needs of students in this changing environment. SACAB initiated a plan to convert the space into a synergistic

location that allows students to gather and be exposed to extra-curricular experiences and recreational options. To that end, this plan should be adopted to embrace those opportunities, while providing a new refreshed outlet for the former recreational activities of the pool hall. It should be noted that the area would no longer be staffed and the use of pool tables and video games will be at no charge. Rather, the associated light equipment (pool balls, cues, and game consoles) would be dispersed to the respective student life offices, so they have an opportunity to engage with their student users by signing equipment in and out. The Club Hub should also be renamed, “Sigi’s Hub” to reflect that the vibrancy of the space goes beyond its former use.

While this was initially achieved in summer 2017, it was quickly discovered that this was not a viable option and the space was not used as planned. The game room was subsequently closed. The 2018 COMMITTEE recommends that the space become leasable area to meet the goals of generating revenue to the Student Bond Fund. It is recommended that CU Denver be offered the opportunity to lease this space with a combination of their SGA and Student Life needs.

In addition, the 2018 COMMITTEE recommends that the Phoenix Center (Tivoli 259) move to suite 227 and the current 227 and 127 CU Denver occupants become part of the newly configured distribution of CU Denver leasable space. This is contingent upon the 2018 COMMITTEE approving the final distribution proposal by CU Denver, should they accept the opportunity to lease the additional spaces. Upon the vacancy of Suite 259 (Phoenix Center), the 2018 COMMITTEE further recommends that CCD be offered the opportunity to lease this space.

The 2019 COMMITTEE continues to recognize that Suite 346 must be a revenue-generating area, due to the goal associated with the financial health of the Student Bond Fund. CU Denver, however, declined the prospect to lease this area, so the 2019 Committee was tasked with the review of this site and other revenue opportunities. In response to needed conference space, the committee concurred on utilizing 346 as Auraria Conference Events space through June 2020, at which point it will be re-evaluated.

The Phoenix Center will, however, move to suite 227, allowing the opportunity for CCD to secure Suite 259 in their line-up. CCD has approved this addition, allowing for final coordination of move timing. The Committee recommends that CCD vacate 309 (with their early move to 243), in order to allow CU Denver a short-term lease (until 2021) for 309 and subsequently 310. The goal of CCD vacating 309 as soon as possible, is to allow a quick relocation of the Phoenix Center into suite 227, with the CU Denver 227 occupants being moved temporarily to 309.

- View the primary entries and hallways into the building as true focal points; welcoming students as they arrive. To that end, move towards future developments being open and inviting, allowing transparency into the spaces and adding to the spillover of light and activity.

Goal #4

To keep the Student Government Assemblies and the Student Life/ Activities Offices in adjacent areas/ close proximity to encourage cooperation and collaboration.

- The southwest quadrant of the third floor has long been recognized as the Student Life/ Activities and Government “neighborhood” of the building. In response to the need for flexibility and growth opportunity, and with respect to the aforementioned goals and variables, the entire southwest quadrant (floors 1, 2 and 3) should be identified as this future neighborhood from a planning standpoint. As spaces become available, consideration will be given to growth needs, contiguous spaces and representation. This creates responsiveness for future growth and accommodates the need for adjacency and proximity on an expanded level. This also incorporates the potential move of CCD to the second floor (identified in goal #2).
- It should be recognized that these zones are conceptual and that SACAB retains the responsibility to work with AHEC administration in achieving these long-term goals.

Note: The 2018 COMMITTEE’s recommended elements (defined above) are included in the attached floor plan exhibit.

Note: The 2019 COMMITTEE’s updated recommendations are included in the attached floor plan exhibit.