AHEC Tivoli Renovate Upper Floors  
Project # PN 18-107886  
at Tivoli Stars Theater.  

Thursday January 18, 2018  
ADDENDUM 1

Part I: Corrections and Additional Information

I. INTRODUCTION

A. PROJECT DESCRIPTION
   “…a floor plan is provided in the appendix…” Please see attached Appendix F.

B. SELECTION PROCESS
   4. Oral Interviews.  It is anticipated that oral interviews will be conducted during the week of February 19, 2018.

C. SCHEDULE

Following is a detailed schedule of events for the RFQ process and an outline of the schedule for the balance of the project.

<table>
<thead>
<tr>
<th>Event</th>
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<tbody>
<tr>
<td>Advertisement</td>
<td>January 09, 2018</td>
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<td>RFQ Document Available</td>
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<tr>
<td>Pre-submittal Conference</td>
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<td>January 22, 2018, 2:00 PM</td>
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<td>Date Answers Due to all Firms</td>
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<td>RFQ Submittal Due</td>
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<td>Submittal Screening</td>
<td>January 31 - February 7, 2018</td>
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<td>A/E Interview List Released</td>
<td>February 8, 2018</td>
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<td>A/E Oral Interviews</td>
<td>February 19 - 23, 2018</td>
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<td>Negotiation of A/E Contract</td>
<td>February 26 – March 2, 2018</td>
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<td>Contract Approval (projected)</td>
<td>March 2, 2018</td>
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<td>Anticipated Programming Start</td>
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<td>Program Plan Completion</td>
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<td>Anticipated Design Start</td>
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<tr>
<td>Anticipated Construction Start/Finish</td>
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See Attached Mandatory Sign-in Sheet
# University of Colorado Denver

## Mandatory Site Visit Attendance List

### Project Name
AHEC Tivoli Renovate Upper Floors – PN 18-107886

### Date
January 17, 2018

<table>
<thead>
<tr>
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Appendix D

ARCHITECT/ENGINEER/CONSULTANT CONTRACT
(STANDARD OR CM/GC FORMAT)

As Referenced:
https://drive.google.com/open?id=0ByG39KP3LPlCblJNZDNmQ

Supplementary Terms and Conditions for Architect/Engineer Agreement
Program Plan Example and Summary from CC_ELC
Created for Tivoli CAM Phase I Renovation

(See Attachment)
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I. Executive Summary

The College of Arts & Media (CAM) at the University of Colorado Denver (CU Denver) has the opportunity to create an unique space in Tivoli Student Union Building, located on the Auraria Campus. The University of Colorado Denver has leased 12,968 square feet in the Tivoli, comprised of six former AMC movies theatres and some ancillary spaces. A budget of $1.9M has been provided by the University of Colorado Denver to perform substantial renovations to the space prior to occupancy.

The Tivoli space will address some of the most pressing challenges faced by CAM: a general shortage of space, fragmentation of the college into numerous locations, and the lack of a branded, signature space with state of the art technology.

CAM has identified a program for the space that will accommodate a variety of activities including community events, instruction, creative work, and commercial enterprise. Some specific ideas include a community events space, a college-run production company, a sound dubbing and mixing room, and a television studio. The opportunities made possible by this renovation, direct and indirect, will benefit all areas of the college, including those programs identified as most in need as well as those areas experiencing substantial growth.

The schedule for the project includes ten month design and construction window. The goal is to open the new space in time for the fall 2015 semester.
II. Background

a. College of Arts & Media

i. Overview

The College of Arts & Media (CAM), founded in 1998, offers MS, BS, BFA and BA degrees in a wide range of arts disciplines under three departments: Theatre, Film and Video Production (TFVP), Visual Arts (VA) and Music and Entertainment Industry Studies (MEIS). Based on enrollment, MEIS is the largest department with 523 graduate and undergraduate students, followed by VA with 517 undergraduate students, and TFVP with 168 undergraduate students enrolled.

Programs and Departments

Department of Theatre, Film and Video Production
Bachelor of Fine Arts (BFA) in Theatre, Film and Television
  - Emphasis in Film and Television

Department of Visual Arts
Bachelor of Arts (BA) in Fine Arts
  - Emphasis in Art History
  - Emphasis in Studio Art

Bachelor of Fine Arts (BFA) in Fine Arts with
  - Emphasis in:
    - 3-D Graphics and Animation
    - Digital Design
    - Illustration
    - Painting/Drawing
    - Photography
    - Transmedia Sculpture

The Department of Music and Entertainment Studies: Bachelor of Science (BS) in Music
  - Emphasis in:
    - Performance
    - Singer/Songwriter
    - Music Business
      - Audition track
      - Non-audition track
    - Recording Arts
      - Audition track
      - Non-audition track
Master of Science in Recording Arts (MSRA)

- Media forensics Emphasis
- Recording Arts Emphasis

Mission, Vision and Values

Vision—art changing lives

Mission—The College of Arts & Media exists at the intersection of art, technology, and commerce and, as such, faculty and students use powerful art making, expansive teaching/learning, and strategic service to connect deeply with the arts disciplines and the culture industry—as it currently exists and as it might become.

Values —
Experimentation and Innovation
Excellence and Professionalism
Community
Creative Research and Scholarship
Leadership
Entrepreneurship
Technological Innovation
Critical Thinking
Diversity, Accessibility, and Equity
Intellectual Freedom and Artistic Integrity
Sustainability
Civic Engagement
Experiential Learning
Social Responsibility

Character
• CAM is located on a major urban, metropolitan campus, which allows it to draw creative, cutting-edge faculty and students.

• CAM is a young college without long-standing traditions or practices, which allows it to be more facile and responsive, as well as innovative and entrepreneurial.

• CAM offers students technologically savvy, entrepreneurial, and contemporary quality programs within the context of an intellectually stimulating research university environment.

• CAM faculty are accomplished artists and educators, and in a very short time, many of our programs, students, and alumni have achieved astonishing successes in their creative projects and careers. With so many accomplishments achieved for such a young college, we are well positioned to continue forward momentum in building and achieving an outstanding local, regional, national, and international reputation for the quality of our programs, students and faculty.

Reputation

CAM has a number of signature programs, projects, and student activities that have earned recognition in national and international competitions. Examples of these activities include: animated short films created by students in our Digital Animation emphasis area have earned over eighty national and international film festival awards; our signature a cappella group, CU Denver Mix, took first place in the 2013 national a cappella competition, BOSS, held in Boston with CAM student Emma Wallingford, earning the top prize of Best Vocalist in the entire competition; well known bands such as, The Fray and DeVotchKa, are bands with CAM alumni; and our web series titled Mortal Coils, took third place at the 34th College Television Awards. Beyond the exciting successes of our students, we have many faculty successes that are indicators of our quality and national reputation. Examples include; a Guggenheim fellow who is also a Smithsonian fellow; Fulbright scholars; Emmy Award winning documentary film makers; Penn Award; IPPY Award; recent Grammy nomination; and a LoPresti Prize for Excellence in Art Publishing. As many of our awards and accomplishments are significant both nationally and internationally, as a young college we are building momentum towards a national and international reputation.

ii. Challenges

Enrollment and Student Credit Hour Generation

Enrollment

The College of Arts & Media have student demand in programs that we cannot grow based on lack of space. CAM needs to increase enrollment to balance their courses and uses.

CAM has increasing student demand in music, digital design, digital animation, and illustration. Given their current space, these programs cannot accommodate increased enrollments. CAM is turning some students away from entering their programs.

CAM a cappella group, MIX, at the Mile High Vocal Jam.

CAM Digital Animation Center student, Jeremy Kuehn, won a Pixar Internship in 2014. He is the third CAM student to do so.
**Student Credit Hour Production**

CAM would like to increase student credit hour production in several ways but have challenges doing that in their current spaces, many of which are shared.

CAM need to increase student credit hours in three ways - by increasing general education courses, increasing non-major courses, and developing certificate programs.

CAM would like to offer more arts courses for non-majors. However, with shared spaces and limited spaces, the focus has been on course delivery for majors. For example, CU Denver students would really like to take piano courses. Because CAM has one piano lab with 15 stations, and three levels of piano are required for all music students, we simply do not have any additional time to offer non-major piano courses.

Certificate programs require specialized studio and lab spaces. However, the current CAM computer labs are fully utilized by major courses.

**Program Quality, Recruitment and Retention**

The college is often asked to create artistic products for internal and external groups but have no space or structural mechanisms to support this effort. The current spaces are either shared, impede creative pedagogy in their design and construction, or provide too little space to grow and expand our curriculum in innovative ways.

**College of Arts & Media Visibility and Profile**

A significant number of CAM programs live in the shared neighborhood and teach classes in shared studio facilities. One example is photography. Sharing space means constant compromise, and offer little opportunity to set CAM apart from the counterparts at the other Auraria institutions.

**Visibility**

Visibility is a challenge in a shared neighborhood. It is difficult to distinguish one institution from another, and facilities are often built to the lowest common denominator. Sculpture is a good example. CU Denver would like to center their curriculum on both historic processes (Iron Pours) and contemporary processes, but Metro State University of Denver would like to have a high-tech sculpture program. The outcome is shared space that does not allow the institutions to distinguish their curriculum from one another.

**Profile**

The College of Arts & Media have acknowledged struggles to raise the profile of the college, most specifically lost opportunities to promote the colleges’ many accomplishments and in hosting public events.

The faculty are accomplished artists and award winners. However, the college does not adequately capitalize on faculty accomplishments, most notably for the purpose of promoting the colleges’ academic programs. Awards that have been won by CAM faculty include: Guggenheim Fellowship, Smithsonian Fellowship, Fulbright, Grammy, Emmy, Pen Literary Award, IPPY, LoPresti Art Publication Award and others.

Likewise, CAM alumni have built exciting careers and are gaining creative achievements. Much like with faculty, there are no mechanisms in place to keep these alumni involved in the ongoing operations of the college and to leverage their success to promote the opportunities CAM programs offer.

With a new standing events committee for the college, and funds allocated to strategic events programming, there is an opportunity to be more deliberate about events and to design events in relationship to increasing CAM’s identity and brand, showcasing department faculty, students and initiatives, creating
recruitment and retention events, and developing creative industry partners through designing and delivering shared events. However, it remains a challenge to find space for events on the campus, particularly with the shared arrangement that governs the scheduling of events and performance spaces.

Prepare Students for Employment in Creative Careers

CAM has always been an entrepreneurial college. Rather than using a conservatory model of art making, we focus on creativity and the arts as applied and interconnected to the market place. Many of our students graduate and move into careers in the creative industries. We must continue to evaluate and enhance our ability to connect students to the industry, to real-world experiences, to applied learning and to networking opportunities.

CAM is committed to preparing students for future careers in the creative industries. The successes of their alumni attest to that. With the pillars of art making, technology and the creative industry, CAM creates opportunities both in the classroom and in co-curricular events and projects. It is not a theoretical education, it is an applied creative education. It includes solving real problems, working with real companies, and submitting their work to real competitions.
Space

CAM faces many space challenges. These are categorized and described below.

Auraria and the Shared Concept

For most academic colleges at CU Denver, the sharing of space with the other Auraria institutions begins and ends with general assignment classrooms. With the College of Arts & Media, sharing occurs across many space types—performance space, rehearsal space, dark rooms, and studios to name a few. While there are benefits to this arrangement, including operational savings, there are many drawbacks. When space is shared between two or three institutions with different missions, compromise is necessary. Compromise in designing, equipping and managing space usually means not getting exactly what is wanted or needed from a space. From a recruitment standpoint, shared spaces make it particularly difficult for a student to distinguish one institution from another. The sharing arrangement also limits branding opportunities, as shared spaces are required to take on a neutral branding position. Shared spaces also burden faculty and staff with additional layers of administrative responsibilities in such areas as scheduling or in providing staffing for tri-institutional committees.

Fragmentation

Since its inception, CAM has been a college spread out among a variety of buildings on the campus. CAM currently occupies space in nine buildings on the Auraria Campus and within the downtown portion of the CU Denver neighborhood. Making matters worse, these nine locations are not all in close proximity to one another, and in some cases are separated by major roadways (Speer Boulevard). VA and TFVP faculty and staff offices and teaching studios are the most dispersed within the college. This decentralization in the college stifles collaboration, and makes it challenging to brand the college and create community amongst its students, faculty and staff. The map on the previous page shows the current locations of CAM.

Lack of Space

A study of existing space conducted by neoera, inc. architecture + design in 2014 revealed CAM to be space deficient in a number of areas. The executive summary of the space study is included in Appendix A. Some of the most critical space shortages identified in the study and others that have been discussed within the college are described below.

1. Lack of Space to Meet Current Need- Without considering any program growth, the study quantified the existing space deficit to be 85,000 assignable square feet.

2. No Space for Program Growth- Significant growth in programs such as Digital Design and Film and Television are leading to critical space shortages in both of these programs. The National Center for Media Forensics was also cited as a program in need of additional space.

3. Instructional Labs- The report noted that there are three instructional labs that may be re-located to consolidate the College into fewer locations. These three labs are in North Classroom (1) and Boulder Creek (2). However, these labs must be replaced with similar space, and that space has yet to be identified.

4. Critique and Exhibition Space- The report noted a general lack of both of these categories of space, as well as challenges related to the sharing of what little space does exist.

5. Rehearsal and Performance Space- There is a need for additional performance and practice space and teaching studios for the MEIS department. The lack of an adequate quantity of performance space is exacerbated by the absence of any rehearsal space, as MEIS must use performance space for rehearsals.

6. Gallery Space- Though not specifically addressed in the space study, gallery space has long been an area of need in the college. Any discussion of galleries should acknowledge the following types required by arts programs.

Public Gallery

This type of gallery space would typically be located in a very public, high traffic area. It would be used to showcase national artists and would attract members of the general public. The Emmanuel Gallery currently serves this function, but does not feature the accessibility nor size that would be sought for a gallery.
neoera found that CAM needs additional rehearsal and performance space for MEIS and Theatre programs.

Donor and Philanthropic Funding

Increasing CAM's philanthropic and corporate investment fund would help CAM achieve a new level of success. Opportunities in this area have historically been limited.

Raising funds can help CAM achieve more than it currently can with its fixed budget. Additional donor funding would provide for more student scholarships, sending students to national and international conferences, screenings, competitions and more.

b. Tivoli Student Union

i. History

The Auraria Higher Education Center (AHEC) website provides some history on what is now referred to as the Tivoli Student Union. The Tivoli Student Union is comprised of what used to be 12 distinct buildings, the oldest of which is the Colorado Brewery constructed in 1870. In 1901, the name of the complex was changed to the Tivoli-Union Brewery after a famous amusement park in Copenhagen. The complex was primarily a brewery up until the 1960's and at its peak was producing 150,000 barrels a year. In 1966, the brewery shut down. In 1973, the Tivoli was placed on the National Register of Historic Places. The Tivoli operated as a shopping mall in the 1980s, before students of the Auraria Campus voted in 1991 to buy back and redevelop the Tivoli for educational use. Today, Tivoli is home to a number of student clubs and departmental offices from all three Auraria institutions, as well as retail enterprises such as restaurants and the campus bookstore.

The former Starz FilmCenter will be home to new CAM space.
The space that has been allocated to the College of Arts & Media for the project is part of what was once known as the AMC Tivoli 12 Theatres, a private commercial theatre operation. AMC vacated in February of 1999, and a gift from Starz Encore chairman John Sie established the Starz Film Center, which began operations in the Tivoli in 2002. The Starz Film Center operated as a public cinema house as well as serving as home to the Denver Film Society offices and the Denver International Film Festival. In 2010 the Starz Film Center moved to the former Lowenstein Theater property at 2526 East Colfax Avenue. Since that time, the Tivoli theaters have been used as overflow classrooms and for screenings during the Denver International Film Festival.

### ii. Tivoli Context

The Tivoli Student Union is located on the Auraria Higher Education Center campus (www.ahec.edu), in between 9th and 10th streets and Larimer and Walnut streets. It lies in the shared Auraria neighborhood area of the campus. Parking for patrons and visitors is available in the adjacent Tivoli parking garage, or the adjacent Spruce lot. King Center and the Arts Building, which house much of the space for CU Denver’s College of Arts & Media, are adjacent or in very close proximity to the Tivoli. The illustration on the following page shows the location of the Tivoli, and the institutional neighborhoods on the campus.

### iii. Project Area

The project area lies on the Walnut Street/10th Street corner of the Tivoli Student Union on levels one and two. The illustration on the following page shows the location of the project area within the building. The floor plans on pages 11 and 12 highlight the specific rooms that comprise the project area.

The project area totals 12,968 gross square feet and is predominantly located on level one. The level one space includes the former AMC theaters 7-12 and the lower lobby of the former theater complex. A small amount of space (1,273 gross square feet) has been allocated on level two, in what used to serve as the projection rooms for theatres 7-12.
iv. Lease

On July 24th, 2014, CU Denver executed a lease agreement with the Auraria Higher Education Center for the space described in the project area.

According to the terms of the lease, CU Denver took possession of the space on July 1, 2014, with rent payments commencing on January 1, 2015. The lease agreement expires on June 30, 2024 with CU Denver having the right to renew for one additional ten year term.
Project Area: Floor 1

Detailed view of project space.

Project area.
Project Area: Floor 2

Theatres on First Level

Detailed view of project space.
III. Project

a. Vision and Opportunities

i. Vision

The vision for this renovation is based on the three pillars of the mission of the College of Arts & Media overall: art making of consequence, innovative technologies, and engagement with the creative industries. Imagine students working with Denver’s leading companies to build a new creative product in collaboration. Imagine film, recording arts, and music performance students in the sound and dubbing stage creating the sound track for an international film maker. Imagine film and television students recording in the production studio, editing their work in adjoining labs, design and animation students adding motion graphic, and all students moving to a screening room to see their work presented in a professional level screening environment. Imagine CU Denver students taking CAM Gen Ed courses and non-major courses in state-of-the art creative spaces. Imagine the facility in the summer full of high school students engaged in creating films, musical scores, design projects, and more. Imagine the community and campus involvement in creative events, visiting artists, live performances and festivals taking place in the evening. The Tivoli will be an energized creative environment of production, innovation and community engagement.

ii. Opportunities

The project space will allow CAM to address some of the challenges that face the college as outlined in section II.a.ii- Challenges, page 5. It also presents CAM with opportunities that simply are not possible without this allocation of space.

Increasing Enrollment

The Tivoli project provides an opportunity for all three CAM departments to grow. VA will experience a significant increase in space. Areas that are currently in demand by students including Digital Animation, Digital Design, and Illustration, will realize additional space providing an opportunity to increase enrollment. With the addition of a piano lab, MEIS would have the potential to increase the number of currently accepted freshman in the incoming music cohort from 175 to 250 students. Film and Television program can grow the number of students enrolled as majors. In four years, CAM anticipates enrollment in the college to grow from 1,265 to 1,799 majors. The Tivoli project also provides an opportunity to engage faculty and staff in the creation of infrastructure to support ongoing strategic enrollment management.

Moving Film and Television (Film & TV) computer labs, production facilities and faculty offices located on the 8th floor of the CU Denver Building to the Tivoli will provide space that will allow digital design to grow. Additional space for Visual Arts (Illustration) growth will be realized in the Arts Building. Increasing the amount of space dedicated to illustration will provide an opportunity to grow this program. As the programs that are positioned to grow have access to additional and appropriately designed teaching spaces and production studios, we can expand course offerings to include non-major courses. CAM is also interested in developing entrepreneurial certificates, and expanded space offerings will allow for that.

Increasing Student Credit Hour Generation

Our approach to increasing student credit hours centers on leveraging expanded spaces to offer more general education courses, and courses for non-majors. Tivoli Creative spaces 7 and 12 are designed for community engagement events (visiting artists, performances, art festivals etc.) and for courses. General Education courses such as Music Appreciation, Visual Culture, Intro to Art, and non-major courses in film, animation, art history, sound and film are a great match for the spaces envisioned in the Tivoli. In the large theatre, CAM can deliver courses with larger enrollment caps. Moving these classes from their current locations in AHEC General Assignment Rooms, CAM priority rooms, or CAM controlled...
CAM needs more gallery space to exhibit student and faculty work.

CAM wants to start a production company to provide students with real world experience.

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rooms, will free up these rooms for additional credit generating courses.

CAM have already begun designing certificate courses with Engineering, Business School and CLAS and intends to continue developing certificate programs. There is also a demand in the music, theatre, video, visual and digital media areas for professional credential courses. The next iteration of certificate development will be focused on post-baccalaureate certificates designed for professionals. As Tivoli spaces will be outfitted with state-of-the-art technology that supports innovative connectivity, we imagine the facility supporting entrepreneurial certificates. In addition, utilizing the facility for entrepreneurial activities such as certificate course offerings or extended studies classes during the summer, between semesters, and on weekends, creates opportunities for increased Student Credit Hours in CAM.

Program Quality, Recruitment and Retention

In 2013-14, CAM created a strategic plan to develop summer camps for high school students to develop a pipeline of prospective students and to raise the profile of the college. In the summer of 2014, CAM launched it’s first summer music camp. In the summer of 2015, CAM will offer summer camp tracks in music, visual arts and film and television. The goal is to eventually host 500 national and international students every summer. The Tivoli space is integral to these growth plans. Since the Tivoli space will be designed to support film-making, television production, sound dubbing and scoring, motion graphics, websites, apps, and more it is an ideal space to house the summer programs.

The CAM Production Company (Room 139A) will allow VA, MEIS and TFVP students and faculty to develop partnerships with the business community. In the same way, the Sound/Dubbing Stage (room 139B) will give the MEIS faculty and students the opportunity to build a base of experience and knowledge that is simply not possible at the university at present.

The TVFP Program has been particularly affected by limited and shared spaces. The renovation of room 139C will provide a flexibility and quality of space TVFP has not had since CAM started. The TVFP Program can be more strategic and creative in planning productions because space and scheduling will no longer be limiting factors. CAM can capitalize on the community appeal of productions and on the Tivoli’s location proximate to Denver’s significant performing and visual arts venues.

Raise the Visibility and Quality Profile of the College of Arts & Media

A significant challenge for CAM is a lack of public awareness of its programs and the fact that we are situated within a research university. The Tivoli renovation will address this in a variety of ways that will dovetail with the college’s renewed focus on raising its public profile. Creative Space 12 (Room 139V) will be an ideal venue for presentations, visiting artists, speakers series and festivals. CAM regularly struggles with finding an available venue for performances as all arts presentation venues are shared with our campus partners. Events must be booked up to a year in advance.

We envision creating and presenting events in this space that are designed by CAM faculty and
students in partnership with CU Denver Live, other CU Denver schools and colleges, and external organizations. CAM is often asked to partner with other groups and organizations on the delivery of creative events. Due to the shared nature of our King Center venues and policies governing all three entities, CAM does not currently have quality public space that it can control. Creative Space 12 provides this opportunity.

Prepare Students for Employment in Creative Careers

In the Fall of 2013, CAM faculty engaged in a visioning activity to imagine how the Tivoli space could propel the college forward. Designing the Tivoli space to enhance current programs, support collaboration, and launch a CAM production company were ideas that coalesced quickly and with great enthusiasm from faculty.
CAM is committed to providing students with authentic experiences that lead to exciting careers. For many years CAM has discussed the idea of developing courses and/or programs that allow and encourage students to produce works of art in a real-world context. The Tivoli space will make this vision a reality.

The plans for the Tivoli include the creation of a revenue-generating CAM production company. CAM is in the process of building a business plan that will include revenue generation, but one of the core benefits of the production company is the experience it will provide to students. The teaching and learning environment will mirror professional industry standards with equipment that is cutting-edge. These partnerships will provide students with real-world experiences, networking opportunities and projects that will enhance their creative portfolios.
**Space**

The Tivoli space will address all of the space issue outlined as challenges in the following ways.

**Dedicated**

One of the challenges noted was the lack of dedicated space for CAM - space that is not shared with other institutions or other CU Denver entities. The last allocation of dedicated space to CAM occurred nearly 10 years ago on the 8th floor of the CU Denver Building. Some of the most successful programs in the college are now housed there.

**Fragmentation**

The Tivoli space will add another location to the college, but will advance the college’s goal of consolidation in the following ways:

1. The Tivoli is in close proximity to two buildings where CAM have a significant presence: King Center and Arts Building. See the graphic below.

2. The Tivoli space would set in motion a series of events which would culminate in the printing-making and painting studios in

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The Tivoli Renovation will be near to existing CAM space in Arts, and existing and future CAM space in the King Center.
Boulder Creek moving into the Arts Building. CAM would no longer have a presence in that building, which is part of the CCD neighborhood. Placing these studios in the Arts Building would also benefit programs already based in that building—photography, sculpture, painting, and design, and illustration—each of these areas have increased computing requirements.

Moving the studios from Boulder Creek to Arts requires an allocation of funding for the renovation of space in the Arts Building for these studios.

3. The Computer labs projected to go in the Tivoli space will allow TFVP to leave the 8th floor of the CU Denver Building entirely, leaving TFVP space in fewer buildings. TFVP is the most fragmented department in the college.

4. For TFVP, the project means having film equipment near production, and having production all in one location.

Space Shortage

The Tivoli space will address the space shortages identified in the Neoera study in the following ways:

1. The allocation of dedicated CAM space will reduce the current 85,000 assignable square footage shortfall noted in the study.

2. The Tivoli space will allow TFVP to vacate the 8th floor of the CU Denver Building, which will provide more space for Digital Design—one of the fastest growing areas and one noted in the study as an area of need. Enrollment in digital design is currently capped.

3. The projected Tivoli program includes spaces for Film and Television, another area identified in the study as an area of need. This will include production spaces, computer labs, and screening rooms.

4. The National Center for Media Forensics (NCMF) was also identified as an area of need in the study. The addition of the Tivoli space makes it possible AB1 backfill space in the King Center to be allocated to the Dean’s Office, creating space opportunities for NCMF in the Arts Building.

5. As noted previously in the fragmentation discussion, the Tivoli allows space to be allocated in the Arts Building for the Boulder Creek studios. Identifying space for these labs was an area of concern mentioned in the study.

6. Some rotating gallery opportunities will be created in the Tivoli space. Gallery space of all types is an area of need for the college.

Space Quality

Designing space from the ground up gives CAM the opportunity to avoid some of the backbone and utility issues that have plagued other CAM spaces and continue to do so. The following design directives were developed by CAM:

• Design for Flexibility—Programmatically, there is a vision for each of the former theatre spaces. However, each should be designed, equipped, and furnished to promote flexibility of use and where possible equipped to be interchangeable for different activities.

• Provide a Solid Foundation—There are infrastructure items that are critical to the functioning of this space. The design should not compromise on these items, as they would be substantially more expensive to correct later, and they are items that are difficult to secure donor funding for. These items include:

  o Sound Quality and Isolation—The design should begin with the understanding that existing equipment and acoustics are insufficient for CAM’s needs. Each of the theatre spaces should be acoustically isolated and conform to industry standards. The acoustical treatments must isolate vibrations of all types and from all sources. The exterior and interior acoustical sound isolation must be attained through wall...
treatments, doors, ceilings and floor treatments. The acoustical finishes of the interior spaces should be pleasing aesthetically, and the geometry and configuration of all surfaces needs to be aligned with the specific purposes of each room. Development of appropriate architectural barriers that surround equipment, as well as equipment selection criteria that includes requisite sound and vibration isolation and utility sound masking should be explored.

- Internet Backbone. File sharing and transfer is a critical component if the creative spaces are to work with one another. It is also necessary to allow for the storage and manipulation of very large files.

- Electrical- Equipment needs should be well documented- these rooms are likely to be very power intensive.

- Lighting- Adequate lighting that does not emit excessive noise or heat.

- Heating, Ventilation and Air Conditioning. These spaces will be equipment intensive, and the program includes several computing labs as well as a server room. Adequate cooling will be critical. The air movement systems must have calculated air velocities attained through proper duct sizing and routing.

- Connectivity- The theatres should be connected electronically in a way that allows digital audio routing between rooms.

- Security. The presence of very expensive equipment suggests that a strong security system will be needed in the space.

**Increase Donor and Philanthropic Funding**

The Tivoli is a high profile building of historical importance in Colorado and is the perfect place to raise the profile of the college in the eyes of donors and supporters. The spaces that will be created inside the Tivoli will inspire individual donors, philanthropic foundations and commercial entities to invest their time, energies and funds in CAM. The college will be able to increase its volume of visiting artists and speakers that draw donors’ attention with the dedicated spaces in the Tivoli. The beautiful renovation and increasing enrollment will be outward signs that CAM is worth investing in.

The opportunities presented by the Tivoli Renovation are summarized in the chart on the following page.

**b. Activities and Program**

**i. Activities**

The activities that are anticipated to occur in the project space are discussed by category below. On page 22, the room(s) or areas where that activity might take place are shown graphically. In many cases, spaces are shown as needing to accommodate multiple activities.

**Teaching & Learning**

CAM Tivoli spaces will be designed to function as creative, flexible teaching and learning spaces that support innovation and collaboration by utilizing new technologies. The spaces will produce works of art across a variety of arts disciplines.

**Courses**

A number of courses have been envisioned for the space. Some of these would be new courses, others would be existing courses currently taught in other locations. It is expected that Theatre, Film and Video Production courses currently being taught in the CU Denver Building 8th Floor would migrate to the new project space. The production spaces in Tivoli will host current upper and lower division courses, production company courses, a number of CU Denver General Education Courses delivered by CAM, graduate courses, and new Post Baccalaureate Certificate courses.

Some of the courses taught in these spaces will include: Lighting, Grip and Sound, Production, Directing, Acting, Cinematography, Digital Effects, Senior Thesis, Shooting Action, History of Film, Introduction to Art, Music Appreciation, Visual Culture, Art History Survey I and Art History Survey II, Surround Sound, Audio Production I and Audio Production II and others. The graphic on the facing page highlights the rooms that are envisioned to host classroom activities.
<table>
<thead>
<tr>
<th>Challenges</th>
<th>1. Increase major enrollments</th>
<th>2. Increase SCH</th>
<th>3. Enhance Programs</th>
<th>4. Raise Visibility</th>
<th>5. Prepare Students for Careers</th>
<th>6. Address shortage and fragmentation of space</th>
<th>7. Increase philanthropic Funding</th>
<th>CAM Programs Directly Impacted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creative Space 12 (Room 139V)</td>
<td>Quality of space and activities impacts all CAM programs</td>
<td>Offer increased CAM Gen Ed and elective courses to non-majors</td>
<td>Presentations, visiting artists, speaker series, festivals</td>
<td>Presentations, visiting artists, speaker series, festivals</td>
<td>Presentation space, screening room, event reception</td>
<td>Presentations, visiting artists, speaker series, festivals</td>
<td>VA, MEIS, TFVP, CAM Visibility LYNX: Summer Program</td>
<td></td>
</tr>
<tr>
<td>Creative Space 7 (Room 139E)</td>
<td>Quality of space and activities impacts all CAM programs</td>
<td>Presentations, visiting artists, speaker series, festivals</td>
<td>Flexible classroom, motion capture, presentation space, screening room, event reception</td>
<td>Presentations, visiting artists, speaker series, festivals</td>
<td>VA, MEIS, TFVP, CAM Visibility LYNX: Summer Program</td>
<td>VA, MEIS, TFVP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Entry student gathering area</td>
<td>Quality of space and activities impacts all CAM programs</td>
<td>CAM Production Company (Room 139A)</td>
<td>VA, TFVP, MEIS</td>
<td>VA, TFVP, MEIS students, faculty partnerships and CAM</td>
<td>Currently do not have the space to create a production company</td>
<td>MEIS, and TFVP, LYNX: National Arts &amp; Media Summer Program</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sound/Dubbing Stage (Room 139B)</td>
<td>Quality of space and activities impacts TFVP film 7 TV, MEIS</td>
<td>MEIS Recording Arts Grad and undergrad + TFVP Film &amp; TV</td>
<td>MEIS, CAM</td>
<td>MEIS</td>
<td>Currently do not have the space to create a sound/dubbing stage</td>
<td>VA, MEIS, TFVP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Film and Television Program (Room 139C)</td>
<td>Quality of space and activities impacts TFVP film &amp; TV</td>
<td>TFVP Film &amp; TV Program</td>
<td>TFVP, Film &amp; TV, CAM</td>
<td>TFVP, Film &amp; TV</td>
<td>Currently do not have the space to create a production company</td>
<td>VA, MEIS, TFVP</td>
<td></td>
<td></td>
</tr>
<tr>
<td>King Center</td>
<td>Deans' office (including our Academic Advising Center) move vacates Arts Building spaces</td>
<td>Better Dean's office environment enhancing CAM operations and staff work in support of programs</td>
<td>Creates opportunities for VA to expand in Arts Building</td>
<td>Dean's Office and staff spaces, Academic Advising</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tivoli Film &amp; TV faculty offices and computer labs vacate CU Building 8th Floor</td>
<td>Enhances VA teaching and studio spaces in the CU Building</td>
<td>Creates opportunities for VA to expand in CU Building 8th floor</td>
<td>Dean's Office and staff spaces, Academic Advising</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Vacated Dean's Office Area</td>
<td>in Arts building to increase VA program enrollment in Illustration, Painting and Sculpture</td>
<td>to offer art courses for non-majors with more spaces added to VA teaching and studio</td>
<td>Enhances VA teaching and studio spaces in the Arts Building</td>
<td>VA gains a significant amount of space in the Arts Building</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CU Building</td>
<td>move to King Center, Film &amp; TV computer labs move to Tivoli, vacating CU Building Spaces on 8th Floor</td>
<td>Digital Animation and Digital Design spaces in CU Building, impacting the potential to offer courses for non-major students</td>
<td>Enhances VA teaching and studio spaces in the CU Building</td>
<td>VA gains a significant amount of space in the Arts Building</td>
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<td></td>
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</tr>
</tbody>
</table>

Tivoli renovation opportunities.
A full list of courses that could be taught in the Tivoli is below.

**FINE 5350**  Topics in Multimedia  
**FINE 5990**  Contemporary Art: 1960-Present  
**FINE 1001**  Introduction to Art  
**FINE 1001**  Introduction to Art  
**FINE 1001**  Introduction to Art  
**FINE 1001**  Introduction to Art  
**FINE 1111**  Freshman Seminar  
**FINE 2600**  Art History Survey I  
**FINE 2600**  Art History Survey I  
**FINE 2610**  Art History Survey II  
**FINE 3110**  Imaging and Identity  
**FINE 3630**  History of Photography  
**FINE 3635**  Photography Now  
**FINE 4990**  Contemporary Art: 1960 to Present  
**FITV 1000**  Introduction to Visual Culture  
**FITV 1550**  Scriptwriting 1 - Fiction  
**FITV 1550**  Scriptwriting 1 - Fiction  
**FITV 2090**  Production Mgmt for Film and TV  
**FITV 2090**  Production Mgmt for Film and TV  
**FITV 3200**  History of Film to 1937  
**FITV 3500**  Writing for Episodic Television  
**FITV 3500**  Writing for Episodic Television  
**FITV 3600**  Denver Film Festival  
**MUSC 2700**  Introduction to Music Business  
**MUSC 3210**  Music and Entertainment Marketing  
**MUSC 3220**  Artist Management  
**MUSC 3690**  Concert Promo., Tour, Venue Mgmt  
**MUSC 3700**  Music Entert. Business in Dig.Age  
**MUSC 3710**  CAM Records  
**MUSC 3720**  Law and the Music Industry  
**MUSC 3755**  Music Publishing  
**PMUS 1001**  Music Appreciation  
**PMUS 1001**  Music Appreciation  
**PMUS 1001**  Music Appreciation  
**PMUS 1001**  Music Appreciation  
**PMUS 1001**  Music Appreciation  
**PMUS 1001**  Music Appreciation  
**PMUS 1001**  Music Appreciation  
**PMUS 3060**  Ensemble Engineer  
**PMUS 3100**  US Music: Social & Political Impact  
**PMUS 3100**  US Music: Social & Political Impact  
**PMUS 3827**  History Of Jazz  
**PMUS 3830**  History and Literature of Music I  
**PMUS 3830**  History and Literature of Music I  
**PMUS 3830**  History and Literature of Music I  

Creative Production  

Space designed to support collaboration and interdisciplinary art making does not exist within the College of Arts & Media presently. The spaces that are envisioned for the project, particularly their infrastructure and equipment, will open up funded research and creative work opportunities for faculty and students. For example, film makers working with sound designers to build the sound track for a new film, while Digital Design creates animations and motion graphic pieces that will be included in the film. This type of activity represent what CAM is all about.

Public Events  

Beginning with the earliest conversations about the new project space, one of the common threads has been the need and desire to use the facility for public events- master classes, film festivals, visiting artists, performances, conference events, fund raising events, high school recruitment events, a place to present student research/creative works and more. It is important, however, to draw a distinction between the spaces where these types of activities are intended and desired, and those where they are not. The public event spaces are shown on the floor plan on the following page. All of these rooms might not be open for every event, but each of them would have some public function and should be planned and designed as such. One of the events related needs for the facility is a food prep/catering set up area.

CAM Production Company  

Production for the purposes of this section of the document is defined as teams of students and faculty
working for internal and external organizations to create products and innovative solutions. Production is an important component of the project, as it provides students with authentic real-world experiences in creative production and collaboration. As shown on the floor plan on the following page, client-driven production is primarily expected to develop in one room, and expand into other Tivoli spaces as the creative products needed include films, sound dubbing, or Foley work.

Gathering

While the new project will have a community function, the space should provide a similar benefit to the college, particularly its students.

Space should be identified that will provide students, staff and faculty with places to gather, study, socialize and collaborate. Students should be drawn to this area. It is hoped that the gathering places in the project area will allow students to feel more engaged, and engaged students result in retained students. Some areas that might be explored for this purpose are shown on page 22.

Storage

There is a small storage component to the project’s program. The storage needs are expected to include space for restroom and cleaning supplies and other items that are used to support the facility. In addition, CAM has identified the need to store a film collection, and audio-visual equipment that is available to be checked out. (The floor plans on pages 22 and 23 indicate the areas identified for storage).

Support and Telecom

The college has indicated a need for some server equipment to be located within the project space. In addition, a control unit for audio routing will be needed. Conversations at this point suggest that these would go on the second floor, as shown on page 23.

ii. Program

The chart on the following page lists the program elements that are to be accommodated within the project space. These are conceptual assignable square footage numbers based on standards and will not reconcile exactly with the rentable square footage numbers quoted in the lease. The design team will do a program verification with the college during the design process. Given that the space is already well defined by the walls which divide the current theatres, programmatic discussions have led to contemplation about specific uses for specific rooms. There has also been some discussion of flattening out some of the theatre spaces, as all of them are currently tiered. In the rooms where that is desired, it has been noted. A breakdown of each room is provided below.

Lobby- Rooms 139, 139G, 139H, 139F

The lobby uses that have been discussed include gathering, studying, reception, catering, and storage. There is some concern given the goals for that space that this area is of adequate size to accommodate the gathering needs for events and for daily use. If events require more space, AHEC has agreed to allow CU Denver to use the main lobby as long as it is not being used for another event.

Creative Space 7- 139E

Creative Space 7 will be a flat-floor flexible space designed to accommodate classes, CAM receptions, events designed for internal and external audiences, recruitment activities, and hang-out space for students and audiences waiting for events to begin or classes to start. We envision technology that allows us to do live streaming; film screenings, motion capture demonstrations, performances, and presentations and interactive displays of CAM creative works. Creative Space 7 has been contemplated for use as a screening room and flex space. The desired seating capacity for the screening room is 60 persons. To the extent that it can be accommodated, this would be the most logical area to provide some additional gathering space and provide an enhanced “entry experience” in conjunction with the lobby. It may be necessary to explore flattening out a portion of this room if some of it is dedicated to gathering or entry.

Creative Spaces 8 and 9- Rooms 139D and 139C

Creative Space 8 and 9 will be the home of the Film and Television program. The program is designed to prepare students for careers in film and television production. Students learn about script writing,
directing, pre-production, post-production, the film and television industry, and history and theory as they apply to film and Television. The space is designed to house all courses offered in the program. Those courses range from film shooting, which requires a production space environment, to seminar courses focused on writing, to film editing in a computer lab environment. Collectively in these two rooms the following needs to be accommodated are: (2) editing classrooms with 25 seats each, a Film and Television Production Studio, and a seminar classroom. Ideally, all of these rooms or spaces would be flat; so some flattening of these two rooms is anticipated.

**Sound Dubbing Room- Room 139B**

The sound dubbing room will include a Foley Pit, a Sound Mixing console, and a classroom area capable of seating 45-50 students. One of the concepts that has been discussed is to have the room arranged in the following sequence, from presentation wall to the entrance: Foley Pit (flat), classroom (sloped), sound console (flat). The Foley Pit should be large enough to accommodate 9 squares. Common Foley surfaces include concrete, granite, linoleum, metal, wood deck, tile, wood floor, gravel, dirt, sand and grass. There has been some conversation about locating a combined Voice Over Booth/Foley Pit and between rooms 139B and 139C, so that both of these rooms could make use of the voice over capabilities.

**Production Company Room 139A**

The CAM productions room should include the following: (1) 30 X 20 conference room, (1) Production Room (an area capable of accommodating 10-12 computing stations), (2) mixing suite (7 X 8 each), (1) recording booth (4 X 8), and (2) offices. The room should be flat. Below are some of the services that could be offered by a production company.

- Advertising
- Art Direction
- Branding & Identity
- Consultancy
- Concept Development
- Content Development
- Design System
- Environmental Design
- Event Design
- Exhibition Design
- Website Design
UX Design
UI Design
Motion Design
Sustainable Design
Behavioral Design
Data Visualization
Identity
Interactive Design
Print collateral
Packaging
Signage
App Development
E-Publications
Banners
Editable PDFs
Logos / Business cards / Stationery
Editorials / Magazines / Pamphlets
Restaurant menus and collateral
Posters
Book Design
Branding Development

**Creative Space 12- Room 139M**

This space is intended to look and function much as it does today, as a community movie theatre space and a classroom. The desired seating capacity is 140, and the sloping in the room should remain. CAM has asked for a presentation stage to be added to this room.

**Second Floor Storage**

The second floor area could be used for storage and equipment check-out, but will also be examined for use as a faculty and/or staff landing space. It should also be able to accommodate a server room and audio controls.

**c. Operation Plan**

CAM are currently working on a operating plan for the new project space. Early conversations have identified a need for 3 FTE staff to manage and operate the facility. More details are forthcoming.

**d. Budget**

The budget that has been allocated for this renovation is $1.9M, which includes construction costs, soft costs (design fees, permitting, etc.) and furnishings, fixtures and equipment (FFE).

**e. Schedule**

The project schedule for renovation in the Tivoli is shown below.

<table>
<thead>
<tr>
<th>Task</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design Team Selection</td>
<td>COMPLETE</td>
</tr>
<tr>
<td>Start of Design</td>
<td>October 2014</td>
</tr>
<tr>
<td>Construction</td>
<td>January-July 2015</td>
</tr>
<tr>
<td>Furniture Install/Moves</td>
<td>August 2015</td>
</tr>
</tbody>
</table>
IV. Relationship to Other Projects/Planning

A group was formed in the spring of 2014 to examine the larger landscape of space for the College of Arts & Media and to formulate ideas about how CAM might best utilize some of its space opportunities, including the Tivoli. The group was comprised of representatives from the CU Denver Office of Institutional Planning and the Associates Deans and department chairs from CAM. At the time, there were multiple, overlapping space planning conversations occurring and the goal was to consider each of these as a way to advance the overall goals of the college instead of as individual, unrelated efforts.

The program and goals for the Tivoli CAM space were developed in conjunction with the following efforts:

a. CAM Space Study

In early 2014, Neoera was hired to conduct an analysis of existing space needs for the College of Arts & Media. The final report (included as executive summary, Appendix A), published on July 23rd, 2014, outlined a number of pressing needs. These are discussed beginning on page 5. Of the items noted in the report, the lack of departmental identity and space needs related to program growth figured very prominently into the conversations regarding a production company space. As the one space used by all CAM departments, this will provide a focal point for the college.

b. Arts Building and King Center

The five-year capital construction plan for the Auraria Higher Education Center (FY2015-16- FY2019-20) was recently submitted, and it contains two projects that are of particular interest to CAM. The number two campus priority is a renovation of the King Center, which would likely include some additional square footage. The number three priority of the Auraria campus is a renovation of the Arts Building. Preliminary conversations between AHEC staff and leadership from the respective arts programs from the three Auraria institutions indicate a desire to consolidate performing arts in the King Center, and in doing so create opportunities for

Visual Arts in the Arts Building. AHEC has received funds to begin a program plan effort for both of these projects, so these conversations will continue over the next six months.

c. Academic Building 1 Backfill

The College of Arts & Media have been allocated 6,043 gross square feet of space on the 5th floor of the King Center as part of the Academic Building 1 project. The space was formerly assigned to History and Political Science. A budget of $438,605 has been allocated for the renovation of the space, which amounts to a light renovation or primarily finish work (carpet, paint, etc.). Due to a long list of needs within the college and few opportunities at the time, initial discussions produced nearly ten options that varied widely by both space type and department. Very few of the options would have been feasible within the budget. When the opportunity for space in the Tivoli arose, it allowed the college to focus the thinking on the King Center space, as some of the space needs targeted in the initial King Center scenarios are now being addressed in the Tivoli project, either directly or indirectly. The college has now identified one plan for the King Center. The plan involves moving the CAM Dean’s office to the King Center 5th floor along with the offices of TFVP that are currently located in the CU Denver Building. This will create indirect space opportunities in the Arts Building (current CAM Dean’s space) and in the CU Denver Building (current TFVP space).
V. Case Studies

The following are examples of university operated production companies similar to that being proposed by the College of Arts & Media.

**Virginia Commonwealth University, DaVinci Center**

The following description is taken from the website of the DaVinci Center (http://www.davincicenter.vcu.edu/)

A collaboration of VCU’s Schools of the Arts, Business, Engineering and College of Humanities and Sciences, the VCU da Vinci Center is a unique collegiate model that advances innovation and entrepreneurship through interdisciplinary collaboration.

The academic and other program offerings of the da Vinci Center aim to create T-shaped individuals: individuals who are anchored in a discipline and have the capacity and openness to span across disciplines.

Students participating in the da Vinci Center view innovation and entrepreneurship from multiple disciplinary perspectives, and thus, are prepared for the 21st Century workforce by more robustly approaching the innovation/entrepreneurship endeavor.

2014 Companies and project plans that have engaged the DaVinci Center to realize new innovations include:

- **Dupont** - The team will be asked to design a trade-show exhibit that demonstrates superior attributes of one of DuPont’s products.

- **Kimberly Clark Corporation** - The team will be asked to evaluate an existing product and recommend improvements to gain a competitiveness edge and grow market share.

- **Pfizer Consumer Healthcare** - The team will identify key insights and needs surrounding a Pfizer product. Based on these insights, the team will design product, packaging, point-of-purchase, and/or other promotion solutions.

- **TKL, Inc.** - The team will examine the company’s line of guitar boxes and devise new box concepts and other ways to improve and spur innovation.

All current and past projects can be found at http://www.davincicenter.vcu.edu/the-work/current-projects/

**Savannah College of Art & Design, Collaborative Learning Center**

The following description is taken from the website of the Collaborative Learning Center (http://www.scad.edu/about/industry-partnerships/collaborative-learning-center)

The Collaborative Learning Center partners with a wide variety of businesses, brands and organizations to research and solve challenging problems by drawing on the talents of top students from SCAD’s more than 50 design disciplines. From developing interactive environments to re-energizing package
designs, the CLC cultivates active engagements among distinguished industry professionals, students and faculty through authentic, real-world collaborations. Each year, the CLC generates nearly 40 distinct market place projects to support the mission of preparing talented students for professional career.

SCAD Collaborative Learning Center Case Studies
http://www.scad.edu/about/industry-partnerships/collaborative-learning-center/case-studies

Example Projects

Whole Foods Market opened one small store in 1980 in Austin, Texas. Since then, the company has become one of the world’s leading retailers of natural and organic foods with more than 340 stores throughout North America and the United Kingdom. In August 2013, Whole Foods opened its first store in Savannah, Georgia, with a unique and creative feature. A few months before the grand opening, Whole Foods challenged SCAD students to develop a mural concept for its new store — a single design concept that would link the brand to the Savannah community. The catch: the students had just 24 hours to complete the design.

Kids II is one of the world’s fastest growing baby-product companies. For its first collaboration with SCAD, Kids II conducted its first-ever toy design project. With guidance from the Kids II design team, 11 industrial design students conceptualized and prototyped new toy concepts for the company’s Bright Starts™ brand. The goal for each participant was to create a toy or family of toys that aids the cognitive, emotional and physical development of children aged infants, or children ages 12-36 months. All students received course credit for their work and material for their portfolios. Top honors went to Garrett Miller, who received a $4,000 scholarship award for his Color N’ Croak & Caterpillar Teether; Zarni Ko, who earned the $2,500 second place award for his hippo; Sang Hyuk Lee earned the $1,250 third place award for his Crack & Roll toy and Shane Bloomberg was awarded a $400 honorable mention prize for his Push & Play innovation.
Executive Summary

This space study report describes the efforts that took place in the first half of 2014 to analyze instructional spaces currently occupied by the University of Colorado Denver’s College of Arts and Media (CAM). CAM is comprised of three (3) departments:

- Visual Arts (VA)
- Theatre, Film, and Video Production (TFVP)
- Music and Entertainment Industry Studies (MEIS)

The contents of this document describe the existing space deficiencies within the aforementioned departments. It also compares these spaces with those required to fulfill current need. This space study does not include information pertaining to the strategic direction and growth of each department.

CAM primarily occupies space in eight buildings on the downtown campus. These buildings include:

- University of Colorado Denver Building (14th St)
- Arts Building
- King Center for Performing Arts
- Administration Building
- Media Center (basement of Library)
- Boulder Creek (formerly the Technology Building)
- Emmanuel Gallery
- North Classroom

Spaces analyzed include: faculty and administrative office and support space; teaching environments (classrooms, instructional labs); exhibition space; rehearsal and performance venues; and associated support spaces related to faculty and administrative office and support space teaching environments.

CAM currently occupies approximately 110,000 assignable square feet (ASF). Approximately 56% percent of this square footage is shared with other institutions on campus: Metropolitan State University of Denver (MSU Denver) and Community College of Denver (CCCD). Approximately 4% of the 110,000 ASF is shared within the CAM departments. In order to further define the nature of CAM’s ownership of the shared spaces, a “prorated” dedicated square footage was determined based on the percentage of time CAM occupies a shared environment. (This method will be explained further in the Section 2 of this document and can be found in the Existing Space Listing spreadsheet.) Incorporating this method of categorizing shared space, CAM departments occupy approximately 72,000 dedicated assignable square feet (ASF).

Through touring and analyzing existing locations, a current space deficiency of approximately 54,000 ASF was determined. This deficiency includes faculty and administrative office and support space, teaching environments, exhibition space, rehearsal and performance venues, and associated support spaces.

CAM is comprised of three (3) departments:

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executive summary

1.2 definitions

The following terms are used throughout this report and bear significance in the text, spreadsheets, tables and graphs.

- **ASF**: Assignable Square Feet is the number of square feet as measured within the walls of a room.
- **GSF**: Gross Square Feet is the full building floor area to the outside face of the exterior walls including corridors, mechanical spaces and partitions.
- **D1** and **D2** programs: Instructional space can be categorized as "Main Campus" or "D1," which receives unrestricted funding such as tuition and state funds to operate, and "Extended Studies" or "D2" which receive auxiliary revenue and operates as a business, with revenue generated directly by students and donors.
- **Contact Hour**: One 50-minute unit of instruction time per student in a teaching space.
- **Weekly Student Contact Hour (WSCH) or Seat-Hours**: The number of equivalent hours (50-minutes = 1 contact hour) that seats are occupied in a week during scheduled on-campus classes, regardless of whether credits leading to a degree are awarded. They are collected on the basis of room use, i.e. by lectures (in classrooms, labs and seminars). The number of WSCH is determined for each instructional space (classrooms and instructional laboratories) as follows:

1.1 general summary

Neoera Inc. was hired by the University of Colorado Denver in January of 2014 to conduct a study of the College of Arts & Media (CAM). Similar studies were developed for Metropolitan State University's Art, Music and Theatre programs in 2012, and the Auraria Higher Education Center commissioned a study in 2013 which analyzed the rehearsal and performance venues for the Music and Entertainment Industry Studies and Theatre, Film and Video Production programs. While the King Center study evaluated the rehearsal, performance and support spaces for the CU Denver Music and Theatre programs, the study did not evaluate office, classroom and instructional laboratory spaces for these programs.

As a result of this study, it is apparent there is a shortage of nearly all spatial types for the departments. Specifically, there are shortages in office space for teaching staff, office support and storage, classroom space and particularly instructional laboratory space. The departments were well served by this study and realizing that they do not occupy space with the King Center, the Academic Programming and Planning Council's recommendation for a full programming effort to be undertaken by the colleges of Arts & Media and Performing Arts at the University of Colorado Denver was accepted. The design team recommends that a full Programming effort be conducted subsequent to this study to evaluate the College's future departmental needs and potential. This will be discussed in Section 3 of the report.

2

Note

The final report is being prepared for the University of Colorado Denver. It includes all of the information from the previous reports on the College of Arts & Media's educational programs, including a full description of the facilities and space requirements for each program. The report also includes a detailed analysis of the space utilization and utilization factors for each program, as well as recommendations for future space needs and potential strategies for meeting those needs.
### Executive Summary

For example, in Classroom 1000, there are 15 students taking Art 101. Each student spends 5 contact hours in the classroom each week. The classroom is used for general classroom instruction and small group instruction. The classroom is equipped with moveable tables and chairs, and the room is equipped with a baby grand piano. The room is available for use by music students on a first-come, first-serve basis.

### 1.2a Spatial Type Definitions

- **Offices**: Offices are private workspaces for faculty and instructors. Spaces included under this heading are spaces for administrative personnel, adjunct professors (lecturers), work study students, and support spaces including reception areas, break and print rooms, and storage areas.

- **Teaching Studio Offices**: There are offices, primarily for the Music and Entertainment Industry Studies program, which are private, acoustically sound, and larger than CU Denver standard offices. These offices are intended for professors to teach students instrumental lessons. For instance, a piano student would be taught in a studio with a baby grand piano.

- **Practice Rooms**: Practice rooms are small, acoustically sound spaces where one student or a small group of students can practice their instruments. These rooms are available to students as long as the building is open. These rooms are occupied on a first-come, first-serve basis.

- **Classrooms—General Assignment and Specialized Classrooms**: There are two types of classrooms specified in this document. General Assignment classrooms are lecture-style classrooms that do not require specialized equipment. These classrooms contain moveable tables and chairs, or, in the lecture halls, tablet style seating. Specialized Classrooms are spaces that require specific equipment which need to be secure from other departments and institutions. They are often used for mornings or evenings, particularly on the main campus, and can be used for different departments and institutions.

### 2. Instructional Laboratories

Instructional laboratories are rooms in which highly specific pedagogy is taught. These rooms are primarily computer labs, drawing studios, recording studios, TV studios, and theatrical spaces which require specific equipment and incorporate a wide range of ASF per student to accommodate the various methods of teaching. The quantity and size of the instructional laboratories shown in the preliminary program are based on detailed contact hour analyses, pedagogical needs for each department, and widely-recognized space standards as published by the Council of Educational Facility Planners International (CEFPI).

### 3. Utilization Rate (UR)

There are two components to utilization—room use and station occupancy.

- **Room Use**: The number of hours a room is in use or planned for use for scheduled classes.
- **Station Occupancy Rate (SOR)**: The percentage of seats occupied or planned for occupancy during scheduled classes.

The SOR can be calculated as follows:

\[
\text{WSCH} = (\# \text{ Hours Classes are Scheduled}) \times (\# \text{ Students in Scheduled Classes})
\]

\[
\text{SOR} = \frac{\text{WSCH} (Seat-Hours)}{(\# \text{ Seats in Room} \times \text{Contact Hours})}
\]

For example, in Classroom 1000, there are 15 students taking Art 101. Each student spends 5 contact hours in the classroom each week. The classroom is used for general classroom instruction and small group instruction. The classroom is equipped with moveable tables and chairs, and the room is equipped with a baby grand piano. The room is available for use by music students on a first-come, first-serve basis.
In the previous section, the goal was to understand the needs of each department and their space requirements. The investigation began in late January 2014 with a group of departmental representatives from the College of Arts & Media, the Associate Dean of Academic and Student Affairs, the interim departmental chair for Theatre, Film and Video Production, CAM's Director of Information Technology and Facilities, and the Associate Vice-Chancellor for Budget and Finance. The design team attended workshops and directed the design team throughout the space study. Through a process of five scheduled all-group workshops, five space tours (one for each department), email correspondence, and numerous phone calls, the design team arrived at the Existing Space Study and Preliminary Program as described in this document.

### Existing Space Listing

The design team and departmental representatives toured all spaces occupied (dedicated and shared) by the individual departments. Each space was categorized into one of the spatial types as shown in the previous section.

### Emphasis within Departments

Midway through the study, it was determined that each department should be further categorized into specific emphases to accurately reflect departmental needs. The Existing Space Listing and Preliminary Program describe each emphasis and total the square footage needs at the end of each section.

### Class Schedules

The design team received class schedules from the individual departments and refined this information with each department chair to arrive at the most accurate information available. Utilization of classrooms and instructional laboratories were based on the Spring 2014 semester, which generally showed more utilization than Fall 2013.

### Performance Venues

As described previously, the performance venues and ancillary performance spaces were determined during the King Center study in 2013. It was verified with each department that needs for these spaces remain consistent with the 2013 study. However, the spaces were reclassified as performance venues and ancillary performance spaces were deferred in the 2013 study.

### Ancillary Performance Spaces

Ancillary Performance Spaces are typically back-of-house areas that provide complementary functionality to the performance spaces and public areas of the building. Green rooms, dressing rooms, costume shops, storage areas, and restrooms are just some of the spaces included in the Preliminary Program.

### Space Study Process Detail

- **Existing Space Listing**: The design team and departmental representatives toured all spaces occupied (dedicated and shared) by the individual departments. Each space was categorized into one of the spatial types as shown in the previous section.

- **Emphasis within Departments**: Midway through the study, it was determined that each department should be further categorized into specific emphases to accurately reflect departmental needs. The Existing Space Listing and Preliminary Program describe each emphasis and total the square footage needs at the end of each section.

- **Class Schedules**: The design team received class schedules from the individual departments and refined this information with each department chair to arrive at the most accurate information available. Utilization of classrooms and instructional laboratories were based on the Spring 2014 semester, which generally showed more utilization than Fall 2013.

- **Rehearsal and Performance Venues**: As described previously, the rehearsal, performance venues and ancillary performance spaces were determined during the King Center study in 2013. It was verified with each department that needs for these spaces remain consistent with the 2013 study.

- **Performance Venues**: Performance spaces were deferred in the 2013 study. However, the needs were verified with each department and it was determined that these spaces were necessary for the operation of the College of Arts & Media.
Executive Summary

It was found that there are numerous deficiencies in current facilities and operations, affecting educational outcomes and the capacity of the university. These deficiencies are primarily related to space, technology, and support services. The report highlights the need for significant improvements to ensure a high-quality educational environment.

1.4 Existing Facilities Assessment

It was found that there are numerous deficiencies within the buildings/spaces that CAM currently occupies. The most significant deficiencies are listed below. A more detailed analysis of existing facilities can be found in Section 3 of this document.

Office Space Deficiency

It was discovered that there are significant deficiencies within dedicated office space for each department. Often times faculty share offices because there is not enough space for individual private offices for full-time and even tenure-track faculty. A more serious concern is the lack of workstation space for adjunct professors within each department. In most cases, there is no dedicated space for these professors to hold office hours with students or even “touch down” between classes.

Over Utilization of Instructional Space (Classrooms and Laboratories/Studios)

Many instructional spaces are utilized significantly more than standard CCHE utilization rates. CCHE recommends classrooms be utilized 67% of a 45-hour week and laboratories be utilized 80% of a 30-hour week. Over 45% of the classes scheduled in these spaces are utilized at a rate higher than recommended. A more detailed analysis of these spaces can be found in Section 1 of this document.

Inefficient Use of Instructional Space (Classrooms and Laboratories/Studios)

As detailed analyses were completed for the instructional classrooms and laboratories, it was discovered that there are inefficiencies in the size of classrooms compared to the total enrollment capacity. In many cases, intentionally small class sizes are scheduled in larger classrooms because there are no adequately-sized classrooms available. This leads to overcrowded conditions and hampers learning.

Performance Venues

The existing performance venues are sized adequately. However, due to the expansion of programs (namely Metropolitan State University’s Theatre and Music departments), an increasing number of requests are made to encroach upon CU Denver’s scheduled time within the venues. This type of interaction does not provide a fair distribution of time to the performing arts and music departments. In many cases, the spaces provided are not adequate for the number of students and faculty involved.

Acoustics

Acoustics issues are a significant problem for the MEIS department specifically. There are two main issues with the acoustics: 1) Sound Isolation; and 2) Loudness.

Sound Isolation: Practice rooms and ensemble spaces are not well sound-proofed and most instruments can be heard throughout the Arts Building. This lack of sound isolation causes significant distraction in teaching spaces and significantly hampers learning.

Loudness: The existing performance venues do not provide adequate sound levels for effective performances. This is especially true for music and dance performances.
Executive Summary

Loudness: At the present time, the acoustic properties and noise levels in practice rooms and ensemble spaces do not adhere to the National Association of Schools of Music (NASM) accreditation standards. A study of actual decibel levels in these spaces needs to be conducted to determine the extent of the problem.

1.5 Preliminary Program Assumptions

Based on the previously outlined Space Study Process, a summary of program spaces based on current need has been developed. Please note that this program has been based on current need only and does not reflect strategic planning and departmental growth. The program assumes dedicated space for each department and it has been expressed that inter-institutional sharing (in most cases) creates scheduling problems and inefficiencies and does not allow programs to grow according to the pedagogy established by CAM.
There are a number of significant concerns that the design team identified, and these concerns were prioritized to guide the recommendations. The following sections address the key areas of concern:

1. **Lack of Instructional Laboratories**
   - **Reasons**: The Visual Arts department has lost instructional laboratories due to the expansion of other programs. The loss of these spaces will have a significant impact on the department's ability to conduct core visual arts activities.
   - **Recommendation**: The design team recommends finding additional spaces specifically for the Digital Design and Film and Television programs. These two departments currently share computer laboratories, and growth in both programs will require dedicated spaces.

2. **Program Growth and Instructional Laboratories**
   - **Reasons**: The National Center for Media Forensics (NCMF), an emphasis within the Music and Entertainment Industry Studies program, is currently housed within the CAM Dean's Office suite. The space is under-sized and does not function well.
   - **Recommendation**: The NCMF program should be re-located and adjacent to other Music and Entertainment Industry Studies programs. The CAM Dean's Office could utilize the space if the Forensics program moves.

3. **King Center Rehearsal and Performance Space**
   - **Reasons**: The Theatre and Music and Entertainment Industry Studies programs need rehearsal and breakout spaces. As current numbers indicate, there is no rehearsal space for either department. The performance spaces are being used as rehearsal venues, which places significant wear and tear on the facilities.
   - **Recommendation**: Additional rehearsal and performance spaces are needed for growth in the Music and Theatre programs.

4. **Critique and Exhibition Space**
   - **Reasons**: The Visual Arts department lacks dedicated space for the critique of art projects and exhibitions. Student exhibitions are currently held off-campus or in shared spaces, which can be challenging.
   - **Recommendation**: The design team recommends creating dedicated critique space for the Visual Arts department.

5. **Lack of Departmental Identity**
   - **Reasons**: There is a significant lack of identity among all departments. The Visual Arts department has some presence within the CU Building, but this is lost due to its proximity to other programs.
   - **Recommendation**: The design team recommends enhancing the identity of each department on campus.

These concerns are rooted in a lack of sufficient space for the growth and development of the departments. As the program continues to grow, the need for adequate space becomes even more critical. The design team recommends addressing these concerns through the creation of additional spaces that are specifically tailored to the needs of each department.
section 1

executive summary

Departmental offices are consolidated in the same location so that students are not lost in determining where their program is centrally located.

6. Lack of College of Arts & Media Identity

This is one of the design team’s greatest concerns for CAM. There is no indication of this college of the campus, or the program and the department of CAM is needed for the CM program and the department of CAM to assist in creating an identity for CAM.

Recommendation

The design team recommends that a full Programming effort be performed to examine the department and departmental space needs of the department and determine which can be shared and which can be separated. The design team recommends that a full Programming effort be performed to examine the department and departmental space needs of the department and determine which can be shared and which can be separated.
b. Lease
Constituent Traffic

Appointments 2016 - 2017: 1705
Placements 2016-2017: 963
Workshop Attendance 2016-2017: 1740

Office Staff and Culture

Number of Professional Staff: 5
Number of Graduate Interns: 2
Number Student Staff: 10

Description of Office & Culture:

-Mission & Vision:
"The Experiential Learning Center's mission is to be the resource for the facilitation of learning experiences that integrate and enrich academic knowledge, professional development, and undergraduate research and scholarly activity."

-Office Culture Keywords:
"Collaborative | Student Development | Dynamic | Evolving | Professional | Exceptional"

Website and Social Media

Website: www.ucdenver.edu/elm
Facebook: @UCDELC
Twitter: @CUDenverELC
Constituent Traffic

Appointments 2016-2017: 1906
Workshop Attendance Fall 2017: 214

Office Staff and Culture

Number of Professional Staff: 7
Number of Graduate Interns: 2
Number Student Staff: 11

Description of Office & Culture:
-Mission & Vision:
"The University of Colorado Denver Career Center strives to provide personal and meaningful interactions with students in order to prepare them for the world of work."

-Office Culture Keywords:
"Amazing | Collaboration | Creative | Innovative | Dynamic | Resourceful"

Website and Social Media

Website: www.ucdenver.edu/careercenter
Facebook: @CUDenverCareerCenter
Twitter: @CUDenverCareerCenter
Event Stats

Career Fairs

2016-2017:
- Students: 1418
- Employers: 158

2015-2016:
- Students: 1487
- Employers: 215

On-Campus Interviews

2016-2017:
- # of Interviews: 202
- Employers: 19

2015-2016:
- # of Interviews: 229
- Employers: 28
Appendix F

Floor Plans for Spaces to be Renovated
(See Attachment)

END OF ADDENDUM