



Wellness Center Program Plan



University of Colorado **Denver**

May 20, 2015

Acknowledgements

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A special thank you for the tireless efforts of countless student leaders in preparation for the student referendum. This is not possible without your dedication and service to your university.





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Executive Summary



Executive Summary

In 2012, a group of CU Denver students approached university administration with concerns about the current state of recreation and wellness at the university. The PE Events Center, an aging facility that houses the only recreation facilities currently available to CU Denver students, collectively serves the daily recreation needs of over 40,000 students on the tri-institutional Auraria Campus, while also functioning as home for Metropolitan State University of Denver's athletics and academic programs. While this facility struggles to meet the current needs of CU Denver students, campus life and club sports are experiencing rapid growth and students need additional space to practice, to workout and to acquire valuable life skills while managing their challenging schedules.

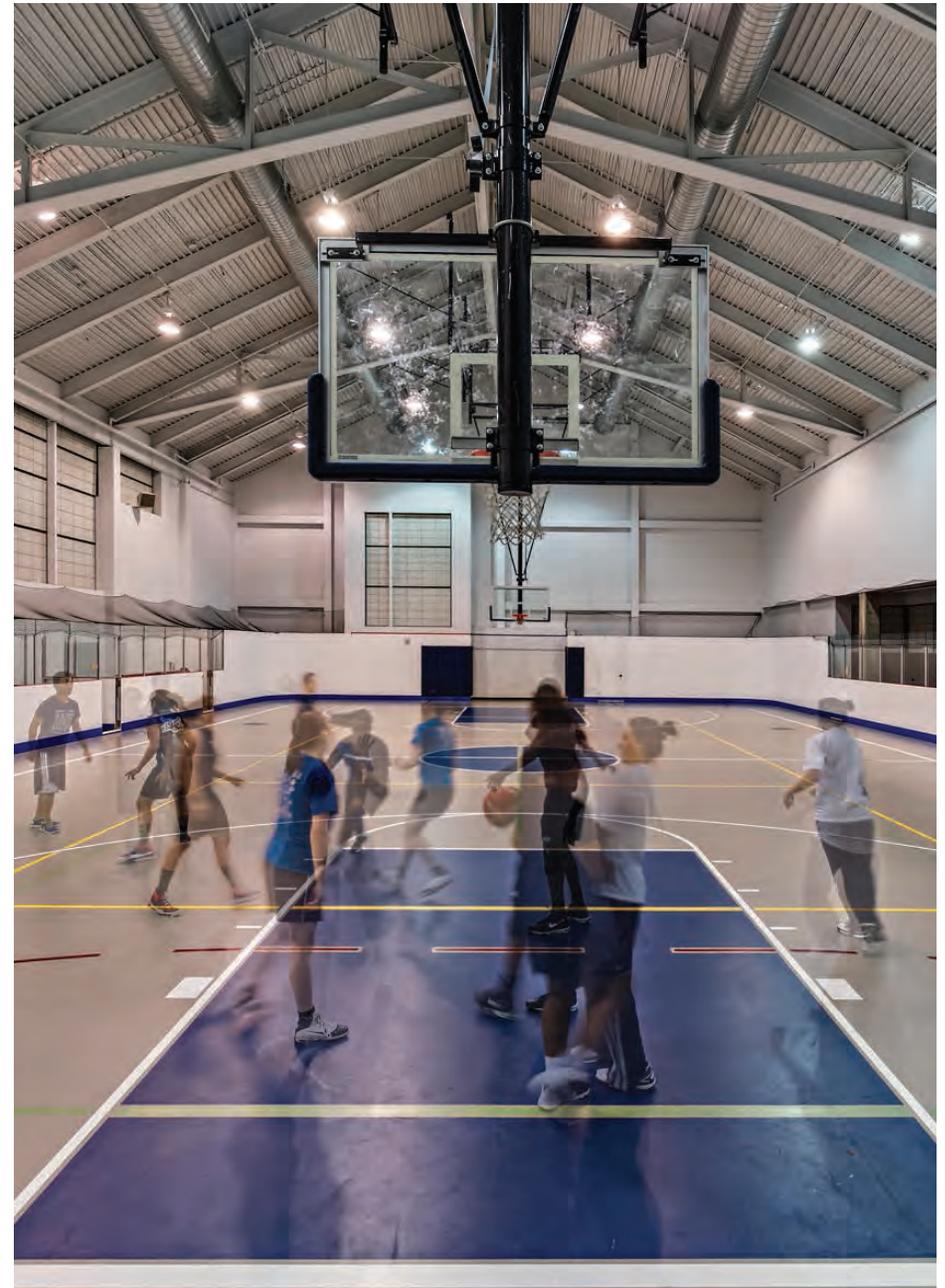
A Wellness Center Program Study was commissioned by the university to explore the idea of a CU Denver exclusive wellness center within the CU Denver neighborhood. The primary objectives of the study were:

- Determine the recreation and wellness needs of the CU Denver Community
- Locate a potential site within the CU Denver neighborhood to locate the facility
- Determine the optimal balance of student fee and building program.
- Support CU Denver student leaders in an effort to educate the student body about the wellness center fee referendum and increase voter turnout.

The study revealed significant support for a CU Denver Wellness Center by students and the larger CU Denver community. The balance of student fee tolerance and desired building amenities was determined to occur at an estimated \$42.4M project totaling approximately 85,000 gross square feet. Funding a facility of this size will require a student fee of \$6 per credit hour per term for the first two years (2015–2017) and \$12 per credit hour per term thereafter. In April of 2015, CU Denver students voted to approve a student fee, and the fee was approved by the Board of Regents on April 17, 2015. CU Denver is also pursuing donor opportunities as a means to reduce the project's reliance on student fees.

The facility will be located at the intersection of 12th and Walnut Streets adjacent to the Student Commons Building in the Redwood Parking Lot. The site lies within the CU Denver neighborhood on the Auraria Campus.

Design is expected to begin in July of 2015 and the CU Denver Wellness Center is projected to open in January of 2018.



Project Background



Project Background

Nationwide, colleges and universities are realizing the critical role that student life facilities play in the enhancement of campus life. On many campuses, student wellness and recreation centers are used as strategic assets that help increase enrollment, improve retention, and raise student satisfaction, thus achieving important institutional goals and improving campus community. Ideally, these facilities improve academic performance and achieve other important learning outcomes for students, faculty, and staff.

Wellness centers are often the hub of activity on campuses; promoting fitness, social skill enhancement and holistic wellness while mitigating stress for students. These facilities are no longer solely fitness and intramural sports venues. They are a place for all students to learn new skills, instill lifelong healthy habits and a place to bring students together in a healthful environment. Above all, they provide COMMUNITY.

Wellness Center: A Student Lead Initiative

In 2014, CU Denver students approached the administration with concerns about the current state of recreation and wellness facilities on the campus. The students of CU Denver currently have access to the PE Events Center. It is a shared building located between Larimer and Lawrence Street and 10th and 11th Streets and is the only recreation facility available to CU Denver students on campus. The facility serves all three Auraria Campus institutions (University of Colorado Denver, Metropolitan State University of Denver and the Community College of Denver) which collectively enroll more than 40,000 students.

This process began with an examination of the CU Denver usage statistics at the current PE Events Center. Students were particularly concerned with the lack of open recreational space and time available to CU Denver students due to the scheduling priorities afforded to Metropolitan State University of Denver Athletics and its Human and Sports Development academic program. In addition, CU Denver has a growing club sports program, and these teams were frequently without a place to practice and compete. Club sports began at CU Denver with one team, hockey, being formed in the Fall of 2011. CU Denver now has 12 teams, and expects that number to grow.

Students also began to express the need for sources of student pride on campus. In 2012, "Milo" the Lynx was an important development in the push for a more engaging student life at CU Denver. This led to a closer examination of other aspects of student life on campus, including recreation. In 2014, university administration agreed to retain the services of a consulting team to determine the feasibility of funding and constructing a CU Denver dedicated wellness center with student fees.



Project Background

An exhaustive analysis of the existing PE Events Center was not conducted as part of this study but the general concerns with the PE Events Center that were voiced during the study were the following:

- The facilities are outdated
- It is not large enough to support the recreation needs of the whole campus
- It is branded as a Metropolitan State University of Denver building and many students perceive it to be that
- CU Denver is very low on the scheduling priority list for shared spaces in the building
- The facility is not managed in a way that students have come to expect based on their experiences with professional gyms.

The Auraria Higher Education Center did conduct an extensive analysis of the PE Events Center in 2014, and the consultants resulting report identified the same issues.

Peer Analysis

Brailsford and Dunlavy (B&D) conducted an analysis of “peer institutions,” as identified by University of Colorado Denver, to develop a profile of the academic and quality of life attributes of each of the institutions. The objective of the competitive context analysis was to understand the programs, operations, and characteristics of the recreational facilities at the respective schools.

Institutions were selected due to their location in an urban area, similar student composition to CU Denver, or program aspirations. B&D sought to understand the quality and quantity of recreational facilities at “peer institutions.” Recreational facility administrators at each institution were contacted and asked a series of questions pertaining to the characteristics of recreational facilities at the respective institutions. The subsequent quantitative research relied on documentation readily accessible and typically used by students researching the schools.

B&D and CU Denver selected the following institutions for this analysis:

- Cleveland State University
- University of Missouri St. Louis

Exhibit 2.1 Peer Institutions General Information

University	Location	Tuition		Room & Board (3)	Other Expenses (4)	Cost of Attendance	
		In-State	Out-of-State			In-state	Out-of-State
University of Colorado Denver	Denver, CO	\$7,933	\$22,057	\$9,980	\$6,642	\$24,555	\$38,679
Peer Schools							
Cleveland State University	Cleveland, OH	\$9,499	\$12,678	\$11,858	\$3,960	\$25,317	\$28,496
University of Missouri St. Louis	St. Louis, MO	\$9,474	\$24,429	\$9,640	\$5,208	\$24,322	\$39,277
University of Utah	Salt Lake City, UT	\$7,457	\$23,736	\$8,297	\$6,166	\$21,920	\$38,199
Additional School for Benchmarking							
University of Illinois at Urbana-Champaign	Champaign, IL	\$12,528	\$26,670	\$9,284	\$2,510	\$24,322	\$38,464
Benchmark Average		\$9,740	\$21,878	\$9,770	\$4,461	\$23,970	\$36,109

Notes:

1. Data are approximate according to the National Center for Education Statistics.
2. 2013/14 Tuition for in- and out-of-state undergraduates enrolled full time (12 credits) for 2 terms (according to NCES).
3. 2013/14 Cost for a standard double residence hall room and full board plan for undergraduates enrolled full time (12 credits) for 2 terms (according to NCES).
4. Cost of books, supplies, and incidental expenses (according to NCES).

- University of Utah
- University of Illinois Urbana-Champaign

While B&D is confident that the information gathered through these telephone interviews and e-mail correspondence is accurate (as of January 2015), none of the information was validated by physical inspection of the facilities. Additional floor plans and photographs were reviewed when they were readily available.

General Peer Findings

The in-state tuition for CU Denver is among the lowest of the schools included in this analysis and most similar to the University of Utah (see Exhibit 2.1).

Student Demographics

The undergraduate enrollment of CU Denver is most similar to Cleveland State University and University of Missouri St. Louis with approximately 13,000 students. Cleveland State also has a similar ratio of males to females to CU Denver with approximately 46% males and 54% females. CU Denver has a higher number of part-time students than all institutions included in this analysis, except UMSL (see Exhibit 2.2).

Exhibit 2.2 Demographic Information

University	Total Student Enrollment	Undergrad Enrollment	Undergrad Gender		Full-Time Undergrads	Part-time Undergrads	Out-of-State Undergrads
			% Male	% Female			
University of Colorado Denver	22,206	13,010	47%	53%	60%	40%	8%
Peer Schools							
Cleveland State University	17,497	12,133	46%	54%	74%	26%	5%
University of Missouri St. Louis	16,809	13,569	42%	58%	44%	56%	13%
University of Utah	32,077	24,492	55%	45%	71%	29%	20%
Additional School for Benchmarking							
University of Illinois at Urbana-Champaign	43,381	31,477	54%	46%	97%	3%	7%
Benchmark Average	27,441	20,418	49%	51%	72%	29%	11%

Notes:

1. Data are approximate to the National Center for Education Statistics

Recreation Facilities And Fees

All “peer institutions” included in this study charge students a fee that pays for the construction and operation of the on-campus recreational facility. Fees are typically a blanket fee for each student per term. Some institutions calculate student fees on the basis of credit hours enrolled. This student fee comparison also includes other Colorado public universities to understand local trends. Currently, CU Denver offers the lowest student fee among schools included in this analysis. Student fees at “peer institutions” range from \$78 per term to \$231 per term, assuming a 12 credit hour academic workload. The average student fee for the peer schools in this analysis is \$133/term, assuming a 12 credit hour academic workload (see Exhibit 2.3).

For more information regarding the specific program of each facility see Appendix A: Programmatic Benchmarking Charts.

Future Plans

Several of the academic institutions analyzed in this study are currently engaged in constructing additional recreation facility space.

The University of Missouri St. Louis is building a new Recreation and Wellness Center that will open fall 2015. The 95,000 square foot facility is costing approximately \$36M to build. The square footage per student will be approximately 5.7 sq. ft. Students are expected to pay a student fee of \$19.25 per credit hour per term, or approximately \$231 for 12 credit hours per term.

The University of Utah is constructing a new Student Life Center that is planned to open spring 2015. The 180,000 square foot building is costing approximately \$50M to build. The square footage per student will be approximately 5.6 sq. ft. Students are expected to pay a student fee of \$78 per term.

The University of Illinois is currently not pursuing large improvements to their recreational facilities.

Cleveland State is currently not pursuing large improvement to their recreational facilities. The only facility improvements currently underway are the renovation of the rooftop garden and the repurposing of the childcare area for massage therapy.

Exhibit 2.3 Peer Institutions Recreation Facility Fees

University	Student Fees
University of Colorado Denver	\$12/semester
Peer Schools	
Cleveland State University	\$9/credit/semester (12 credits = \$108)
University of Missouri St. Louis	\$19.25/credit/semester (12 credits = \$231)
University of Utah	\$78/semester
Additional School for Benchmarking	
University of Illinois at Urbana-Champaign	\$160/semester
Colorado State University	\$122/semester
Colorado State University Pueblo	\$8.45/credit/semester (12 credits = \$101.40)
University of Colorado Boulder	\$107.02/semester
University of Colorado - Colorado Springs	\$160/semester



Process

Process

Study Process

The purpose of the five month long process was to determine if a CU Denver exclusive wellness center is feasible to design, construct and to operate within the CU Denver Neighborhood on the Auraria Campus. This included three distinct phases.

Phase 1 included a series of research initiatives to determine project priorities and parameters. Initially, Brailsford & Dunlavey used their SAV Analysis to develop broad project goals that enrich and support CU Denver's strategic objectives. This phase relied heavily on CU Denver community engagement which included focus groups and visioning sessions with a broad cross-section of students, faculty and university staff. A comprehensive student, staff and faculty survey and site analysis/site selection was also part of Phase 1. For detailed information regarding the Focus Groups and Community Survey refer to [Section 4 Priority Development](#).

Phase 2 synthesized the data collection and priority establishment in the initial phase into what is the Wellness Center building program and financial models. This phase also included organizational planning and conceptual design of the building. For detailed program information refer to [Section 5 Wellness Center Program](#).

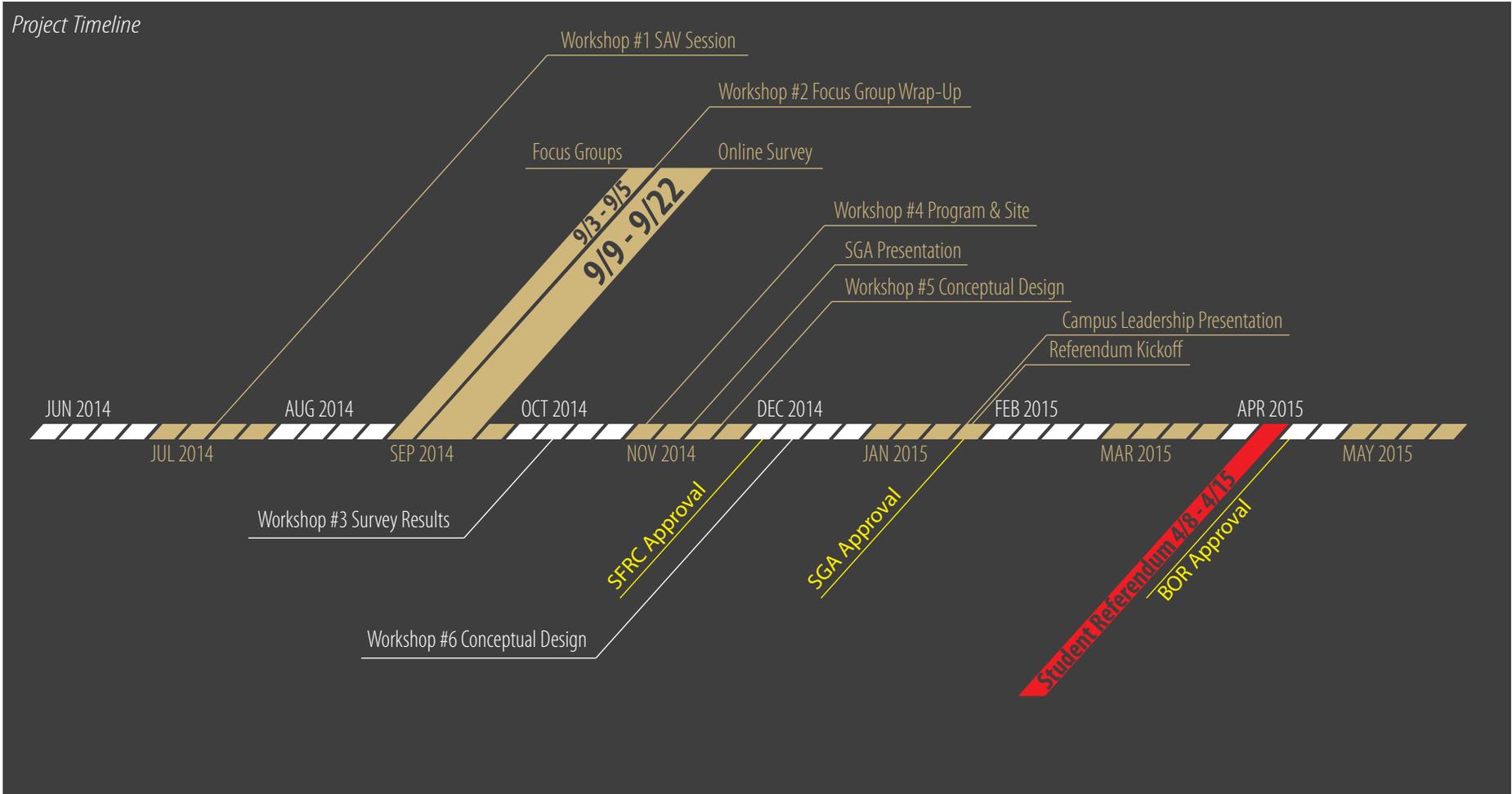
Phase 3 included the consultant team working with numerous student volunteers to organize and plan the student referendum voter education campaign and the development of marketing materials such as architectural renderings and promotional videos.

Approval Process

While the study was in progress, students were able to achieve several important milestones.

- Student Fee Review Committee (SFRC) approved the referendum language on January 23, 2015.
- Student Government Association (SGA) approved the referendum language on December 5, 2014.
- Student Referendum vote passed by a 61% majority on April 15, 2015.
- The University of Colorado Board of Regents (BOR) approved the student fee on April 17, 2015.

Process



A photograph of an outdoor pool deck. In the foreground, there are several lounge chairs and tables with chairs under a large pergola structure. The pergola has a wooden slat roof. In the middle ground, there is a swimming pool with a concrete deck. The background shows a brick building with a dark roof and some trees. The sky is blue with some clouds.

Priority Development

Priority Development

Strategic Analysis

B&D uses a strategic asset value (“SAV”) approach to facility development in order to assure that any new building project responds to the University’s objectives in the most economical manner possible. More specifically, B&D proceeds with the understanding that:

B&D’s SAV approach requires significant engagement with the University’s students and leadership to develop a detailed understanding of the institution’s mission and vision for future campus developments. The process included interviews, working sessions, and a review of relevant documents.

Strategic Asset Value Analysis Findings

B&D divided this analysis into four major categories: campus/community creation, enhancement of educational outcomes, financial performance, and enrollment management. Each of the categories had a number of subcategories that allowed the discussion to focus on more specific topics.

Campus Community Creation

The Wellness Center should serve as a central recreation and social space for all students across campus and should be a hub for CU Denver activity with elements that appeal to full-time, part-time, local, and commuter students. The Tivoli Student Union does not currently function as a central gathering place for CU Denver students. Currently, students gather in academic building atriums and other smaller spaces across campus that are not purpose-built for these interactions. In addition, CU Denver is a bifurcated campus due to Speer Boulevard, which can discourage business and architecture students from attending activities on the west side of campus. The Wellness Center should draw students from across campus and pull them from multiple buildings into one space.

Campus community can be enhanced by inviting CU Denver faculty, staff, and alumni to join the facility through new membership opportunities. In addition, community memberships and facility rentals during off-hours, holidays, and weekends may be considered. Community memberships and rentals should not be a priority, but may present potential opportunities for fostering community relations in the future. Partnerships with professional sports organizations, camps, and conferences should also be considered as facility capacity allows.

Educational Outcomes

The University wants the Wellness Center to be the primary facility for CU Denver students seeking wellness, fitness, recreation, and leisure activities. As a result, the facility should accommodate peak demand for popular programs and provide sufficient staff support to ensure quality patron experiences.

The facility should accommodate important educational outcomes, especially wellness and stress management programs. Currently, wellness functions are not strongly incorporated into the PE Events Center, but are present in various departments on campus. The new facility’s program should consolidate these activities and incorporate them into a comprehensive wellness model that appeals to all students. Because of its prominence and importance, the wellness program will occupy a significant portion of the overall facility. Stress management can improve student performance and quality of life, thus the project should accommodate counseling and health staff who can support mitigation programming.





Student professional development opportunities and the development of student leaders are core components of the University's mission. CU Denver currently supports leadership development in recreational sports through its intramural and club sports programs and other activities. The proposed facility will greatly enhance the programs currently in place and should maximize opportunities for developing student leaders through additional programs. In addition, a key component of the project is to ensure that student employees are well trained and provided with professional development and life skills training.

The University has not previously utilized recreation as a method for developing long-term relationships with students after their graduation. A new CU Denver specific facility could provide an opportunity to re-engage with alumni. This effort is not an immediate priority, but should be considered in the future. At this time, serving the needs of current students is the highest priority.

Financial Performance

The construction and operation of the Wellness Center will need to be funded predominantly through student fee revenue. As a consequence, students should always be accommodated ahead of other University stakeholders.

Some additional revenue from outside memberships and rentals will be incorporated, but capital contributions from the University are unlikely. Core services and program offerings for students should be provided at no additional fee. Outdoor recreation equipment rentals, personal training, and other activities may have additional fees, but they should be nominal.

The PE Events Center currently operates under a low-cost and low-service model. The new Wellness Center should offer a higher level of service and be a seven-day per week operation, provided that such operation does not create any additional burden on student fees.

As a state-funded building, this project must meet the Colorado High Performance Certification Program standards. The minimum required certification will be LEED Gold and students will have a vested interest in the environmental impact and performance of the building.

Community Engagement Focus Groups

The purpose of the focus group interviews was to engage a variety of University of Colorado Denver students, faculty, and staff in dynamic conversation about their preferences, experiences, and recommendations regarding wellness and recreation facilities. The focus groups were intended to yield qualitative data, reveal hidden sensitivities, and assist with the overall analysis of the need for wellness and recreation spaces at CU Denver.

A series of focus group sessions were held in September 2014. The focus groups were intended to engage participants in a dialogue about wellness programming, recreational preferences, off-campus fitness opportunities, and a variety of other topics. Demographics for the focus groups included undergraduate and graduate students, and leaders of student organizations/clubs at CU Denver.

Focus group sessions included:

- Focus group centered on defining "wellness" for CU Denver community
- Five student focus groups including on-campus residents and club sports leaders
- Two faculty/staff focus groups

The focus groups were led by moderators from Brailsford & Dunlavy and SmithGroupJJR whose role was to guide the conversation to address issues pertaining to the proposed new Wellness Center. The moderators introduced a series of questions, intentionally open-ended in nature, and permitted individuals to discuss tangential issues and engage in dynamic conversation. In total, many students provided feedback on existing wellness facility needs, student recreational activity preferences, and the campus in general. Participants in all sessions were, generally, very vocal on the subject matter, and the interaction proved informative.

The following is an overview of the key findings of the focus groups and contains a summary of the discussion and specific points raised. The responses shown are organized around themes and are meant to illustrate the range of answers, comments, and concerns voiced during the session.

Students were asked questions regarding their current use of the PE Events Center and levels of satisfaction with these facilities.

- Many students who participated in the focus groups were familiar with the current PE Events Center and were interested in making improvements to the recreation facility.
- Most students agreed that the physical state of the current recreation facility was old and unattractive.
- Many students said the PE Events Center felt unwelcoming and did not appear to provide sufficient security at the entry point. Students said that it appeared like it would be easy for non-members to gain access to the facility.
- One of the major comments from students was that spaces they were interested in using had very limited hours. One of the most difficult spaces to gain access to during their preferred time frame was the main gymnasium.
- Students also said that the facility was often overcrowded and equipment they desired to use was not always available.
- Several students brought up the fact that the pool was currently closed and had been closed for some time.
- Another major comment from the focus groups was that CU Denver students felt they were not prioritized when it came to having access to activity spaces at the PE Events Center. In addition, programs were advertised more to Metro students than to CU Denver students.
- Many students did say that they enjoyed the group fitness classes held at the PE Events Center and the instructors who taught them.
- Faculty and staff were not as critical of the existing facility and many also enjoyed the group fitness programs offered.
- Many faculty and staff members said they held memberships at fitness centers that were closer to their homes and more convenient to use during the weekends.

Students were asked questions regarding community development at CU Denver.

- Students said that there was currently no central gathering place on campus that met the needs of CU Denver students.
- Most students said the Tivoli Student Union did not adequately meet CU Denver student needs for social and gathering space. Students felt the Tivoli did not provide a space they could call their own.
- Many of the students in the focus groups were commuters who drive or use public transit to get to campus. These students mentioned the need for a space that caters to the needs of commuter students with often alternate schedules.

Students were asked questions regarding the potential of CU Denver building a new Wellness Center and the referendum that would be required to move the project forward.

- Almost all students who participated in the focus groups expressed great enthusiasm in considering a new Wellness Center on campus.
- Students were excited to consider a building that would be exclusively for CU Denver students, faculty, staff, and, potentially, alumni.
- Students said that a new wellness and recreation facility would serve the campus in multiple ways. Among these, students mentioned the facility as a recruitment tool, a gathering place, and as an opportunity for fostering school pride.
- Students and faculty throughout the focus groups said that a pool was an important amenity and should be included in new facilities.
- Several students said they were interested in the potential employment opportunities that the new facility would provide.
- Students were shown the proposed location (See Section 7 Site Selection) of the Wellness Center and most said it would be a good location for the facility.
- The most important concern for students was the fee that would be required to make the project feasible. Students said they already paid a large amount in fees and that they were concerned this would add to the financial burden of tuition.
- Although students were concerned with the fee associated with the project, many students said they saw the potential value the facility would bring to the University. Students were interested in bolstering the status of CU Denver through facilities that provided high quality experiences for future students.
- A significant number of students were concerned that they would not be able to use the facility since it may not be fully constructed before they graduate. This concern was particular to the fact that they may have to pay a fee, but may not see the benefit of the building.
- Faculty and staff had similar concerns on behalf of students. Several faculty and staff members were concerned that significantly higher fees would add to the burden of cost of attendance.

Enrollment Management

The current PE Events Center does not adequately serve as a recruitment amenity for the University and does not raise the profile of the institution. On the contrary, CU Denver student tour guides no longer include the PE Events Center on the prospective student campus tours. Furthermore, the facility lacks the ability to provide a consistent high quality experience once students enroll. A CU Denver specific Wellness Center can create new and exciting opportunities, including developing an iconic student life signature building with broad appeal to all students, capturing the energy of students on campus, and providing high quality fitness and recreational experiences. This facility should elevate CU Denver’s school spirit and provide students with bragging rights when interacting with students from other institutions. While the quality of construction is very important, the facility should fit within the context of CU Denver’s campus architecture and be cost-sensitive with respect to its overall capital budget.

Online Survey

Brailsford & Dunlavey conducted an Internet-based survey targeting University of Colorado Denver students, faculty, staff, and alumni. Coupled with the focus groups and other community engagement events, the survey was critical in determining the level of interest for the project, its feasibility on campus, programmatic priorities and fee tolerance of the students. The results of the survey informed the Wellness Center program and associated capital budgets.

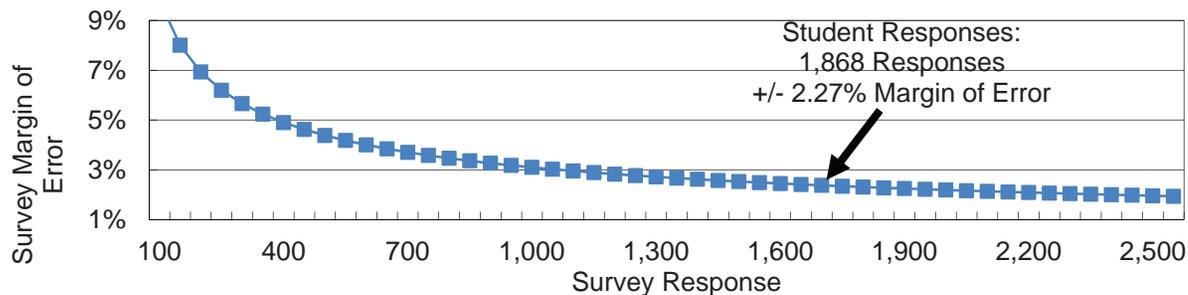
The survey questions were designed to assess current fitness habits, satisfaction levels with existing facilities, recreational sport preferences, interest in wellness programs, and the potential level of student referendum support for building a new Wellness Center. The response options were designed to elicit desirable facility characteristics and demand for specific wellness, recreational, and fitness amenities. Demographic questions allowed B&D to organize the responses and analyze demand based on different student characteristics. Data collected through the survey serve as the basis for B&D’s demand recommendations.

The following section summarizes the survey results.

Survey Significance

A total of 2,333 responses were received to the survey between September 9th and September 22nd, 2014. This included responses from students (1,551), faculty/staff (405), students who were also faculty/staff (317), and alumni (60). Based on a student population of 14,750 and with a student response of 1,868, the margin of error is +/- 2.27% within a 95% confidence level (see Exhibit 4.1). With 1,868 student respondents, the survey captured approximately 12% of the current CU Denver student population.

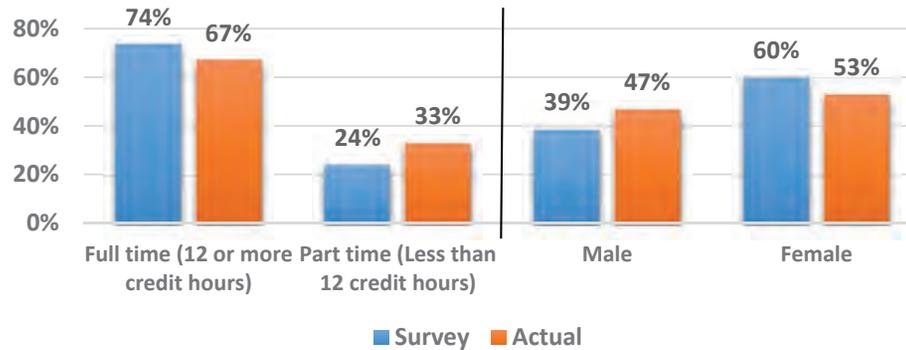
Exhibit 4.1 Survey Margin of Error



Survey Demographics

B&D analyzed the survey student demographics to ensure that no demographic group was heavily over- or underrepresented. The survey demographics were generally consistent with the overall population demographics of the University. The full-time and part-time student composition demonstrates an overrepresentation of full-time students against the CU Denver survey population (see Exhibit 4.2). This is commonly seen in surveys as full-time students are typically more vested than part-time students. In addition, there is an overrepresentation of females to males by approximately 7% compared to the CU Denver survey population, which is also commonly seen in student surveys. Although a higher response rate from females than males to surveys is typical, it is important to note that B&D’s demand analysis accounts for any skewing of the data through the use of weight factors.

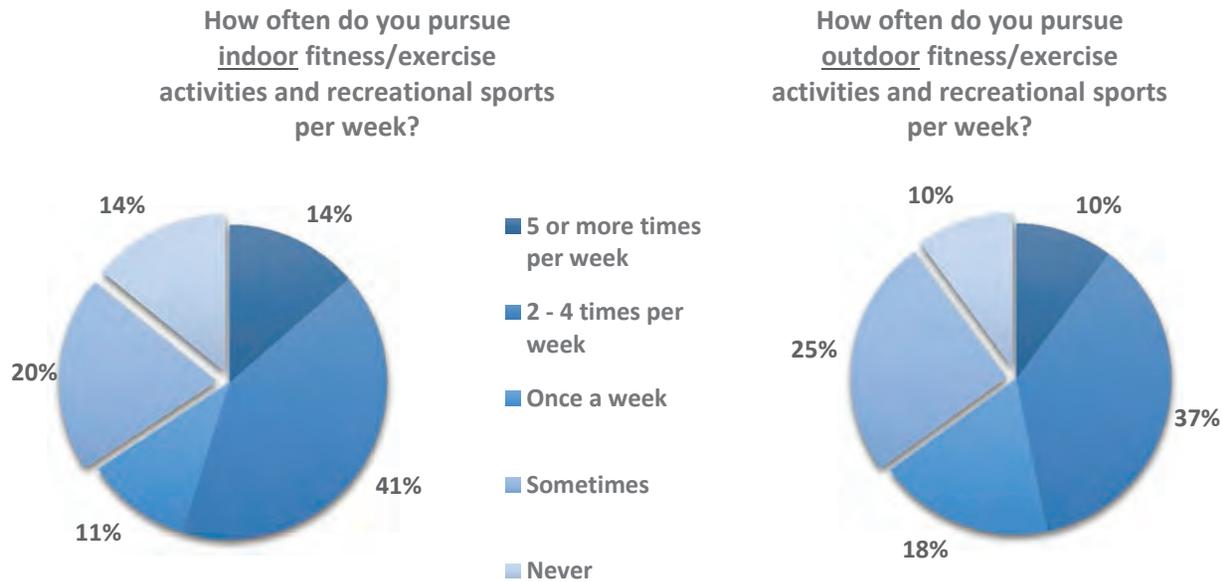
Exhibit 4.2 Survey vs. Enrollment Status and Gender Comparison



CURRENT HABITS

The survey asked students a series of questions in order to understand current fitness/exercise habits and use patterns. The survey suggested that CU Denver has an active student population with 65% of student respondents reporting that they exercise at least once per week either indoors or outdoors (see Exhibit 4.3).

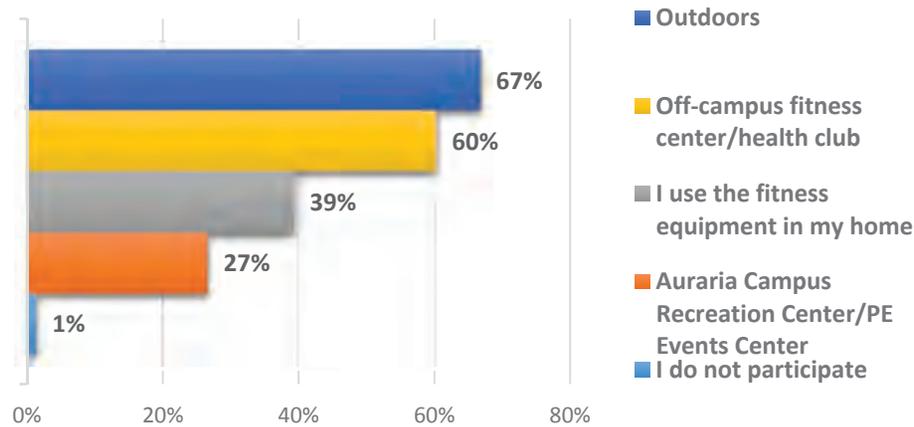
Exhibit 4.3 Student Frequency of Fitness/Exercise and Recreational Sports



Students were asked where they currently participate in fitness/exercise activities and recreational sports. Only 27% of student respondents, who pursued exercise at least sometimes, reported visiting the Auraria Campus Recreation Center/PE Events Center for fitness activities (see Exhibit 4.4).

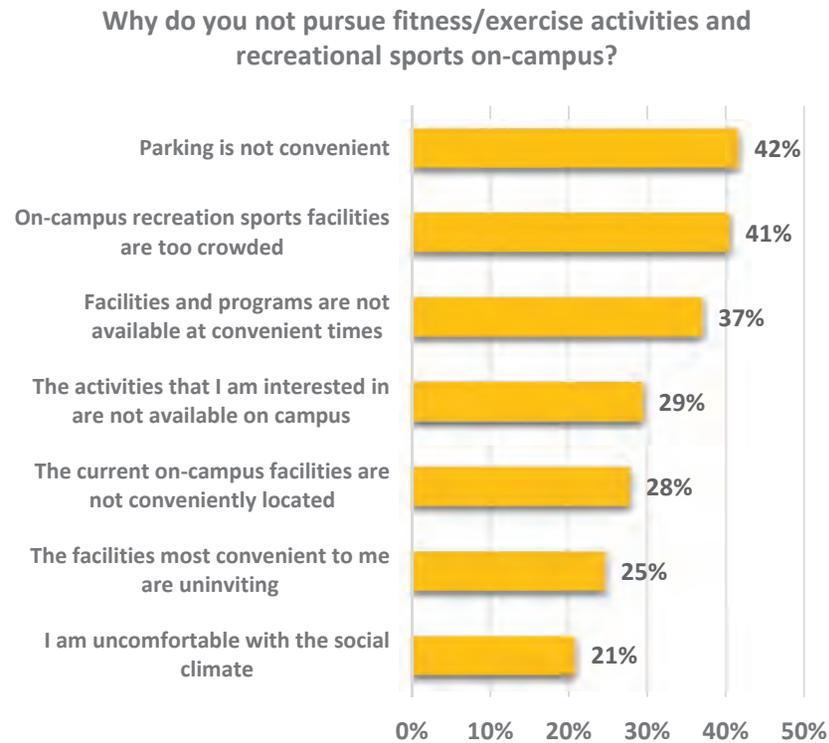
Exhibit 4.4 Fitness/Exercise Facility Visited by Students

Where do you currently participate in fitness/exercise activities and recreational sports?



The survey asked students who pursued fitness/exercise at off-campus fitness facilities why they did not choose to use on-campus facilities. The three most common reasons for not using on-campus facilities were inconvenient parking, overcrowding, and facility and programs not available at convenient times (see Exhibit 4.5).

Exhibit 4.5 Student Reasons for Not Using On-Campus Facilities



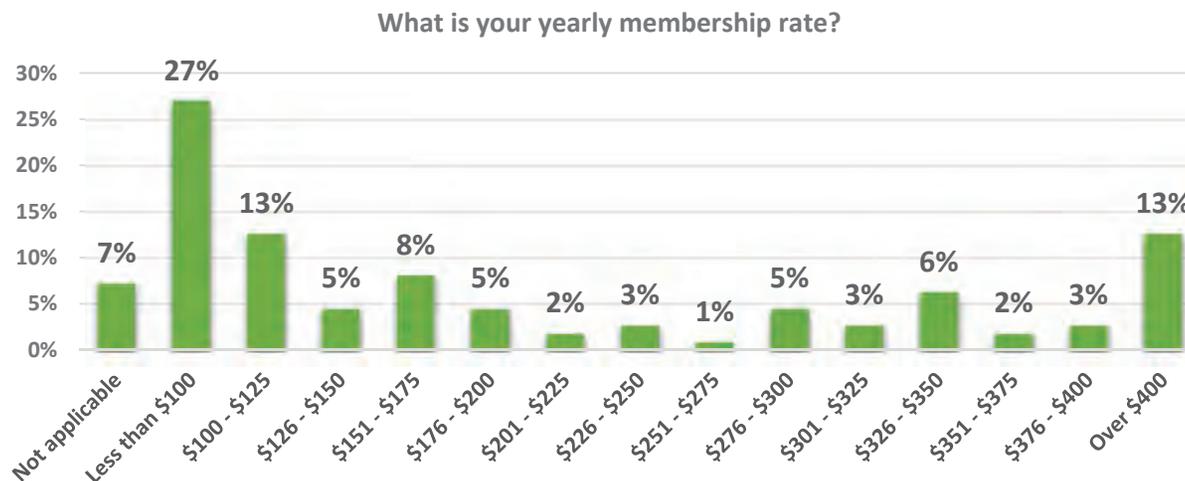
Off-Campus Facilities

Students who reported visiting off-campus fitness centers were asked questions regarding where they held memberships and the cost of their membership. Students reported visiting many different health clubs, but the most popular facilities were 24 Hour Fitness and the fitness centers at students' place of residence. Approximately 32% of students who exercised off campus reported being members of 24 Hour Fitness and 30% of students said they used the facility at their place of residence. The average monthly membership rate paid by students who were members of an off-campus fitness center was \$40 per month and the average annual membership rate paid by students was \$200 (see Exhibit 4.6 and 4.7).

Exhibit 4.6 Cost of Off-Campus Fitness Center Monthly Membership



Exhibit 4.7 Cost of Off-Campus Fitness Center Annual Membership

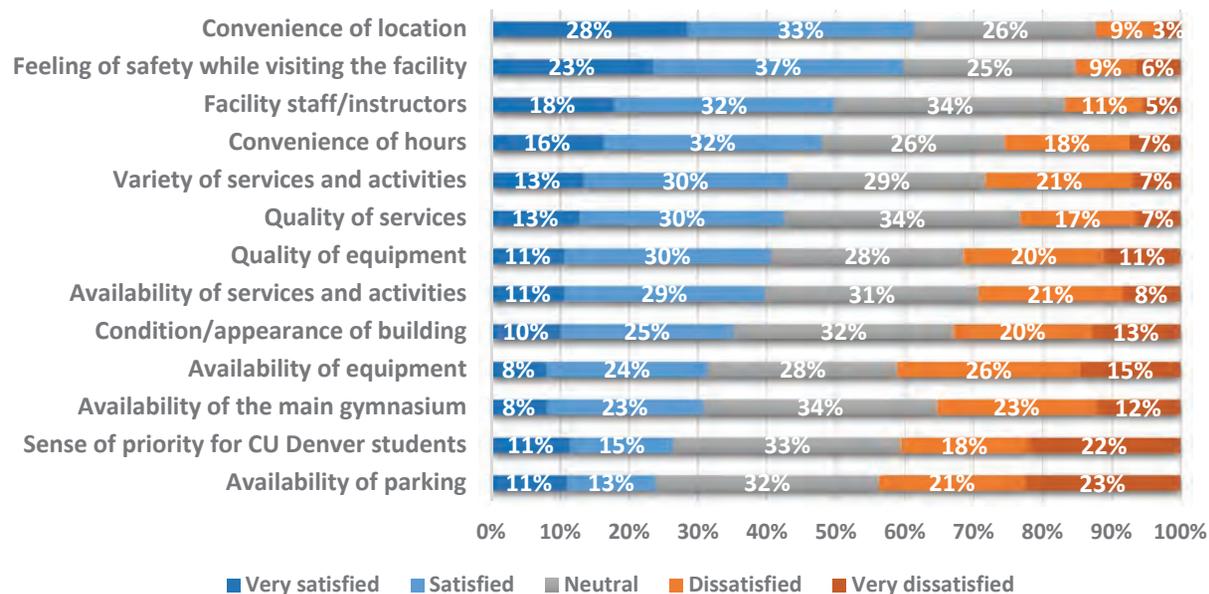


Student Satisfaction

The survey asked students to provide their satisfaction level with a variety of aspects of the existing on-campus fitness and recreation facility. Overall, the highest level of satisfaction with any one aspect of the existing facilities was only 62% (see Exhibit 4.8). The top five things students were satisfied with were the convenient location, feeling of safety in the building, facility staff/instructors, convenience of hours, and the variety of services and activities. In addition, the top five things students were dissatisfied with were the availability of parking, sense of priority for CU Denver students, availability of the main gym, availability of equipment, and the condition/appearance of the building.

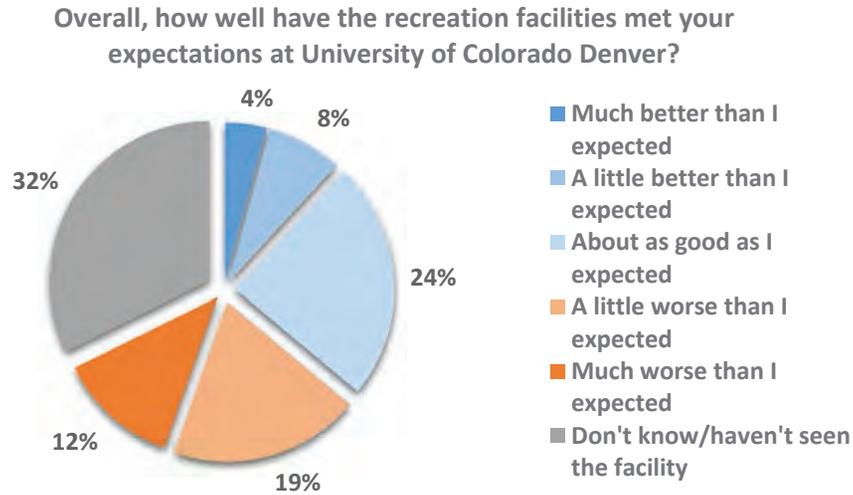
Exhibit 4.8 Student Level of Satisfaction with Aspects of Existing Facility

How satisfied are you with each of the following aspects of the existing fitness and recreational sports facilities on campus?



Students were asked to report how well the existing recreation facilities met their expectations. Overall, 36% of respondents said the facilities were about as good as they had expected or better, and 31% of students said they were a little worse or much worse than they had expected (see Exhibit 4.9). The remainder of students (32%) reported not being familiar with or having never visited the facility.

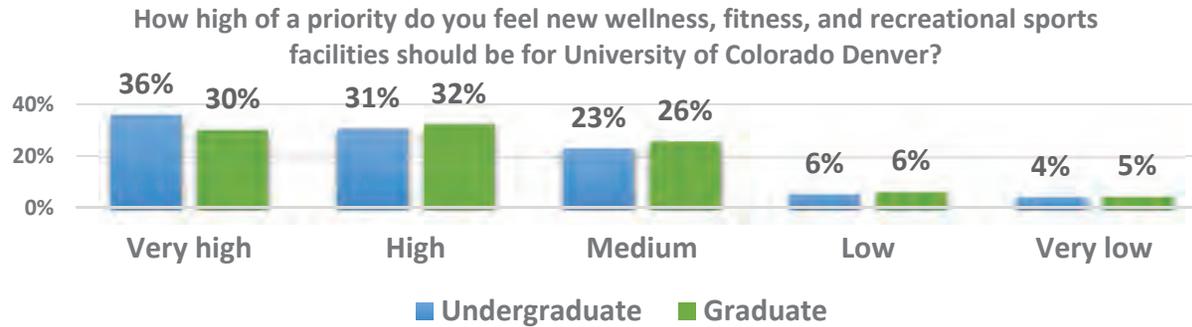
Exhibit 4.9 Student Expectations of Current Facilities



New Facilities

The survey asked students a variety of questions regarding potential new facilities. Students were asked how high a priority they felt a new wellness, fitness, and recreational sports facility should be to the University. The majority (62% or more) of undergraduate and graduate students responding to the survey reported that new wellness, fitness, and recreational sports facilities should be a high or very high priority for the University (see Exhibit 4.10). Only 11% of respondents said new facilities should be considered a low or very low priority.

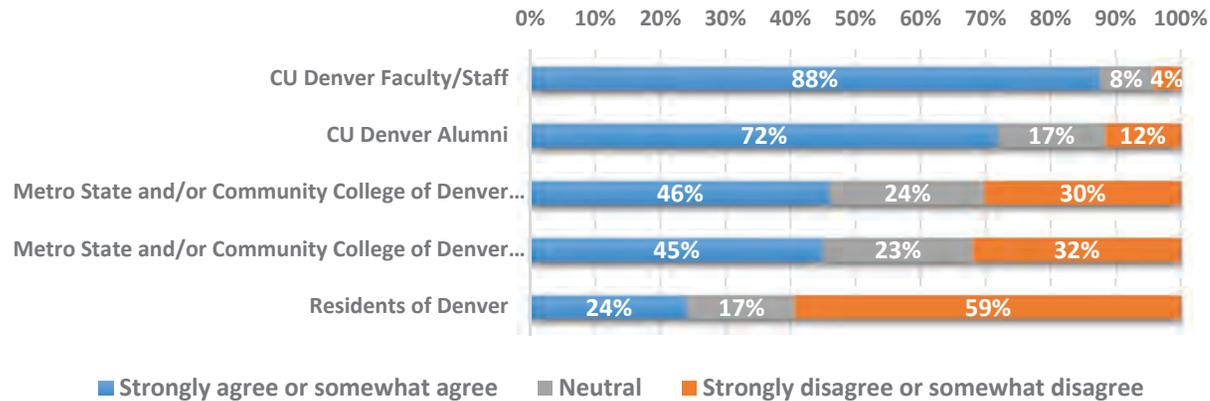
Exhibit 4.10 Priority of New Wellness/Recreation Facilities



Students were asked who else should be allowed to have access to the proposed facility. The majority (72% or more) of CU Denver student respondents agreed that CU Denver faculty, staff, and alumni should be allowed to buy a membership to use the facility (see Exhibit 4.11). Fewer students were willing to allow Metropolitan State University of Denver, Community College of Denver affiliates, and other community members to have the option of buying memberships to use the facility.

Exhibit 4.11 Other Potential Facility Memberships

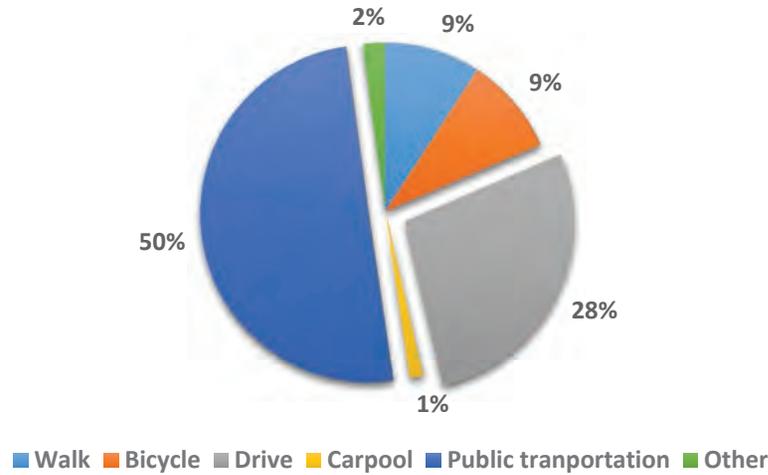
Other than students, CU Denver should offer the following groups the option of buying memberships to the proposed facility:



The survey asked students how they typically get to campus and the length of their one-way commute. The majority of students (50%) said they use public transit with the next most common mode of transportation being driving alone (28%) (see Exhibit 4.12).

Exhibit 4.12 Student Mode of Transportation to Campus

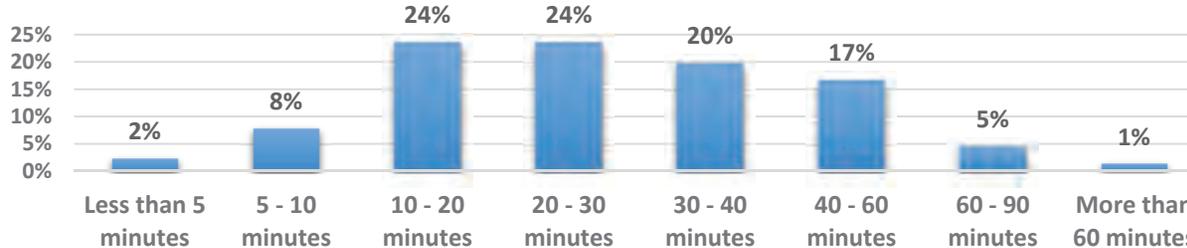
How do you usually get to campus from where you live?



Students were asked about the average time it takes them to commute to campus. The majority of commuter students (58%) said they commute less than 30 minutes to campus (see Exhibit 4.13).

Exhibit 4.13 Student Length of Commute

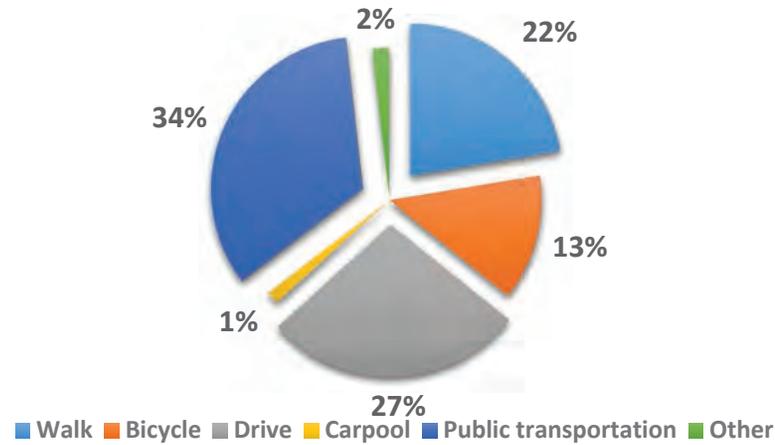
How long does it usually take you to get to campus from where you live?



The survey asked students what form of transportation they would typically use to travel to the new Wellness Center. Approximately 34% said they would use public transit with the remainder driving (28%) or walking/bicycling (35%) (see Exhibit 4.14).

Exhibit 4.14 Student Mode of Transportation to New Wellness Center

What form of transportation would you typically use to travel to the new Wellness Center?



Commuter students represent the majority of the student enrollment population. The survey asked students how often and during what hours they would visit a commuter lounge that included microwaves, a sink, and a variety of seating, if one was available to them. Approximately 71% of full-time and 51% of part-time students responding to the survey said they would visit at least once per week (see Exhibit 4.15). The survey suggested that the commuter lounge would be used by students throughout the day with peak times of 1:00 p.m. through 6:00 p.m. for full-time students and 4:00 p.m. through 9:00 p.m. for part-time students (see Exhibit 4.16).

Exhibit 4.15 Commuter lounge: Frequency of Use

If a commuter lounge were available that included microwaves, a sink, and a variety of soft seating. How often would you visit this space?

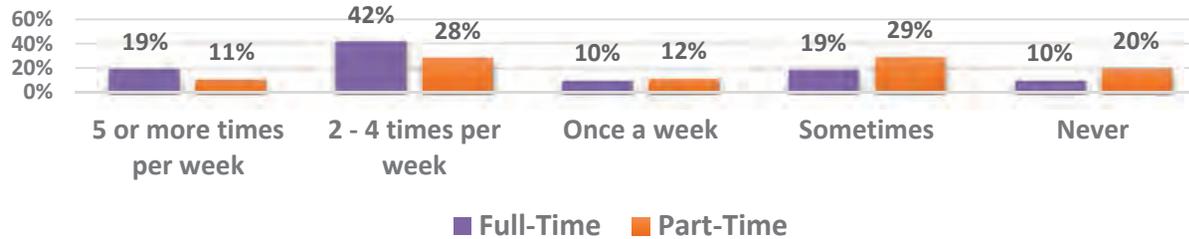
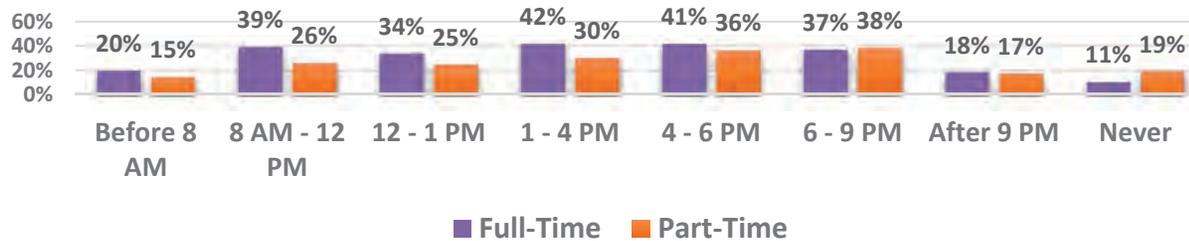


Exhibit 4.16 Commuter lounge: Time Period of Use

If a commuter lounge were available, during what time periods would you visit this space?



Fee Tolerance

One of the major goals of the survey was to assess potential student support and fee tolerance for a referendum to build a new Wellness Center. The survey presented students with three different options with varying program components (basic to comprehensive), building costs, and associated student fees necessary to make the project feasible. Students were then asked to provide how likely they would be to support any of the three options shown, and to provide a reason if they were unlikely to support the referendum.

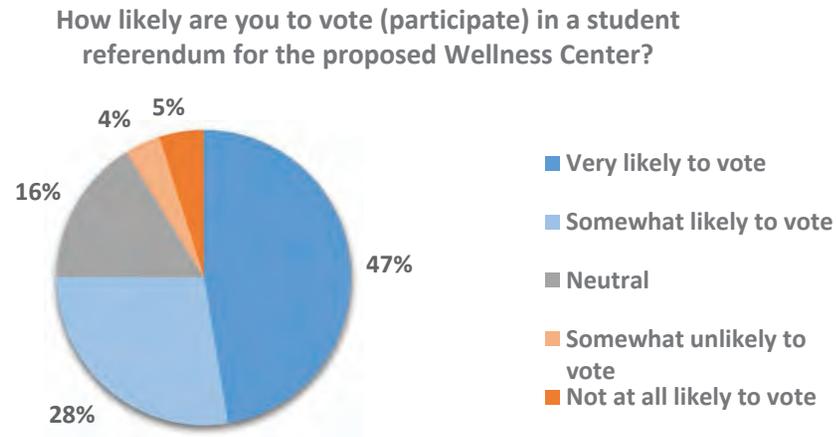
Below are the three program options that were shown to students:

<p>Option A</p> <p>\$12/HR</p> <p>Capital Budget \$32,500,000</p>	<p>75,000 GSF</p>	<ul style="list-style-type: none"> • Large weight and fitness room with state-of-the-art equipment for strength training and cardio workouts • 3 group fitness studios for aerobics, spinning, yoga, martial arts • 2 basketball courts • A rock climbing wall • Indoor jogging rack • Wellness Center, information center, seminar rooms and a fitness assessment area • A commuter and social lounge with lockers, microwaves, video game room, and soft seating • Support spaces (lockers, towel service, equipment checkout, etc.)
<p>Option B</p> <p>\$16/HR</p> <p>Capital Budget \$44,500,000</p>	<p>100,000 GSF</p>	<ul style="list-style-type: none"> • All of the features provided by Option A Plus • Additional basketball court (3 total) • A multi-activity court (MAC) with rounder corners and inset goals suitable for indoor soccer, floor hockey, and other indoor sports • A 6 lane indoor competition pool (25 yards–six lanes) • Whirlpool/hot tub • Dry sauna in the locker room
<p>Option C</p> <p>\$20/HR</p> <p>Capital Budget \$53,400,000</p>	<p>124,000 GSF</p>	<ul style="list-style-type: none"> • All of the features provided by Option B Plus • Expanded wellness suite with demonstration kitchen and additional seminar room • Expanded weight and fitness area with additional equipment • Juice bar • 2 additional group fitness rooms (5 total) • Expanded indoor lap and leisure pool for competitive and recreational swimming with a large deck for socializing and group events/parties

Priority Development

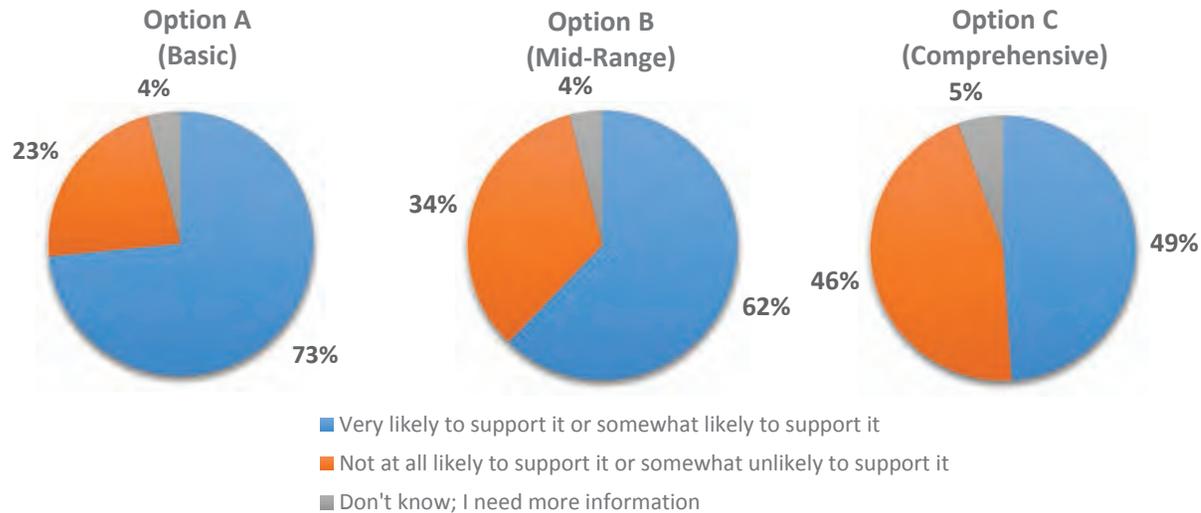
Students were asked how likely they were to participate in a student referendum for a new Wellness Center. Approximately 75% of student respondents said they would participate in a student referendum (see Exhibit 4.17).

Exhibit 4.17 Student Likelihood of Voting On a Wellness Center Referendum



The following charts illustrate the student support for each concept option from students who were likely to vote:

Exhibit 4.18 Student Referendum Support for Options A, B, and C from Likely Voters



Based on the student response, the survey suggests that a large majority of students would support a referendum for building a new Wellness Center with a basic or mid-range program. Although not as many students supported a building option with a comprehensive program, there were still a significant number of students (49%) likely to vote who would support such option (see Exhibit 4.18).

Wellness Center Program



Wellness Center Program

Demand Analysis

Objective and Methodology

B&D's Demand-Based Programming ("DBP") process utilizes a proprietary model to translate survey-measured demand for various recreational sports activities into recommended space accommodations. The model's space recommendations are based on certain assumptions of space allocated per user, average activity duration, and survey-defined priorities. In addition, the model's output was combined with input gathered from students, campus recreational staff, university decision makers, and financial feasibility considerations.

The input for the DBP process was obtained from a series of student survey questions. These questions asked respondents to indicate how frequently and at what time of day they would typically use a variety of spaces that could be provided within a new Wellness Center. The model extrapolates the survey results to reflect maximum potential demand from the entire student body for the frequencies and times of use of various recreational activity spaces. It then discounts the results by multiplying them by a discount factor to project total actual demand for each activity (the average difference between respondents' stated activity levels and their expected actual activity levels, based on B&D's past experience with similar surveys). Finally, the model translates these demand numbers into quantities of space depending on the type of activity and the space required.

The space recommendations of the DBP model are also dependent on a prioritization of the spaces based on usage patterns indicated by the survey responses for frequency of use of each space. Spaces that are used more frequently and/or by larger numbers of people are given higher priority than less frequently used and less popular spaces. Higher priority spaces are accommodated at higher percentages of their peak space demand in the model's recommendation.

The prioritization of space demand is based on two related demand calculations: depth and breadth of demand. The depth of demand for each tested activity space is determined by the percentage of respondents who indicated that they would use the space at least twice per week. Depth of demand illustrates the extent to which each activity is integral to the lifestyle of the survey respondents. Spaces with a high depth of demand are very important to potential users and the facility must accommodate as much space for these activities as possible.

The breadth of demand for each space is based on the percentage of survey respondents who indicated that they would use the space if even occasionally. Breadth illustrates the general popularity of the activity throughout the total respondent population and its

importance to campus life. Activities with a particularly high breadth of demand may require a higher prioritization than indicated by their depth of demand to account for the high number of infrequent users.

Findings

The following table illustrates the depth and breadth of demand for spaces on the survey, including their priority level.

	Activity	Depth	Breadth	Priority
1	Cardio Equipment	52.0%	76.4%	1st
2	Free Weights	42.6%	70.6%	1st
3	Weight Machines	38.9%	67.3%	1st
4	Group Fitness	31.9%	67.7%	2nd
5	Mind-Body Instructional Classes	30.6%	65.1%	2nd
6	Indoor Jogging / Walking	30.0%	57.3%	2nd
7	Rec Leisure Swimming / Aquatics	18.4%	52.7%	3rd
8	Lap Swimming	17.5%	48.3%	3rd
9	Rock Climbing	17.1%	52.0%	3rd
10	Dance	16.1%	40.7%	4th
11	Martial Arts	13.5%	37.5%	4th
12	Volleyball	11.1%	35.3%	4th
13	Indoor Soccer	10.7%	29.6%	5th
14	Water Aerobics	10.4%	30.1%	5th
15	Indoor Basketball	10.2%	33.7%	5th
16	Indoor Tennis	9.9%	33.2%	5th
17	Racquetball	8.1%	30.1%	5th
18	Badminton	7.6%	26.8%	5th
19	Ice Hockey	6.1%	19.9%	5th
20	Roller / Floor Hockey	5.7%	21.3%	5th
21	Squash	5.4%	18.4%	5th

EXHIBIT 5.1 Depth and Breadth of Demand per Activity Space

Wellness Center Program

The priority reconciliation of demand combines the total peak demand for facilities for each activity with the prioritization of the activities provided by the Depth and Breadth of Demand analyses. The highest priority spaces are accommodated to a greater extent than lower priority spaces in the final program recommendations.

The following chart demonstrates the final quantified demand for the various activity spaces.

	Activity	Type	Space Demand	
1	Combined Weight & Fitness	Sq. Ft.	15,100 to	17,100
2	Combined Group Exercise	Sq. Ft.	11,400 to	14,200
3	Gymnasium	Courts	4 to	7
4	Indoor Jogging / Walking	Lanes	3 to	4
5	Rec Leisure Swimming / Aquatics	Sq. Ft.	4,200 to	5,300
6	Lap Swimming	Lanes	10 to	12
7	Rock Climbing	Lin. Ft.	20 to	25
8	Indoor Tennis	Courts	2 to	5
9	Racquetball	Courts	1 to	2
10	Ice Hockey	Courts	0 to	1

EXHIBIT 5.2 Demand-Base Program



Wellness Center Building Program

Program Elements		Quantity	Unit NASF	Total NASF
Administrative Offices				
	Director's Office	1	160	160
	WORKSTATION - Business Manager / Membership Service	1	48	48
	WORKSTATION - Assistant Director - Intramurals	1	48	48
	WORKSTATION - Assistant Director - Fitness Programs	1	48	48
	WORKSTATION - Aquatic Director's	1	48	48
	WORKSTATION - Fitness Coordinator	1	48	48
	WORKSTATION - Competitive Sports Coordinator	1	48	48
	WORKSTATION - Marketing / Memberships Coordinator	1	48	48
	WORKSTATION - Wellness Coordinator	1	48	48
	WORKSTATION - Facilities Coordinator	1	48	48
	Secretarial Work Station	1	80	80
	WORKSTATION - for Staff Expansion	2	48	48
	Part-time Employee's Work Stations	2	48	96
	Student Employee Work Area	2	48	96
	Conference Room	1	250	250
	Phone Enclave	1	40	40
	Huddle Room	1	64	64
	Duplication/Mail Room/Administrative Area	1	100	100
	Storage	1	100	100
	Pantry / Lounge / Break	1	150	150
	Lobby / Guest Seating Area	1	150	150
	Subtotal - Administrative Offices			1,814 SF
Wellness Center				
	Resource Center	1	300	300
	Fitness Assessment & Testing Lab	1	500	500
	Seminar Rooms	2	400	800
	Consultation Rooms	2	80	160
	Acupuncture / Massage Studio	2	80	160
	Meditation Room	1	100	100
	Storage	1	60	60

Wellness Center Program

Subtotal - Wellness Center				2,080 SF
Commuter lounge		Quantity	Unit NASF	Total NASF
	Lounge Seating	1	3,000	3,000
	Lounge / Game Room	1	750	750
	Student Kitchen	1	250	250
	Staff Workstation	2	48	96
	Wireless Print Stations	1	100	100
	Lactation Room	1	100	100
	Small Meeting/Passive Activity Room	1	500	500
	Meeting/Passive Activity Room Storage	1	100	100
	Locker Area	1	200	200
	Restrooms	2	250	500
Subtotal - Commuter lounge				5,596 SF
Public Lobby				
	Building Lobby	1	700	700
	Admissions Control	1	350	350
	Equipment Storage	1	400	400
	Restrooms	2	80	160
Subtotal - Public Lobby				1,610 SF
Activity Zone				
Gymnasiums				
	Two Court Gymnasium - 84 ft courts	1	12,896	250
	Two Court Gymnasium Storage	1	250	250
	Multi-Activity Court (MAC)	1	7,200	7,200
	Multi-Activity Court Storage	1	250	250
	Club Sports Storage	15	36	540
Subtotal - Gymnasiums				21,136 SF
Specialized Activity Spaces				
	Weight Training	1	7,000	7,000
	Cardio / Fitness	1	2,750	2,750
	Weight / Cardio / Fitness Storage	1	300	300

Specialized Activity Spaces Continued		Quantity	Unit NASF	Total NASF
	Group Exercise - Large	1	2,250	2,250
	Group Exercise Storage	1	200	200
	Group Exercise - Medium	1	1,500	1,500
	Group Exercise Storage	1	150	150
Subtotal - Specialized Activity Spaces				
	Fitness/Lap Pool (25yds - six lanes)	1	6,000	6,000
	Aquatics Office / Lifeguard	1	160	160
	Filtration	1	250	250
	Whirlpool	1	200	200
	Natatorium Storage	1	250	250
Subtotal - Specialized Activity Spaces				
	Outdoor Pursuits Transaction	1	150	150
	Outdoor Pursuits Storage	1	1,000	1,000
	Outdoor Pursuits Office	1	120	120
	Staff Workstation	3	48	144
	Bike Repair Shop	1	400	400
	Public Bike Storage	1	250	250
	Rock Climbing Wall	1	1,000	1,000
	Subtotal - Specialized Activity Spaces			25,274 SF
Support Zone				
Men's Locker Room				
	Single Tier 12" Lockers	75	6	450
	Double Tier 12" Lockers	150	3.5	525
	Showers	8	27	216
	Toilets	4	23.4	94
	Urinals	4	12	48
	Grooming Stations	5	15	75
	Sauna	1	100	100

Wellness Center Program

Support Zone Continued				
Women's Locker Room				
	Single Tier 12" Lockers	75	6	450
	Double Tier 12" Lockers	150	3.5	525
	Showers	8	27	216
	Toilets	9	23.4	211
	Grooming Stations	7	15	105
	Sauna	1	100	100
	Assisted Change Rooms	1	200	200
	Gender Neutral Changing Rooms	2	150	300
	Laundry Room	1	250	250
	Data / IDF	1	200	200
	Electrical	1	400	400
	Vending Area	1	100	100
	Custodial	3	100	300
	General Building Storage	1	500	500
	Subtotal - Support Zone			5,664 SF
Health Clinic				
	Student Health Clinic	1	1,500	1,500
	Total - NASF			63,174 SF
	Building Core & Circulation		@75%	21,100 SF
Total Building Envelope				84,274 SF

The program plan accounts for 1,500 square feet of space allotted to a donor (see more on fund raising efforts on page 32-Detailed Capital Budget). The space is labeled as a Student Health Clinic but could be allocated to a different use depending on the donor.



Financial Model & Assumptions

Financial Model & Assumptions

Objective & Methodology

B&D assessed the financial feasibility to construct a new dedicated student Wellness Center at CU Denver. The model is based on the preliminary program outlined in Section 5 of this report.

Probable project capital costs for new construction were based on the team's experience with comparable development projects, input from CU Denver Facilities Projects, and other local construction information. Viability was measured by projecting revenues based on student fee levels that allow the project to meet and / or exceed its required debt covenants.

The CU Denver financial analysis includes a thirty-year pro forma showing all revenues, expenses, net operating income, debt service payments, and cash flow. A full copy of the detailed financial model can be found on the following pages of this report.

Detailed Capital Budget

Based on the program outlined in the previous section, B&D developed a detailed capital budget (see Exhibit 6.1) that outlines the overall cost for constructing the proposed project with an anticipated opening in FY 2018. The total project cost is estimated at \$42,322,144. The capital budget assumes a fundraising contribution of a minimum of \$5M.

The total project costs include the following:

- Hard construction costs include an enclosed building along with allowances for excavation and site preparation, site utilities and infrastructure (including the relocation of several utilities), and hazardous materials abatement. In addition, construction costs include construction inflation for the entire project. The estimated total hard cost is approximately \$30.9 million.
- Professional services include all A/E fees, testing / survey fees, and program management fees, totaling approximately \$3.5 million.
- Equipment and furnishings include all audiovisual equipment, furnishings, fixtures, and telecommunications equipment for the facility, totaling approximately \$2.9 million.
- Remaining capital budget lines include miscellaneous allowances for relocation (\$26,000), program contingency at 5% of all project costs (approximately \$1.9M), capitalized operating expenses accrued prior to opening (approximately \$330,000), and financing expenses including construction period interest (18 months), and debt issuance fees. Total costs in this category are approximately \$4.9M.

- Equity contributions from student fee collections prior to opening (approximately \$3.9M) and a fundraising gift (approximately \$5,000,000) will be used to reduce the financed portion of the proposed project.

The remaining capital budget balance following all equity contributions and fundraising is approximately \$33,339,824. The CU Treasure has run a scenario which assumes that this balance will be financed through a tax-exempt bond issue with a 30-year term at 3.01% interest.

Professional Services	\$3,551,073
Construction - Building	\$30,886,318
Equipment and Furnishings	\$2,929,412
Miscellaneous	\$26,000
Program Contingency	\$1,869,640
Program Subtotal	\$39,262,443
Pre-Opening Expenses (salaries, marketing, etc.)	\$330,700
Financing Expenses	\$2,729,000
Construction Period Interest	\$2,270,000
Debt Issuance Fees	\$459,000
Total Project Costs	\$42,322,143
Contribution from Pre-Opening Student Fee	\$3,982,320
Contribution from Fundraising	\$5,000,000
Total Debt-Financed Project Costs	\$33,339,823

EXHIBIT 6.1 Capital Budget

Operating Revenues

Student Fee Revenue

Actual student enrollment figures from the 2013–2014 fall, spring, and summer terms were used as the base enrollment projections for the financial model. No enrollment growth was assumed for additional years in the financial model. Enrollment for the fall 2013 and spring 2014 terms was 31,739 students, totaling 322,606 credit hours. The summer 2014 term enrollment was 5,975 students, totaling 31,934 credit hours.

The anticipated fee structure for the proposed facility is based upon a per credit hour calculation. All students will pay a “ramp up” fee of \$6 per credit hour per term for the first two years and then \$12 per credit hour per term thereafter. A minimum fee of \$36 per term is assumed for students taking three credit hours or fewer, and a maximum fee of \$180 is assumed for students taking fifteen credit hours or more per term. The fee is assumed to inflate 6% every two years after project opening, as shown in Exhibit 6.2 below, and the referendum allows for fee inflation no more often than every two years. The numbers in Exhibit 6.2 for FY 2019–20 and beyond are only estimates.

Year	15/16	16/17	17/18	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27
Fee/Credit	\$6.00	\$6.00	\$12.00	\$12.00	\$12.72	\$12.72	\$13.44	\$13.44	\$14.16	\$14.16	\$14.88	\$14.88
Min. Fee	\$18.00	\$18.00	\$36.00	\$36.00	\$38.16	\$38.16	\$40.32	\$40.32	\$42.48	\$42.48	\$44.64	\$44.64
Max. Fee	\$90.00	\$90.00	\$180.00	\$180.00	\$190.80	\$190.80	\$201.60	\$201.60	\$212.40	\$212.40	\$223.20	\$223.20

EXHIBIT 6.2 Student Fee Rate per Credit Hour

In addition, only 95% of total projected fees are assumed to be collected in any given year.

Additional Operating Revenue

The financial model assumes approximately \$537,000 in additional revenue in FY18, generated from the following sources:

- Annual faculty, staff, alumni, and community memberships
- 20–visit punch cards for facility users affiliated with CU Denver
- Day passes for affiliated and non-affiliated users
- Locker rental, vending, and pro shop income
- Facility rental to summer camps and programs
- Personal training, massage, and skill development classes

Additional operating revenue is assumed to inflate 3% annually in the financial model.

Personnel Expense

B&D modeled a staffing plan based on its student recreation facilities database and input from CU Denver’s Budget and Finance department.

The model assumes eleven full-time professional staff positions, as shown in [Exhibit 6.3](#).

Position	Annual Salary		
	Salary - Full-Time	2014 \$'s	2017 \$'s
Director		\$85,000	\$92,900
Business Manager/Membership Services		\$55,000	\$60,100
Assistant Director - Intramurals		\$55,000	\$60,100
Assistant Director - Fitness Programs		\$55,000	\$60,100
Assistant Director - Facilities & Aquatics		\$65,000	\$71,000
Fitness Coordinator		\$45,000	\$49,200
Administrative Assistant		\$40,000	\$43,700
Competitive Sports Coordinator		\$45,000	\$49,200
Marketing & Memberships Coordinator		\$45,000	\$49,200
Wellness Coordinator		\$45,000	\$49,200
Facilities Coordinator		\$45,000	\$49,200
Subtotal - Full-Time Staff			
	Benefits		30.00%
	Payroll Taxes		9.00%

EXHIBIT 6.3 Full-Time Positions

Position	Rate/ # of		
	Salary - Part-Time	Hour	FTE
Graphic Artist	\$15.00	\$16.00	1.00
Web Designer	\$15.00	\$16.00	0.50
Weight Room Monitors	\$9.00	\$10.00	5.28
Group Fitness Instructors	\$35.00	\$38.00	2.13
Life Guards	\$15.00	\$16.00	2.90
Commuter lounge	\$9.00	\$10.00	2.90
Bike Repair / Outdoor Equipment	\$9.00	\$10.00	2.55
Admissions Control	\$9.00	\$10.00	3.83
Flexible Student Staff - General	\$12.00	\$13.00	4.18
Flexible Student Staff - Comp Sports / Youth	\$9.00	\$10.00	1.65
Building Manager	\$16.50	\$18.00	2.90

EXHIBIT 6.4 Part-Time Positions

In addition, the model assumes 30 FTE positions for students, as shown in Exhibit 6.4 above. Assuming each student position equates to ten hours of time per week, there would be 120 student positions generated within the proposed facility.

Non-Personnel Expense

B&D modeled an operating expense budget based on its student recreation facilities database and input from the Budget and Finance department. Non-personnel expenses are primarily budgeted on a per square foot basis and are allocated to the following line items:

- Maintenance (pool chemicals, elevators, flooring)
- Facility repairs
- Administrative and marketing
- Janitorial contract
- Utilities
- Insurance and related expenses
- Sports equipment repairs and periodic replacement
- Facility Management fee
- Miscellaneous expenses (office supply)
- Building & Program Startup Expenses (hiring staff, website development, events)

Non-personnel operating expenses total approximately \$764,000 in Year 1 of the financial model.

All personnel and non-personnel expenses inflate 3% annually within the financial model.

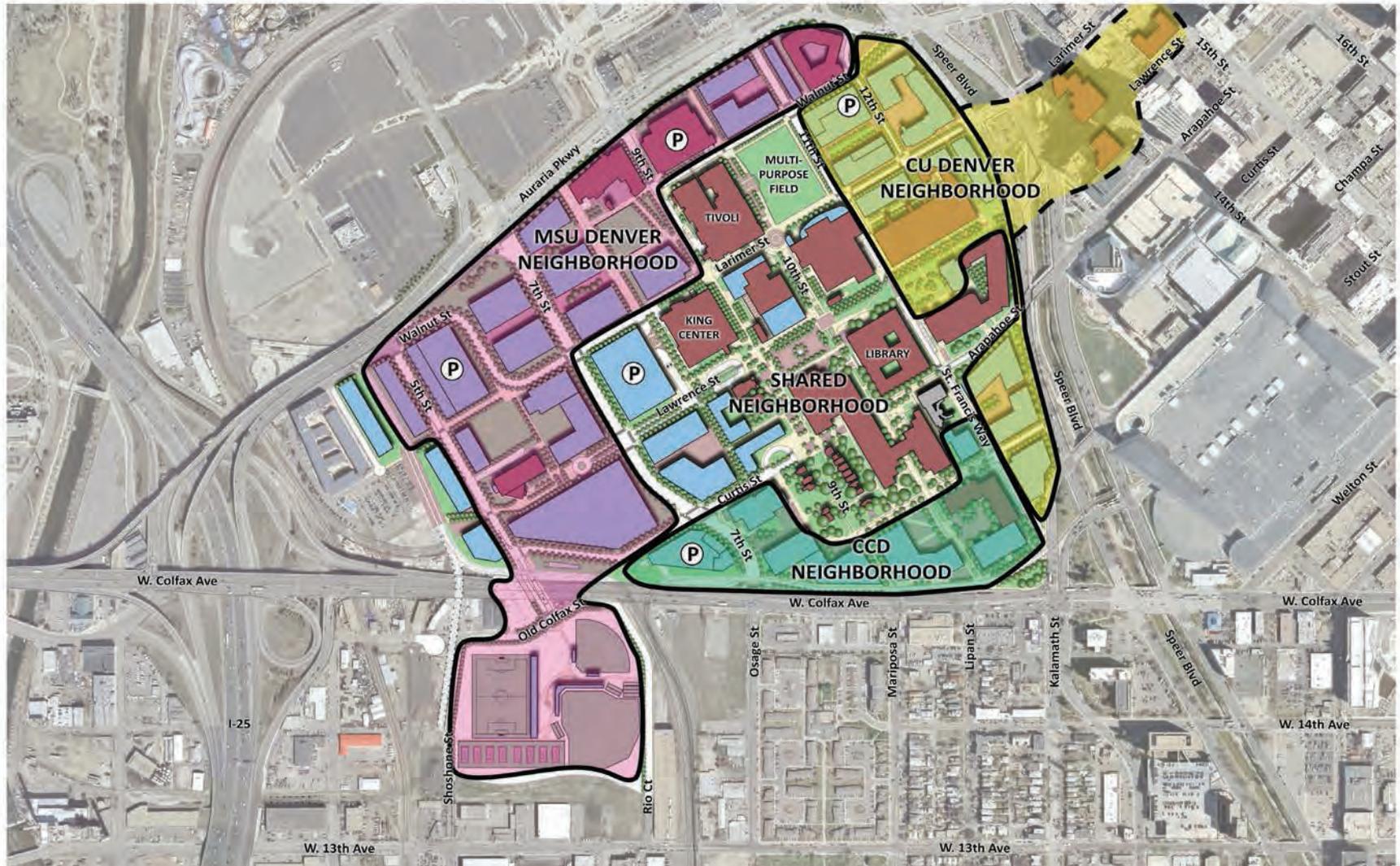
Site Selection



Site Selection

The University of Colorado Denver is one of three institutions that share the Auraria Campus located in downtown Denver. The campus is bordered by Auraria Parkway to the north and west, Speer Blvd. to the east and Colfax Avenue to the south. Previous Auraria Campus Master plans established institutional “neighborhoods” to guide future facility development for the Auraria member institutions. The CU Denver neighborhood is shown below in yellow.

The CU Denver Neighborhood is primarily located along the urban edge of Speer Blvd., but also extends across Speer Boulevard into the central business district to encompass three properties owned by CU Denver that are not part of the Auraria Campus. Due to the campus’ urban nature, land availability is at a premium and each vacant parcel is critical to the future of the university and it’s growth.

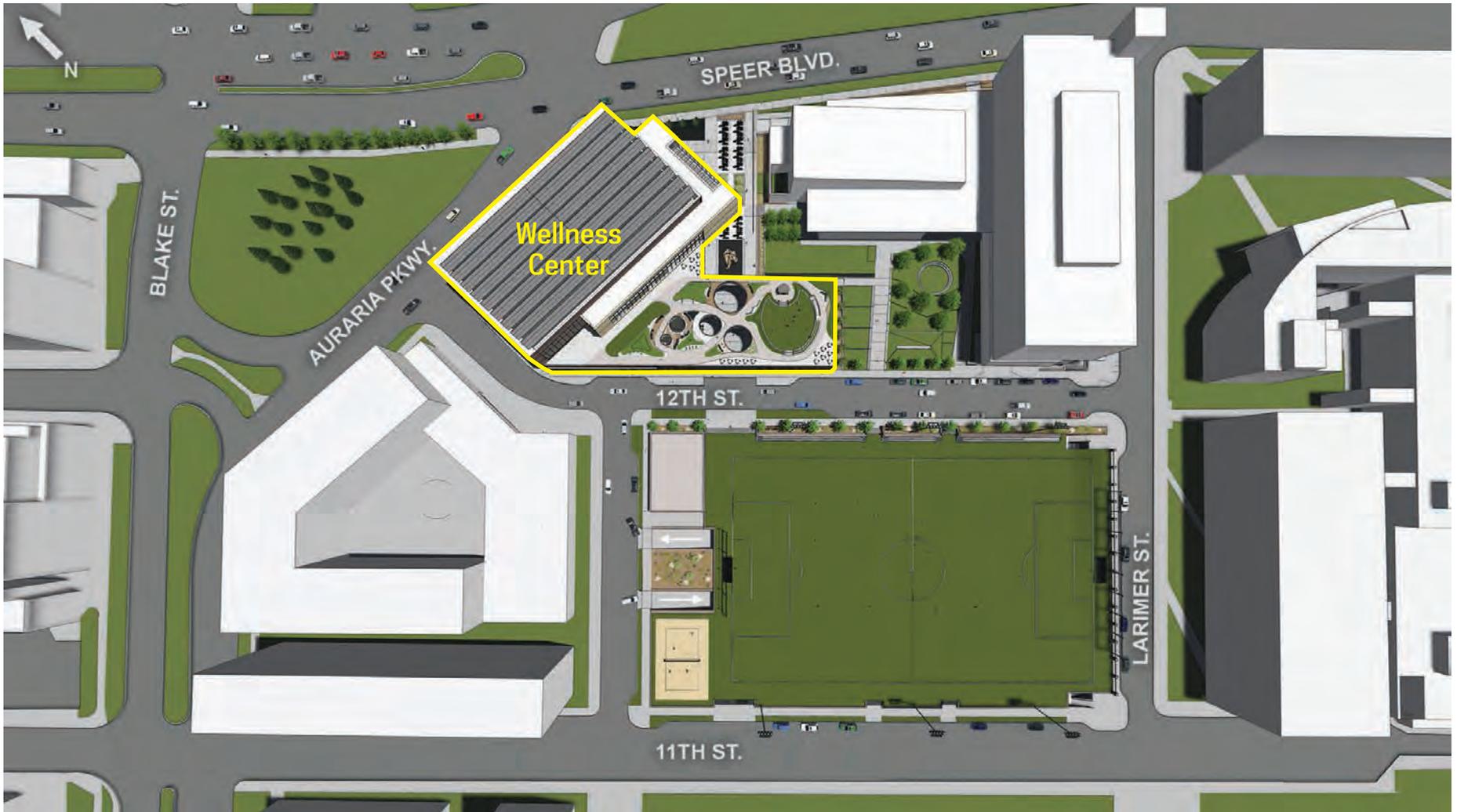


Institutional Neighborhoods Concept Established in the 2007 and 2012 Master Plans for the Auraria Campus

Site - Auraria Parkway & Speer Blvd.

The site consists of an irregular shaped lot at the intersection of Auraria Parkway and Speer Blvd. and along 12th Street, directly adjacent to the newly constructed Student Commons Building. The site's proximity to Student Commons and to the intramural field across 12th Street offers a unique opportunity to create a central student services core in the CU Denver Neighborhood. In addition, it offers tremendous marketing and branding opportunities for wellness programs to pedestrians and vehicular patrons of the downtown Denver area.

Exhibit 7.1 Wellness Center Location

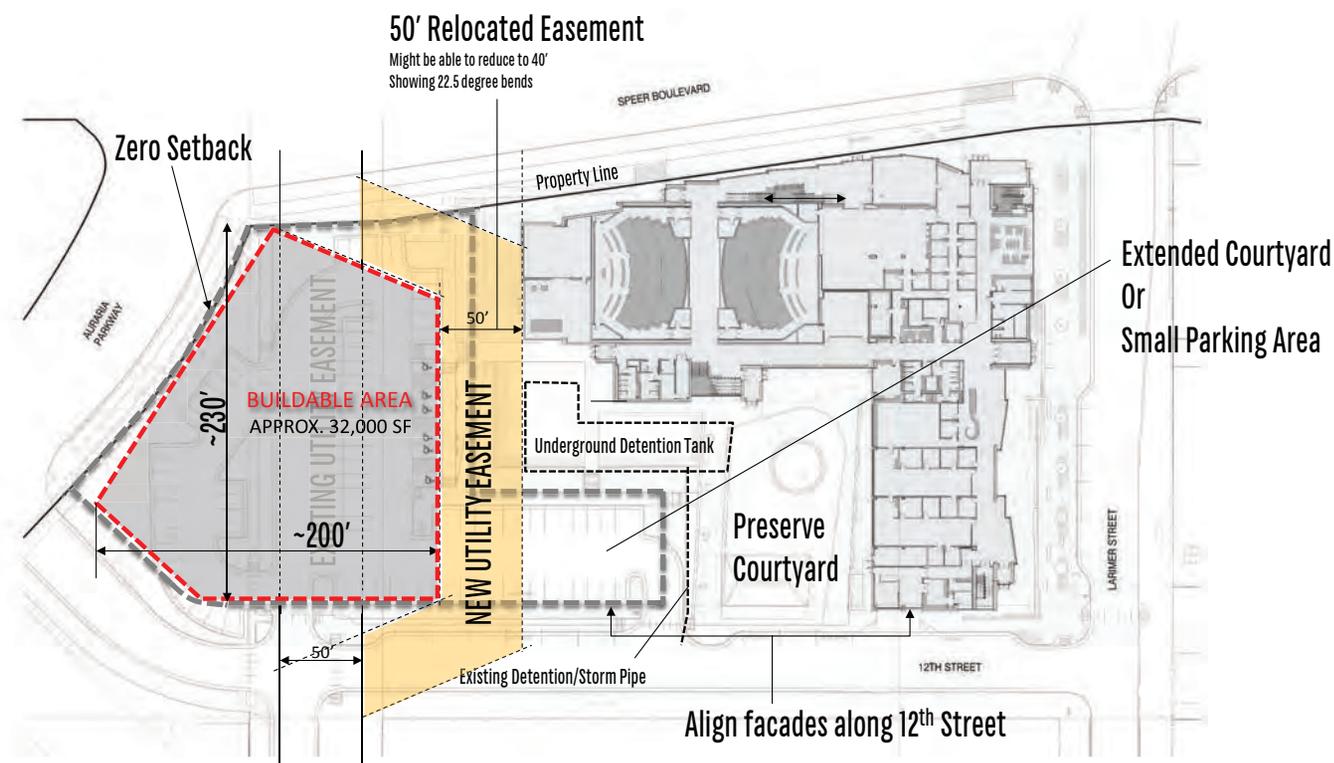


There is an existing 50' utility easement (water, natural gas and storm sewer) running parallel to Walnut Street and bisecting this site. In order to make this site feasible for a Wellness Center program or most higher education uses, the easement must be relocated.

To respond to the urban condition and nature of this site and to be consistent with the siting of Student Commons Building, the design team suggests that the easement be relocated to the southeast to occupy the code required setback area between student commons and any new building on this site. This allows for a large area footprint and can accommodate likely programmatic requirements such as a two court gymnasium, MAC gymnasium and an eight lane swimming pool.

CU Denver engaged the services of a permit expeditor to determine the feasibility of moving the utility lines to the location shown below or some other location to maximize the development potential of the site. Conversations with the utility operators (Xcel Energy, Denver Water and the City of Denver) have been productive and all three entities have indicated that moving the utilities is feasible.

Exhibit 7.2 Site Utility Relocation



Conceptual Design



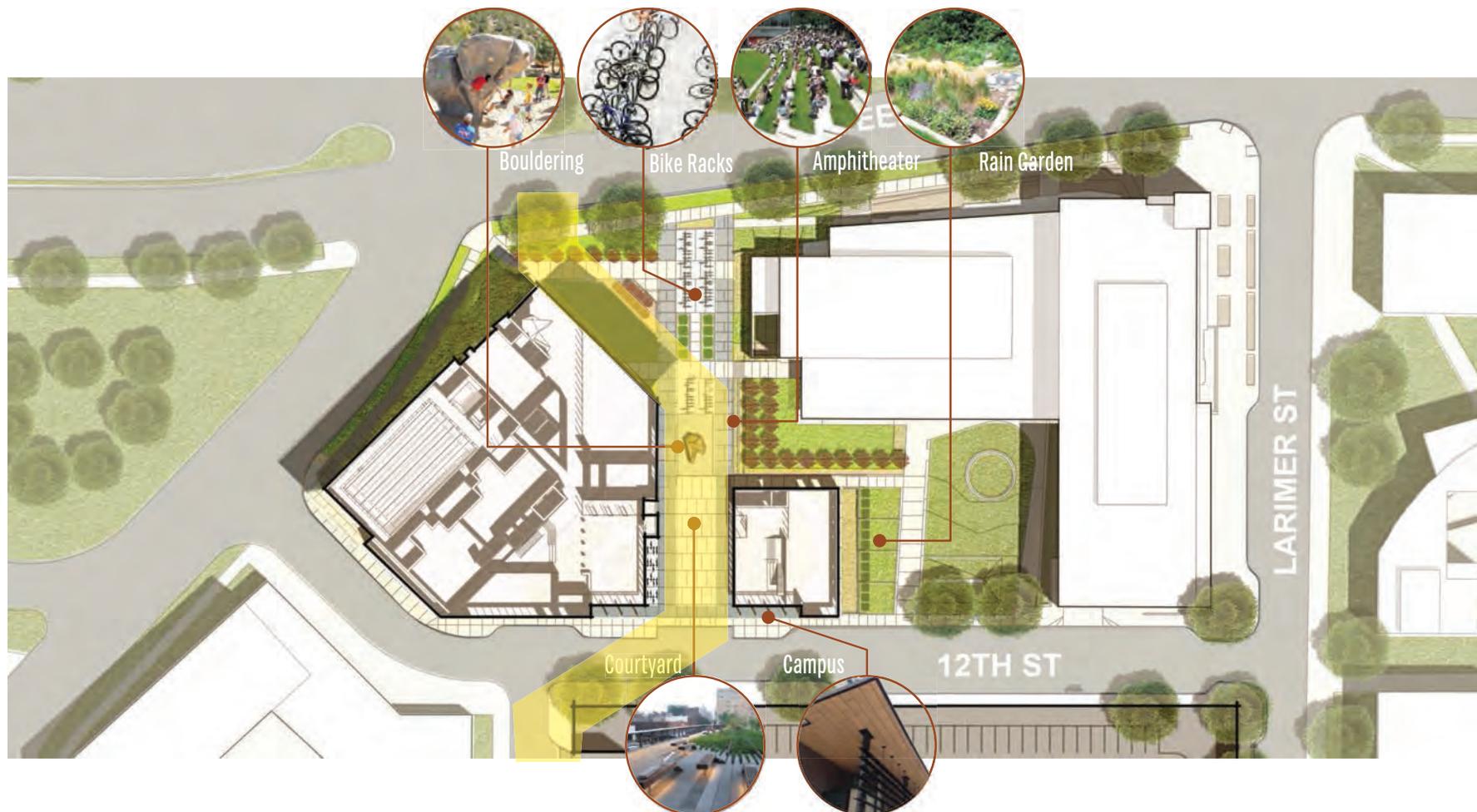
Conceptual Design

Site Planning

The selected site at the intersection of Auraria Parkway and Speer Blvd. offers a perfect opportunity to continue the urban language set forth by the Student Commons Building. Placing the building on Auraria Parkway and 12th Street creates the urban condition that is found elsewhere in the CU Denver Neighborhood and in adjacent downtown Denver.

Being located along Speer Blvd., it is critical that the building provides pedestrian and bicycle axis from both the city side and the campus side. The building should feel connected to the city and the nearby recreational amenities such as the Cherry Creek Trail.

The utility easement can provide a unique opportunity to serve as a connector from Speer Blvd. to the Wellness Center, to 12th Street as well as the primary entry to the Wellness Center. The connector could be activated by recreational activities such as outdoor bouldering and access to the Wellness Center Bike Shop and also creates a shared courtyard space between the Wellness Center and Student Commons Building for outdoor gatherings and events. The Wellness Center will become the hub and center of activity on campus, whether there for a workout or an intramural basketball game or just finding a place to be between classes.



Plan Organization Level 1

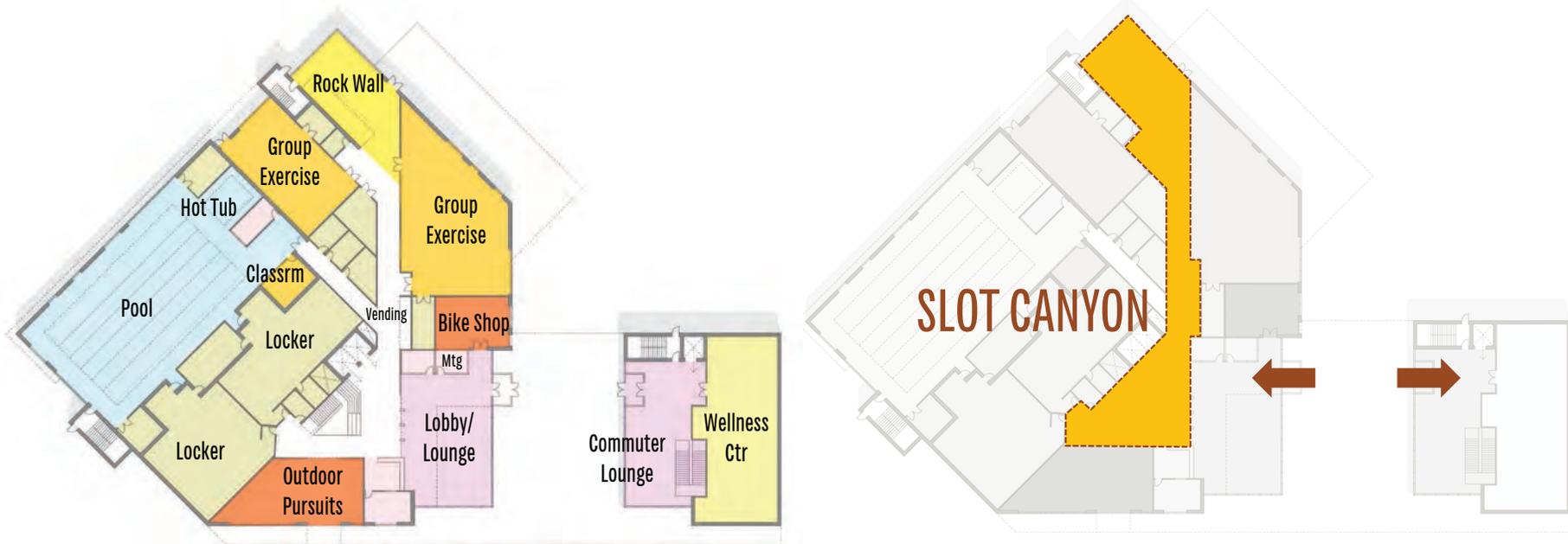
The connector becomes the organizing element and serves as the entry into a split first floor level. Patrons would enter into a welcoming and active public lobby where they would access the ID controlled entrance to the activity and fitness spaces. The commuter lounge and holistic wellness functions would also be accessed from the other side of the connector.

Once inside the facility, transparency to the exterior as well as to other activity spaces is a priority. The site offers opportunities for amazing views of the mountains, to downtown Denver and to the Tivoli.

A signature stair is located front and center to aid patrons through the building and promote physical activity within it.



Level 1 Floor Plan





Easement as Campus Connector



Active & Secure Lobby Entrance



Climbing Wall at Auraria & Speer Blvd. Intersection



Lap Pool with Fitness Overlooks

Plan Organization Continued

Throughout the second and third floors, transparency internally and externally are key considerations. While the primary fitness space is located on the second floor including cardio, free weights and weight equipment, it is important to find locations for discreet exercise and activity throughout the facility to appeal to all students.

The third level could have access to a large green roof that would be home to a walking/jogging trail, hang-out space and outdoor group fitness spaces.



Level 2 Floor Plan



Level 3 Floor Plan

Commuter lounge and Wellness Suite

From day one, providing spaces and programming that builds community within the CU Denver Neighborhood has been a top priority. This requires spaces that appeal to the diverse nature of the CU Denver student population. A commuter lounge would hold a variety of functions including lounge space, gaming area, quiet study rooms and a community kitchen for warming up meals.

The wellness suite would provide functions for stress mitigation and management, seminar rooms for holistic wellness education, health testing lab and spiritual wellness space.



State-of-the-Art Fitness Space



A Green Roof Provides Outdoor Activity Spaces and Amenities



Multi-Activity Court



Two Court Gymnasium



Commuter Lounge



Seminar Space for Wellness Education



Spiritual Wellness Space



Bird's-eye View From Campus



Urban View from Auraria Parkway and Speer Blvd.

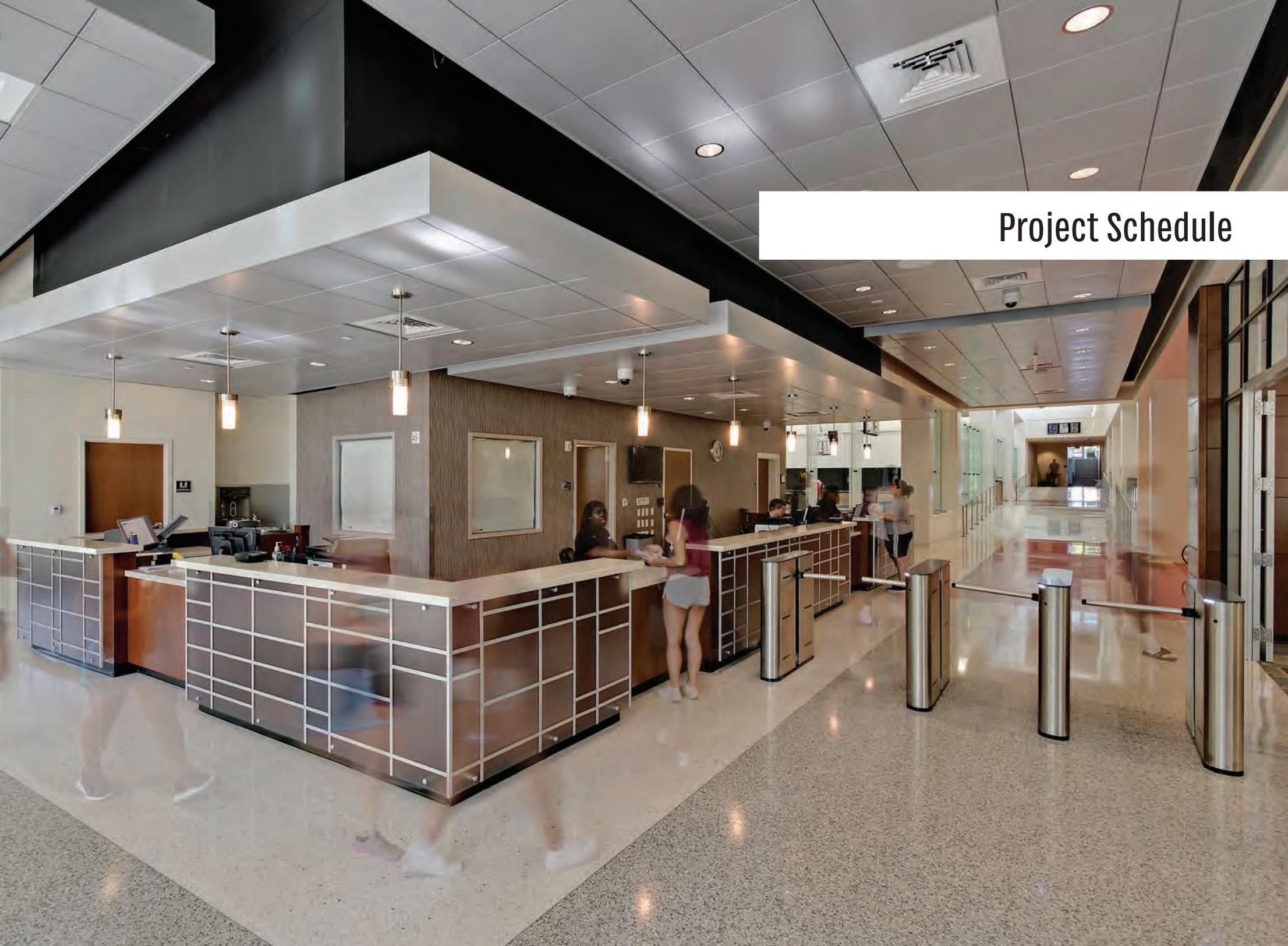


View Down the Connector to The Tivoli



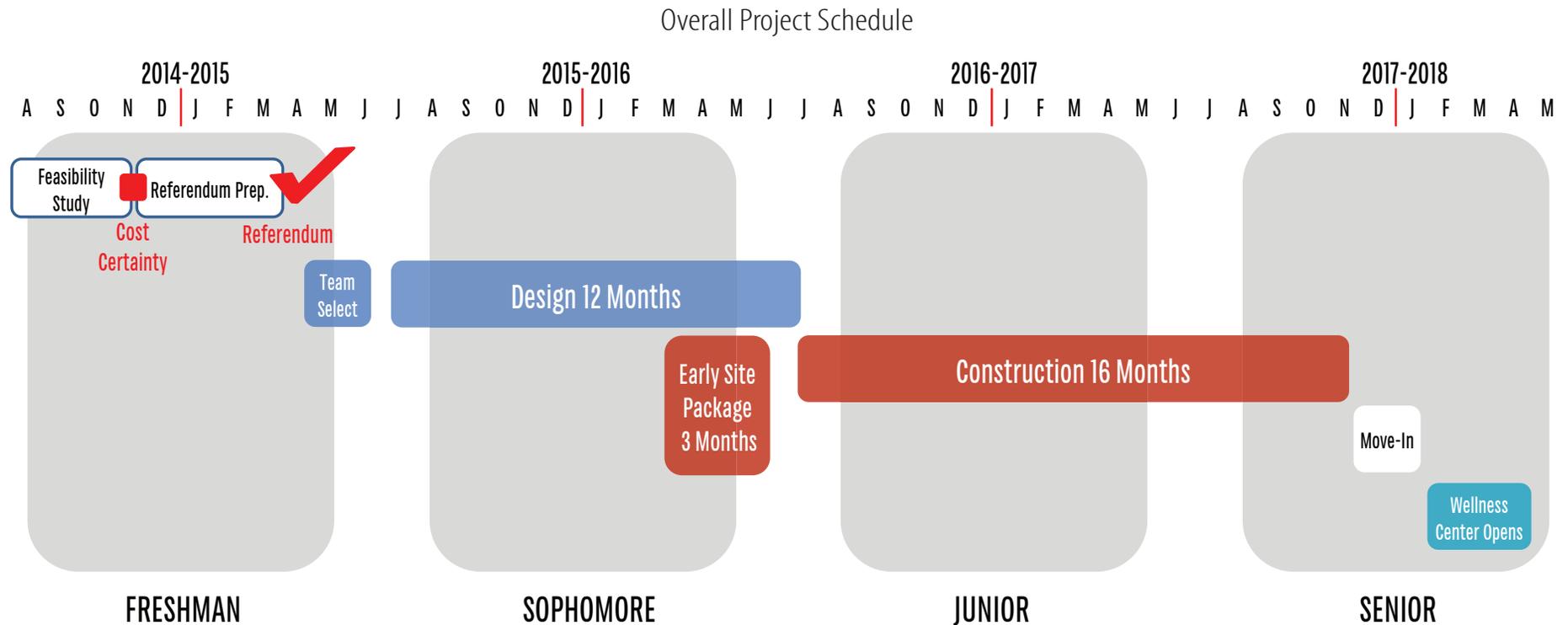
Programmatic Transparency at Night

Project Schedule

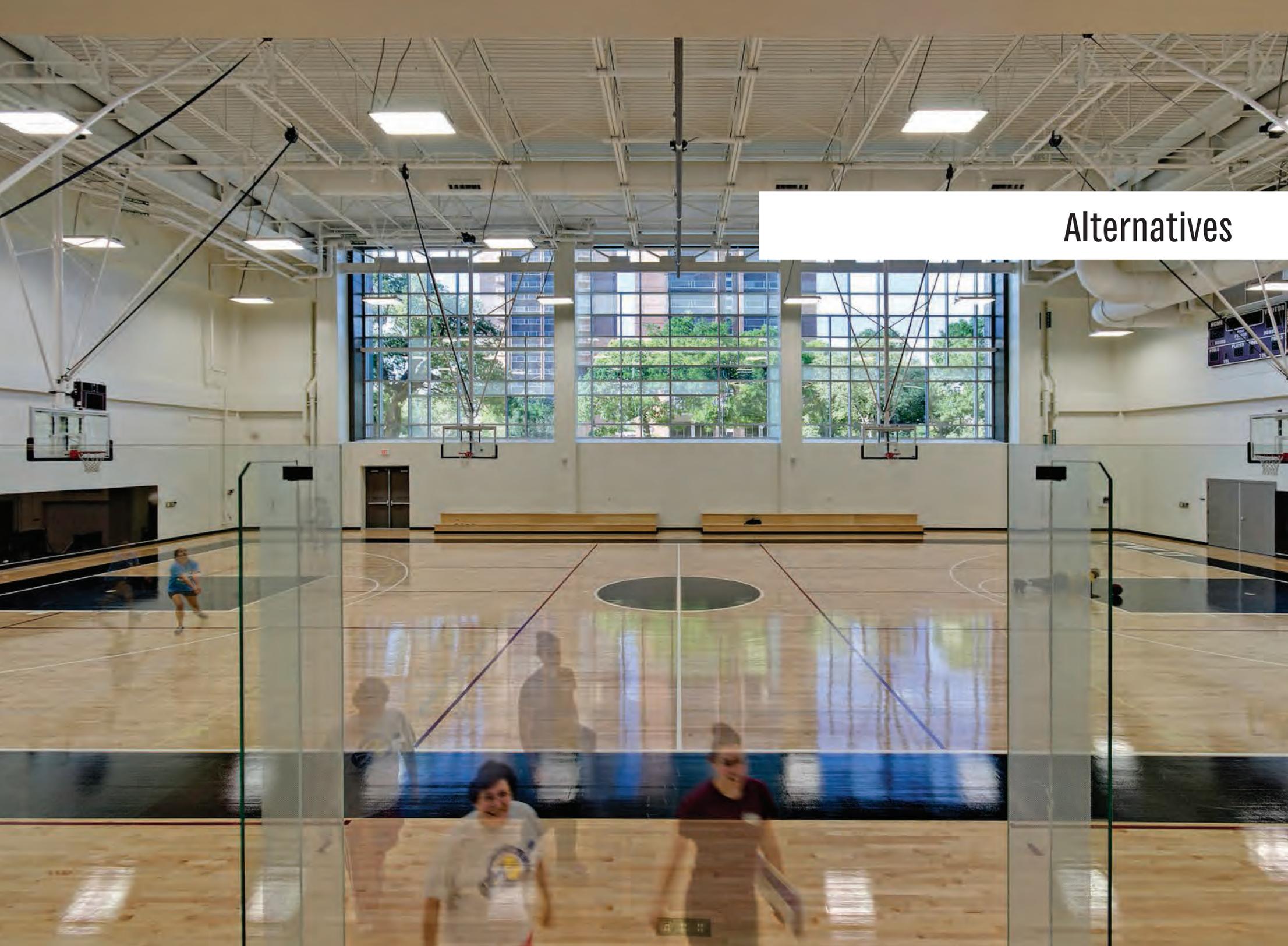


Project Schedule

With the program study complete and project approvals underway, a conceptual schedule has been created to provide a reasonable timeline for the remainder of design and construction. The university will hire the design team in the summer of 2015 and an approximate 12 month long design process will begin. An early site package will allow construction to begin to ensure that the Wellness Center will open for the spring semester of 2018. This ensures that the freshman class that voted in the April 2015 referendum will be able to utilize the Wellness Center prior to graduation.



Alternatives



Project Alternatives

Two alternatives exist to the project described in this program plan– to continue using the PE Events Center for recreation, clubs sports and wellness activities as it currently exists, or to join with the other Auraria institutions in an effort to renovate the PE Events Center for to improve the user experience and create distinct spaces for each Auraria Institution.

Alternative 1– Continue Using the PE Events Center without Modification

The perception of the PE Events Center by CU Denver students has been well documented both anecdotally and through several surveys, the most recent one conducted in 2014 as part of this program effort. The concerns most commonly cited are the age/condition of the facility, the size of the facility in relation to the student population that it serves, the lack of availability of the shared recreation areas in the building due to the presence of Metropolitan State College of Denver athletics and academics, and the management of the facility which does not rise to the level that most students experience with private recreation centers. In short, it is no longer seen as an asset to CU Denver students, particularly when compared with other institutions in Colorado and other regional and national peer institutions.

Alternative 2– Renovation of the PE Events Center as a Larger Shared Wellness Center

In 2013, the Auraria Higher Education Center engaged Davis Partnership to conduct a feasibility study for an expanded and improved PE Events Center that would continue to be shared amongst the three Auraria institutions. The goals for the study were to gauge the costs of expanding the building to provide larger shared spaces and more institutionally dedicated recreation spaces while also addressing some of the longstanding controlled maintenance issues within the building. The Auraria High Education Center and three Auraria institutions decided not to proceed with this project for the following reasons:

Cost/Benefit

A PE Events Center renovation option that included a pool (indicated to be very important in the CU Denver student wellness survey) was estimated to cost \$85,732,000, more than twice the cost of the CU Denver Wellness Center. An exact breakdown of funding sources for this project was never determined. Auraria’s feasibility study indicated that CU Denver would receive 12,661 square feet of dedicated recreation space (including only one basketball/Multi-purpose court), with 39,098 square feet of space continuing to be shared by all three institutions. By comparison, the CU Denver Wellness Center is projected to cost \$42.4M and will provide over 55,000 square feet of dedicated CU Denver wellness and recreation space, including elements not available in the PE/ Events program such as a commuter lounge, rock climbing wall, and bike shop. Additionally, a CU Denver dedicated Wellness Center has the ability to support the growing club sports program at CU Denver by providing multiple courts/venues. This would not be possible in the PE Events Center project since the Metropolitan State University of Denver would still require top priority for athletics and academics.

Tri-Institutional Commitment to the Project

Funding the PE Events Center project would have to come from a mix of student fees (collected from all Auraria students for the recreation portions of the building) and institutional cash funds from Metropolitan State University of Denver for the portions of the building dedicated to MSU Denver athletics and academics. It did not appear that Metropolitan State University of Denver was immediately committed to funding the cash portion of the project or that the student bodies of all three institutions would support raising student fees for the project.

Student Life/Institutional Identity

Some of the greatest benefits of a CU Denver Wellness Center from a student life perspective serve to highlight the biggest shortcomings of the shared PE Events Center project. These include the following:

- The PE Events Center is staffed primarily by MSU Denver students. The CU Denver Wellness Center will provide employment opportunities to CU Denver Students.
- As the home of Metropolitan State University of Denver competitive athletics, PE Events Center is a building branded heavily as an Metropolitan State University of Denver building, even leading some CU Denver students who were polled to classify it as such. Changing that perception would be a difficult proposition. A CU Denver dedicated Wellness Center allows CU Denver to brand the building as a home for CU Denver students.



Appendix A

Appendix A - Referendum Information

Referendum Language

Shall the students of the University of Colorado Denver, Denver Campus (CU Denver), approve a student fee of no more than \$6 per credit, per term starting Fall 2015 and increasing to no more than \$12 per credit per term starting Fall 2017 to fund the construction and operation of a CU Denver Wellness Center tentatively planned to open Fall/Winter 2017 including the following assumptions:

- Fee charged during Fall, Spring, Summer terms
- Access to facilities based upon fee participation
- Fee not charged to online-only students
- Fee minimum Fall 2015–Fall 2017 regardless of actual credits= 3 credits per term, \$18
- Fee minimum beginning Fall 2017 regardless of actual credits= 3 credits per term, \$36
- Fee maximum Fall 2015–Fall 2017 regardless of actual credits = 15 credits per term, \$90
- Fee maximum beginning Fall 2017 regardless of actual credits = 15 credits per term, \$180
- Fee may be increased without referendum no more often than once every two years by the published COLA for those two years starting Fall 2019
- Limited number of non-student memberships will be available to offset operational costs
- Contingent on Regent approval of the fee and of the project

Voting Results

YES



NO



Appendix B



Appendix B - Board of Regents Action Item - Wellness Center fee



CU Board of Regents Agenda Item

Agenda Item Details

Meeting	Apr 17, 2015 - Regular Board Meeting (Thursday-Friday, April 16-17, 2015)
Category	J. 10:15 a.m. BUDGET AND FINANCE COMMITTEE, Regent Steve Bosley, presiding
Subject	3. Action Item: CU Denver Wellness Center Student Fee (APPROVED)
Type	ACTION
Recommended Action	<p>RESOLVED that the Board of Regents approve a student fee for the construction of the proposed Wellness Center subject to the following terms:</p> <ul style="list-style-type: none">• The student fee shall be no more than \$6 per credit per term in the period starting in the Fall Term of 2015 and ending in the Summer Term 2017. The fee minimum shall be for three credits per term (\$18) and the fee maximum shall be for 15 credits (\$90) during this period.• The student fee shall be increase to no more than \$12 per credit per term starting in Fall 2017. The fee minimum shall be for three credits per term (\$36) and the fee maximum shall be for fifteen credits (\$180).• The student fee shall be charged during the Fall, Spring, and Summer terms.• All students who pay the student fee shall have access to the facilities.• The student fee shall not be charged to online-only students.• The student fee may not be increased without further action by the Board of Regents.• The approval of the student fee is made with the understanding that the CU Denver administration and student government leaders will continue to seek other funding sources, including philanthropic funding, for the Wellness Center, and that, where appropriate and consistent with the operational needs of the Wellness Center, additional funding shall be used to further reduce the student fee approved by the Board of Regents.• Construction of the Wellness Center shall include appropriate recognition, including, but not limited to a plaque, commemorating the leadership of CU Denver Student Government and the students they serve. <p>RESOLVED that Board of Regents authorize the CU Denver administration to advance with the planned construction the Wellness Center, subject to the Board of Regents' approval of a facilities plan at the June 2015 Board of Regents meeting.</p>

RECOMMENDATION FROM:

Regent Michael Carrigan, in consultation with CU Denver Student Government Association and Chancellor Jerry Wartgow.

CHANCELLOR'S SIGNATURE:

PRESIDENT'S SIGNATURE:

Motion & Voting

RESOLVED that the Board of Regents approve a student fee for the construction of the proposed Wellness Center subject to the following terms:

- The student fee shall be no more than \$6 per credit per term in the period starting in the Fall Term of 2015 and ending in the Summer Term 2017. The fee minimum shall be for three credits per term (\$18) and the fee maximum shall be for 15 credits (\$90) during this period.
- The student fee shall be increase to no more than \$12 per credit per term starting in Fall 2017. The fee minimum shall be for three credits per term (\$36) and the fee maximum shall be for fifteen credits (\$180).
- The student fee shall be charged during the Fall, Spring, and Summer terms.
- All students who pay the student fee shall have access to the facilities.

- The student fee shall not be charged to online-only students.
 - The student fee may not be increased without further action by the Board of Regents.
 - The approval of the student fee is made with the understanding that the CU Denver administration and student government leaders will continue to seek other funding sources, including philanthropic funding, for the Wellness Center, and that, where appropriate and consistent with the operational needs of the Wellness Center, additional funding shall be used to further reduce the student fee approved by the Board of Regents.
 - Construction of the Wellness Center shall include appropriate recognition, including, but not limited to a plaque, commemorating the leadership of CU Denver Student Government and the students they serve.
- RESOLVED that Board of Regents authorize the CU Denver administration to advance with the planned construction the Wellness Center, subject to the Board of Regents' approval of a facilities plan at the June 2015 Board of Regents meeting.

Motion by Michael Carrigan, second by Sue Sharkey.

Final Resolution: Motion adopted

Yes: Steve Bosley, Michael Carrigan, Irene Griego, Steve Ludwig, Sue Sharkey, Linda Shoemaker, Kyle Hybl

No: John Carson, Glen Gallegos

The only official CU Board of Regents agenda is the agenda located online at www.boarddocs.com/co/cu/Board.nsf

