AURARIA HIGHER EDUCATION CENTER

2017 MASTER PLAN

pioneering institutional collaboration

THE AURARIA CAMPUS

The Auraria Campus represents a truly unique higher education community in the dynamic downtown urban environment of Denver, Colorado. The 150-acre campus is home to three distinct public institutions of higher learning:

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

The Auraria Higher Education Center (AHEC), governed by the Auraria Board of Directors, is a separate state entity providing the facilities, land, and shared services in support of these prominent academic institutions.

AHEC is committed to providing an effective, efficient, and supportive environment, which facilitates the missions of the three institutions. Toward that end, an extensive planning process was led beginning with the 2007 Campus Master Plan where the concept of institutional neighborhoods was introduced. A notable change

came with the 2012 Campus Master Plan, which further embraced those neighborhoods, expanding them along the primary roadways into Denver, and developing a central core with shared facilities built upon specific disciplines, such as the sciences, performing arts, visual arts, library, and common student union.

AHEC defines and manages the elements of this unique community, establishing the primary principles and guidelines to create a unified environment that recognizes the distinctive opportunities that each institution brings to Denver and to Colorado. The principles of the Master Plan embody an urban, rather than suburban, perspective and serve to utilize land resources to the best potential. All building footprints are to be maximized, with growth occurring in a vertical fashion. This includes building to the edges of the campus property to weave seamlessly into the fabric of the surrounding urban environment.



TABLE OF CONTENTS

7

Executive Summary

12

Existing Conditions

28

Recommendations

52

Acknowledgements & Resources



EXECUTIVE SUMMARY

The 2012 Auraria Campus Master Plan continues to serve as the primary base of this update, as the content remains timely. The Plan further outlines the roadways and connectivity, along with bus/light rail transit, bike/pedestrian access, and primary gateways. neighborhood concept plans and associated academic data that An infrastructure plan, food program plan, and signage plan have all been developed to ensure this collective community also works in harmony with subsequent development. Of additional consideration are several plans associated with the downtown Denver environment, including circulation loops, area plans, and other significant strategies.

All of these components have worked together to allow collaboration on maintaining those shared efficiencies, while recognizing the specialties that each institution has to offer, and ensuring that AHEC is able to respond to those needs into the future.

This document includes appendices that embrace the infrastructure and other important elements of the collective campus. The Auraria Campus Master Plan also now reflects the three institutional have been developed to accurately appreciate their individual growth and program needs, and these are recognized as additional appendices. These elements are brought together to capture the essence of the entire campus community and to identify those continuing collective needs in the shared core, including the Kenneth King Performing Arts Center, Visual Arts Building, and other common core efficiencies.

The Auraria Board of Directors approved the 2017 Auraria Master Plan and its supporting documents at their June 28, 2017 meeting.

AHEC

2007 Master Plan 2009 Campus Design Guidelines

2010 Infrastructure Master Plan

2011 Campus Signage Plan 2012 Master Plan

Strategic Implementation Plan 2017

Master Plan (in progress)

CCD

MSU DENVER

CU DENVER





	A A I I A A A I A		
	Focus Groups		of Directors
Master Plan	Workshops, Open Houses,		the Auraria Board
Neighborhood	Faculty/Staff/Student	Review	presentation to
3 1 3	, ,	1	Preliminary
Summer 2015	2015 - 2016	Apr 2016	Nov 2016

Summer 2015 2015 - 2016 Apr/Jun Nov 2016 Preliminary Steering Committee Meetings, Draft Began developing Neighborhood Review Faculty/Staff/Student presentation to Master Plan the Auraria Board Workshops, Open Houses, Focus Groups of Directors

> Fall 2016 2016 - 2017 Mar 2017 | Mar 2017 Began developing Steering Committee, Advisory Preliminary Neighborhood Committee, Executive Committee | Review presentation to Master Plan Meetings, Faculty/Staff/Student

the Auraria Board Workshops, Open Houses, of Directors

Interviews

Auraria Board of Directors (approved)

June 2017

2007

IDDP Downtown Area Plan 2007

|Denver Moves: Making Bicycle and Multi-Use Connections 2011

|Connect Auraria Study 2014

Denver Connection Vision Plan Larimer Street Conceptual Walkway 2016

l Auraria - Downtown

Downtown Loop Concept





OTHER

NEIGHBORHOODS

The Auraria Campus Master Plan further defines opportunitie for growth, both collectively and specific to each institution.

The neighborhoods were developed to enhance individual institutional identity and to provide a land use structure to guide Auraria Campus development.

As identified previously, for the first time, the three academic institutions have developed their own neighborhood concept plans that recognize the specialties and growth of each, as well as the shared development needs. These are incorporated into the overall Auraria Campus Master Plan to provide an accurate view of the significant development needs and opportunity for this unique shared community.



EXISTING CONDITIONS

During the last ten years, the Auraria Campus has seen over \$630 million in new development and renovation. Much of this growth is the direct result of the transformative neighborhood concept first imagined in the 2012 Master Plan Update neighborhood concept created specific areas of the campus devoted to institutional development along one of the three main campus boundaries. The Community College of Denver is developing its neighborhood along the Colfax edge of campus. MSU Denver has added three institutional buildings along Auraria Parkway, fulfilling one of the main design guidelines, to focus new construction at the campus edges to help connect to the surrounding city. The University of Colorado Denver continues with two new buildings and a major renovation of North core neighborhood where a majority of the academic programs, classrooms, and common uses (e.g., Auraria Library) would be located to capitalize on the efficiencies allowed by the shared campus. The following section of this Master Plan document

CAMPUS LOCATION

The Auraria Campus is located adjacent to the Downtown
Denver commercial core. The primary campus is bordered by
Colfax Avenue, Speer Boulevard, and Auraria Parkway. Neighbors
include the Denver Center for the Performing Arts, Pepsi Center,
Sports Authority Stadium, and Larimer Square.

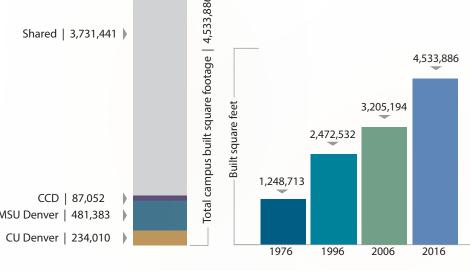
The Auraria Campus was initially developed in the 1970s as an urban renewal project, with an expected population of 15,000 students. Today, the collective campus community has grown to nearly 50,000 students, faculty, and staff, and is the largest public higher education campus in Colorado.

BUILDING CONDITIONS

About half of the structures on the Auraria Campus today are from the original development in the 1970s, and as such these buildings are approaching 50 years old. Recent remodels have been carried out on several of the structures and plans for future renovations are in place for the others. In addition, program growth has driven other developments and planned projects.

The Facilities Services department conducts facility condition audits on buildings as prioritized by campus leadership.







SHAPING THE CAMPUS

The Auraria Campus 2012 Master Plan update was developed along with an accompanying Strategic Implementation Plan, an Infrastructure Master Plan, a Food Program Plan, and a Signage Plan. All of these plans work collectively to establish an incremental road map to move the campus forward.

The design guidelines of the Auraria Campus embody an urban perspective and seek to:

- Build to the boundaries of campus to weave seamlessly into the fabric of the surrounding environment
- In response to finite real estate, build vertically
- Design buildings to be transparent, allowing the learning activities to be seen and experienced
- Define multiple ways to "Connect to Denver," in recognition of the Downtown Denver Area Plan

The new vision for the Auraria Campus is of a highly urban environment inspired by the nearby urban neighborhood of Lower Downtown, with its strong street walls defining active and lively street corridors filled with pedestrian-scaled amenities. The Plan also seeks to knit the campus and the city together across Speer

Boulevard and the other campus edges by developing new buildings close to the city edge with a finer grain development pattern typical of many successful urban centers.

CAMPUS DEVELOPMENT

The development principles identified in the 2007 Master Plan remain true for the campus through this update. These principles seek to:

- Expand the campus to meet the current and future needs of the constituent institutions in a way that is consistent with the physical quality and character of the Auraria Campus
- Enhance the identity of the individual institutions without undermining the shared identity of the Auraria Campus
- Support the educational objectives of the three institutions by creating new opportunities for learning in buildings and outdoors
- Create strong physical and programmatic connections from the campus to Denver's core, transit systems, and the regional parks and parkways
- Develop a plan that represents sustainable planning and design





SUMMARY OF INSTITUTIONAL GROWTH AND SPACE NEEDS

Community College of Denver (CCD)

CCD's enrollment has fluctuated over the last decade, impacted by corresponding shifts in the economy. Enrollment has declined in the last several years and only a modest increase of one percent is anticipated by 2030. The greatest growth is expected in the Math & Science and Arts/Humanities/Social Sciences.

Current enrollment is approximately 14,822 student headcount, and 5,129 full time equivalent (FTE) student. Projected enrollment by 2030 is 5,180 FTE, which equates to one percent growth equally distributed across all institutions. Staffing is projected to grow at a greater rate, initially declining, but growing by approximately eight percent in the next 15 years. This growth is predominately in student services and administrative departments. Staff growth projectors will continue to fluctuate based on actual enrollment.

The predominate space need for CCD on the Auraria Campus is finding more room within CCD's neighborhood for administrative functions that currently reside elsewhere on campus, and for the Health Sciences program currently located at the Lowry Campus. There are several buildings that have available space to consider.

The Boulder Creek building (currently a shared facility) houses space slated to be vacated by CU Denver and by MSU Denver. The Clear Creek building has some vacant space on its second floor, creating further opportunities for CCD. In addition, with some reconfiguration/remodeling, there are opportunities to capture some additional space in the office areas within the Cherry Creek and Confluence buildings.

Metropolitan State University of Denver (MSU Denver)

MSU Denver's enrollment has declined in the last several years, however a 15 percent growth is projected for the next 15 years. It should be noted that there are some programs that are shrinking and some that are anticipating significant growth. The greatest growth is expected in the School of Education and College of Business. More modest growth is projected for Letters, Arts and Sciences and the College of Professional Studies. However, specific programs such as Aviation and Aerospace Engineering Sciences, Hospitality/Events/Tourism, and the Arts are expected to grow more than their overall departments will.



Current enrollment is approximately 20,940 student headcount, and 7,237 student FTE. Projected enrollment by 2030 is 8,326 FTE, which equates to 15 percent growth. Letters, Arts and Sciences is projected to grow by 12 percent, College of Business by 17 percent, School of Education by 145 percent, and College of Professional Studies by three percent. Correspondingly, faculty/staff is expected to grow from 1,660 total today to 1,946 by 2030, which represents a 17 percent increase.

The analysis showed that to meet current academic, administrative, and support space an additional 11 percent, or approximately 105,500 assignable square feet (ASF) is needed. In actual square footage, the greatest addition is needed in office space (approximately 27,600 ASF, which is nine percent of the total existing office space). The predominate space need for MSU Denver on the Auraria Campus is finding more room within shared facilities for programs that will remain there and who need to consolidate and grow,

while backfilling space as it becomes available in the MSU Denver neighborhood. The most pressing needs are to find a new home for Nursing labs currently in the Boulder Creek building and to backfill available space in the Administration Building.

University of Colorado Denver (CU Denver)

CU Denver's enrollment has primarily increased over the last 10 years and is expected to continue to increase. A 30 percent increase in enrollment is anticipated over the next 10 years. All colleges and schools at CU Denver are expected to grow, however the growth is expected to be highest in the Business School, College of Engineering and Applied Sciences, and the College of Liberal Arts and Sciences.

Current enrollment is approximately 19,050 total student headcount. Projected enrollment by 2025 is 25,000 total student headcount, which accounts for 30 percent growth. The expected future headcount is anticipated at 70 percent undergraduate and 30 percent graduate students.

The primary space needs for CU Denver are in teaching laboratories, assembly and exhibit space, and study and collaborative learning areas. The institution has an identified deficit of around 100,000 assignable square feet in combined classroom, class lab, and research lab space. There is only a need for 18,509 ASF of office space. Assembly and exhibit space is at a deficit of 43,869 ASF. CU Denver needs an additional 28,346 ASF of identified study and collaborative learning space.

There are regional and local demographics, economic, and educational factors that will continue to impact enrollment and are not entirely predictable, so flexibility within the master plan is essential, as is the recognition that high enrollment growth is unlikely within the planning timeframe.

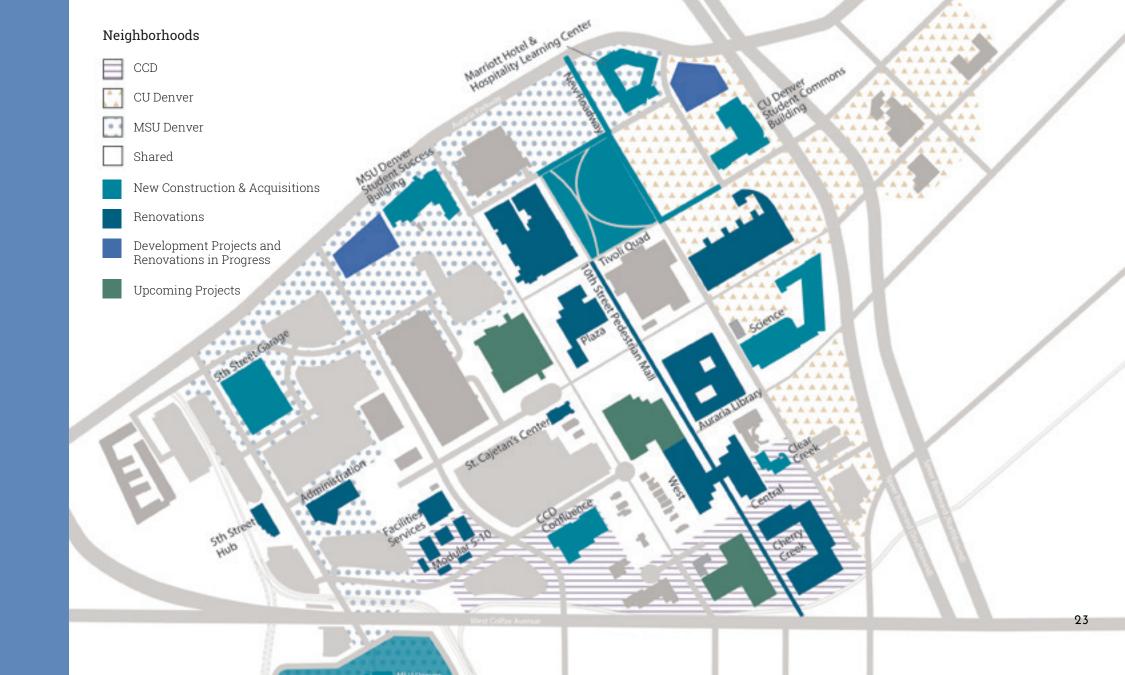
For additional details related to institutional enrollment and space analysis, please refer to the individual institutional neighborhood plans.

DEVELOPMENT SINCE 2007 MASTER PLAN

New structures and acquisitions have been added to the Auraria Campus in response to enrollment growth, while also enhancing the brand and identity for each institution. Student-centered buildings to house admissions, financial aid, and other services were constructed by each institution to help with student engagement and retention.

The Auraria Campus encompasses an environment that is rich in innovative ideas. Three academic institutions in one location magnifies the opportunity to position the campus as a place where ground-breaking ideas originate, including several dynamic ventures that integrate learning with commercial enterprise.

In addition to significant renovations of existing facilities, the campus has added almost 3.4 million built square feet since the opening of the original campus in 1976, with more than 40 percent of that growth occurring in the past six years.



More than **\$630 million**has been directly invested in
new construction, acquisitions,
renovations, and projects.

NEW CONSTRUCTION AND ACQUISITIONS

- 5th Street Garage and future retail center | AHEC tri-institutional
- Clear Creek Renovation | CCD
- Confluence | CCD
- Hotel & Hospitality Learning Center | MSU Denver
- Regency Athletic Complex | MSU Denver
- Science Building Renovation | AHEC tri-institutional
- Student Success | MSU Denver
- Student Commons | CU Denver
- Tivoli Quad Renovation | AHEC tri-institutional



RENOVATIONS

- 5th Street Hub | CU Denver and MSU Denver
- 10th Street Mall | AHEC tri-institutional
- Administration Building | MSU Denver
- Auraria Library | AHEC tri-institutional
- Central Classroom | MSU Denver
- Cherry Creek | CCD
- Facilities Services | AHEC tri-institutional
- Modular Classrooms | MSU Denver and CCD
- Plaza Building | CU Denver and MSU Denver
- St. Cajetan's | AHEC tri-institutional
- Tivoli Student Union | AHEC tri-institutional
- West Classroom | MSU Denver



RECOMMENDATIONS

The following pages present the planned development of the Auraria Campus over the next 20 years. The development shown represents the current projected projects identified for the Auraria Campus, as presented in the individual institutional neighborhood concept plans. The combined development is presented starting with the first five years, continues with the outlook for ten years out and concludes with a potential full build-out scenario projected at 20 years and beyond.

PLANNED/IN-PROGRESS DEVELOPMENT NEXT 5 YEARS

- Arts Building Renovation | AHEC tri-institutional
- Aerospace and Engineering Sciences | MSU Denver
- Boulder Creek Expansion | CCD
- Business School Phase II | CU Denver
- CU Denver Building Renovation | CU Denver
- Engineering and Physical Sciences Building Phase I | CU Denver
- First-Year Housing/Dining | CU Denver
- Instructional Lab Wing| CU Denver
- King Center Expansion & Renovation | AHEC tri-institutional
- Larimer Street Connection | AHEC tri-institutional
- Mixed Use Residential | CU Denver
- North Classroom Renovation | AHEC tri-institutional
- Student Wellness Center | CU Denver



UPCOMING PROJECTS 5-10 YEARS

- Academic Building | CCD
- Academic Building | MSU Denver
- CU Denver Building Annex Tower | CU Denver
- Central Services Complex | AHEC tri-institutional
- Engineering and Physical Sciences Building Phase II | CU Denver
- Police Station | AHEC tri-institutional
- Science Building Addition | CU Denver



LONG TERM PROJECTS BEYOND 10 YEARS

AHEC tri-institutional

- Early Learning Center
- 7 Opportunity Sites

CCD

• 4 Opportunity Sites

MSU Denver

7 Opportunity Sites

CU Denver

5 Opportunity Sites



FULL BUILD-OUT PLAN

The 2012 Auraria Campus Master Plan Update and this subsequent 2017 Master Plan serve to recognize and unify the qualifying needs of the three institutions now and into the future. The Plan remains flexible to adapt to the changing needs of each institution while supporting the underlying collective land and shared core elements. This road-map is the acknowledgment of this unique and efficient environment, and the opportunities that it presents for the largest single campus in the State of Colorado.



MASTER PLAN DETAILS

Based on the full build-out plan for the Auraria Campus, the following pages explore details related to connectivity, transportation, circulation, and infrastructure of the Master Plan.

CIRCULATION

Many of the circulation projects identified in the 2012 Master Plan Update have been successfully completed. 11th Street has been extended from Larimer Street to the Auraria Parkway and accommodates new pedestrian, bicycle, and vehicular traffic. The expanded roadway also creates a new bus circulation pattern which improves RTD operations on the Auraria Campus. As envisioned, the intersection of 11th and Auraria Parkway is a fully signalized intersection. Walnut Street was also extended from 10th Street to 12th Street, adding many new on-street parking spaces. In addition, Shoshone Street and Old Colfax have been improved with the development of MSU Denver's Regency Athletic Fields on the south side of the campus. The Master Plan still calls for realigning Walnut Street between 5th Street and 7th Street. This would create a better circulation pattern for after the 7th Street Garage is rebuilt in its planned configuration.



CONNECT AURARIA

The Auraria Campus is a vital element of downtown Denver, representing 50,000 patrons, a significant economic injection through development, and a critical future workforce pipeline. Viable city centers embrace the connection between urban higher education campuses and the city core, and the relationship of the Auraria Campus with Denver is no different. Toward that end, the Auraria Campus continues to successfully foster expanded social, physical, and economic connections between the campus and downtown Denver.

The Campus is active in several recently commenced planning initiatives, such as the Downtown Area Plan Update (Central Platte Valley and Auraria) and the Denver Moves Mobility and Transit planning. Based upon the outcome opportunities of these and similar efforts, the 2017 Master Plan may need to be updated or modified at key intervals as future trends are identified.

In 2016, the Auraria Higher Education Center in partnership with the Downtown Denver Partnership, Inc., the City and County of Denver, and leaders from the three institutions created a conceptual walkway plan that would develop a safe and enjoyable pedestrian and bicycle-focused urban pathway to connect the Auraria Campus at Larimer Street and Speer Boulevard to downtown Denver at Larimer Street and 14th Street. The concept calls for a multi-phase approach and considers reducing the travel lanes on Larimer Street and increasing the width of sidewalks, adding bike lanes, and improving the overall public open space amenities. These improvements are enhanced by proposed nearby development of the median parcels of Speer Boulevard. A second phase of this project is envisioned as a raised pedestrian and bike pathway that would further connect to the new development at the second level in the middle of Speer Boulevard. This would be a unique and exciting way to connect the campus to downtown Denver.

A new concept proposed currently by the Downtown Denver Partnership, Inc. and supported by the Auraria Campus, is a Downtown Loop that would create a pedestrian and bicycle trail along 21st Street and Wynkoop Street in Downtown Denver. The loop concept would connect through the campus, potentially along Curtis and 11th Streets. This route would allow the campus to build out its pedestrian-focused development along those streets, and would further increase their vibrancy by bringing other people not typically associated with the campus through and into the campus space, while connecting to other popular Denver landmarks along the length of the loop trail.



PUBLIC TRANSPORTATION

The Auraria Campus is surrounded by many public transportation options, including light rail, bus service, as well as a future transit shuttle that would operate on portions of Larimer Street, potentially between the 38th/Blake Station and 5th/Larimer, adjacent to the Auraria West Light Rail Station. While this shuttle is shown with a suggested route through the campus based on the Larimer Street alignment, its timing, operation, and ownership has not been determined.

Likewise, the proposed Bus Rapid Transit (BRT) on Colfax Avenue from Federal Center Station to University of Colorado Anschutz Medical Campus is an enhanced transit option that features upgraded vehicles, enhanced stations, and operation in a dedicated transit lane wherever possible. Potential vehicle upgrades include low-floor and multi-door boarding features that make it easier and faster for all riders, especially those with special needs, to get on and off. Enhanced station amenities would feature real-time passenger information, off-bus ticketing, and shelter and safety improvements. The proposed BRT system on Colfax would reliably operate buses every five minutes with the existing RTD Route 15 continuing to provide local bus service.

The campus will continue to partner with city and transportation officials on defining changes and opportunities which may be identified.



BIKE NETWORK

Not only are more students, faculty, and staff opting for public transit rather than automobile to travel to and from campus, but bicycle and skateboard use has also increased. The campus is responding to this demand through enhanced bike facilities on campus with connections to off-campus facilities. The campus added many new bike racks, as well as a new secure bike parking facility to meet the growing demand of bike commuters. On many days, some campus bike racks exceed their recommended capacity. The Auraria Campus will continue to expand bike parking and has plans for two additional secure bike parking facilities. Additional bike lanes and "sharrow" paths are planned to complete missing links and to further strengthen the bike network within the campus and to link to local and regional bike paths and trails throughout Denver.



PARKING

Parking locations are strategically selected to provide a space inventory supply that supports each neighborhood, while maintaining the advantages of a single campus-wide system operated by AHEC. The Plan allows phasing from mostly surface parking to structured parking. The plan also identifies that any parking structure is multi-functional and is integrated with other uses, such as retail, office, classroom, etc. Parking capacity in the Master Plan is maintained at the current level of approximately 6,300 spaces, even with predicted growth for each of the three institutions. The policy of maintaining parking at current levels is based on a commitment to reduce the reliance on the use of single occupancy vehicles and encourage alternative transportation as the campus community grows. This corresponds to a recent trend in decreased parking demand due to increased use of public transit There will continue to be on-street parking along portions of 11th Street/St. Francis Way and 5th Street, with new on-street metered

parking provided on 11th, Walnut, and Larimer. It is likely that parking lots on the southwest end of campus will remain as surface lots due to their location underneath the Colfax viaduct.

Less than 10 years ago, more than three out of four students, faculty, and staff drove to campus, so more demand existed for parking than was supplied. Today, regional transit initiatives have made a large impact with nearly 30 percent of students using transit to get to the campus. Parking is heaviest the first two weeks of each fall and spring semester, but following those weeks, demand evens out.

As noted previously, it remains imperative that changes in trends are followed and impacts/opportunities are planned for. At this juncture, many initiatives are in progress and not enough information is currently available. Nonetheless, the campus embraces the notion of developing flexible facilities that can be altered or repurposed over time.



UTILITIES

In 2010, the Auraria Campus undertook an extensive infrastructure study to determine the utilities that currently exist on campus. After the infrastructure systems were analyzed, that information was used to create an Infrastructure Master Plan, which will be used to guide future development and infrastructure on campus. When a project is proposed, planners will look at the campus-wide picture while making infrastructure recommendations so improvements can be made strategically following an overall recommended framework instead of just building by building. For more information, consult the Infrastructure Master Plan (IMP) document as prepared by the Matrix Design Group.

SIGNAGE

In 2011, the Auraria Campus institutions hired ArtHouse Design to develop a signage plan for the Auraria Campus. This plan is meant to improve wayfinding for vehicular and pedestrian circulation, while maintaining continuity within the campus community. The different signs provide various strategies to both announce arrival to the campus, as well as provide information. The plan identifies potential locations for these signs that help create an overall Auraria Campus identity, while simultaneously reinforcing the individual identities of the three institutions.



BUDGET

The individual institutional needs are identified in each of the respective neighborhood concept plans. The shared core needs are encompassed in the continuing efficiencies of those facilities common to each, where it is only necessary to build or renovate one building that will serve all three.

The upcoming priorities include:

- Kenneth King Performing Arts Center Renovation and Expansion
 \$41.8M; need identified in 2015-16
- Visual Arts Building Renovation \$22.7M; need identified in 2015-16
- Common Core Facilities
 (Police Station Development, Shared Service Renovation)
 targeted need in 2019



CU Denver Student Commons Building

ACKNOWLEDGEMENTS + RESOURCES

ACKNOWLEDGEMENTS

- Barbara Weiske, Chief Executive Officer
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- Carl Meese, Senior Campus Planner
 Auraria Higher Education Center
- Dr. Everette Freeman, President Community College of Denver
- Dr. Stephen M. Jordan, President

 Metropolitan State University of Denver
- Dr. Dorothy Horrell, Chancellor University of Colorado Denver
- SmithGroupJJR
 Campus Planning Consultant

RESOURCES

- AHEC Master Plan 2007
- Downtown Denver Area Plan 2007
- Connect Auraria Study 2014
- Kenneth King Performing Arts Center Program Plan 2015
- Visual Arts Building Program Plan 2015
- Auraria Campus Success Report 2016
- Auraria | Downtown Denver Connection Vision Plan 2016
- Boulder Creek Program Plan 2016
- Downtown Loop Concept 2016



APPENDIX

- AHEC Master Plan Update 2012
- Auraria Campus Infrastructure Master Plan 2011
- Auraria Campus Schematic Sign Plan 2011
- Auraria Campus Food Program Plan 2013
- AHEC Strategic Implementation Plan 2012
- Community College of Denver Neighborhood Master Plan 2016
- Metropolitan State University of Denver Neighborhood Master Plan 2016
- University of Colorado Denver Neighborhood Master Plan Summary 2017







