

# AHEC Master Plan Update

## Work Session #3- Alternatives

17 January 2006



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## Agenda

- Schedule
- Space Analysis and Program
- Design principles
- Concept alternatives
- Funding and real estate strategies

## Schedule

- Phase 1: Goal Setting and Analysis
- Phase 2: Alternatives
- Phase 3: Development Plan and Implementation Strategy

# Master Plan Update Web Site

[schedules](#)

[goals](#)

[work-to-date](#)

[feedback](#)

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## AHEC Master Plan / Private Partnership



### The Successes of Downtown Denver Sets the Tone for the AHEC Master Plan Update

In the spring of 2006, the State of Colorado, acting on behalf of Auraria Higher Education Center (AHEC), issued a request for



### What's New?

#### What Are the Campus Growth Needs?

Interviews with administrators at AHEC, the Community College of Denver, Metropolitan State College of Denver, and University of Colorado Denver, students and faculty from the three



### Upcoming Meetings

#### Upcoming Meetings

The studioINSITE and Sasaki Associates, Inc. Team will return to campus on January 16 and 17 to work with the

Master Plan Committee and the AHEC Board. At



# Space Analysis & Program

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# Purpose and Methodology

- Space needs assessed to establish AHEC's current and future space needs and to determine the master plan program
- Analysis compares existing space to estimated space needs for different levels of enrollment in the future
- Comprehensive space inventory completed by AHEC and institutions' staff
- National space planning standards applied (CEFPI, ACRL, and Penn)
- Analysis does not assess quality and functionality of space



# Assumptions

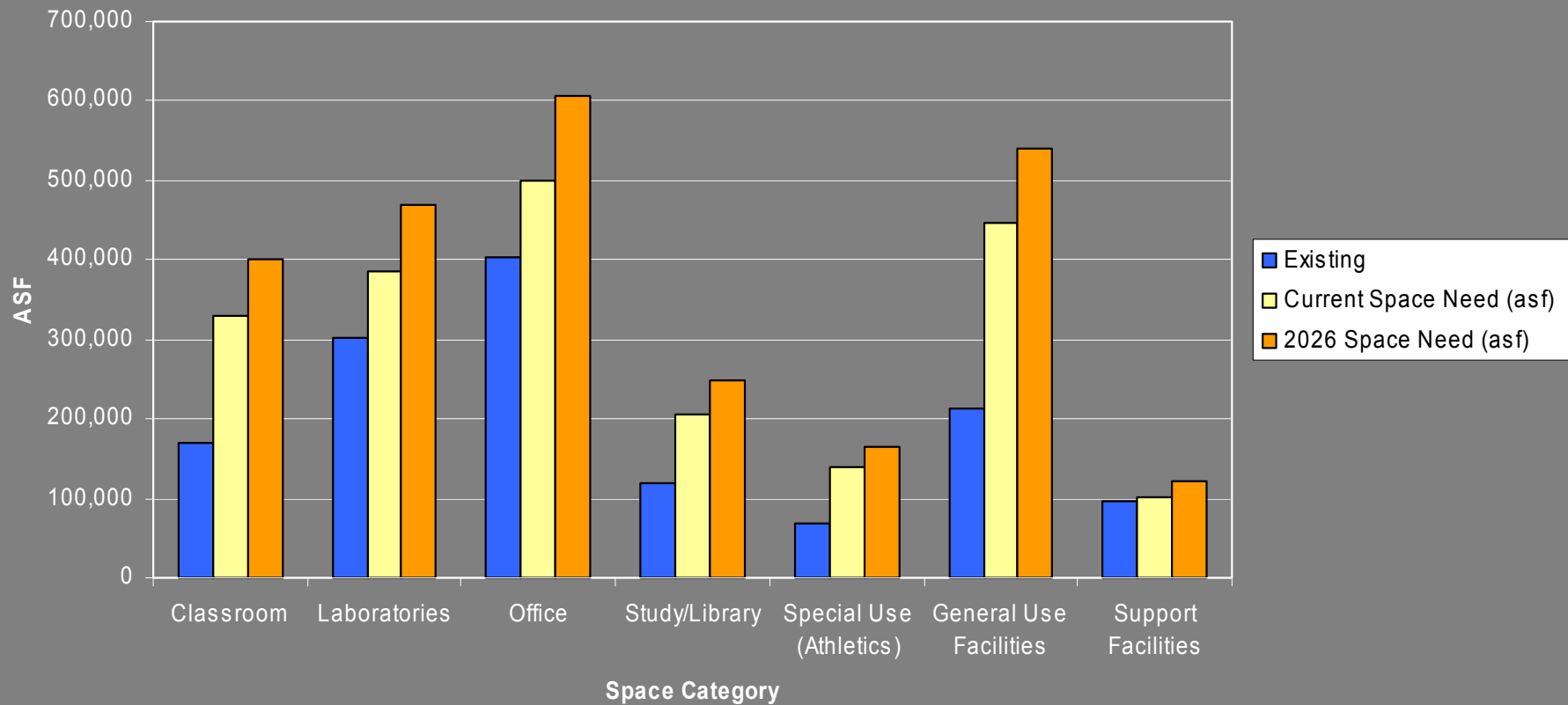


- Baseline enrollment, faculty and staff data provided by institutions
- Population projections are based on a straight-line projection of population growth for the period 1991-2006
- Student contact hours are assumed at 12 credit hours per FTE for classrooms and 3 credit hours per FTE for labs
- General use space considers space savings that come from the shared use of facilities, the profile of the AHEC student body, access to existing facilities in the surrounding urban context, and the opportunity to layer activities in hybrid/mixed-use buildings.

# Assumptions

	Current FTE	2011 FTE	2016 FTE	2026 FTE
Undergraduate	23,625	24,269	25,823	28,858
Graduate	2,078	2,120	2,265	2,515
<b>Total</b>	<b>25,703</b>	<b>26,389</b>	<b>28,088</b>	<b>31,373</b>
Faculty	1,834	1,876	2,000	2,229
Staff	938	962	1,025	1,143

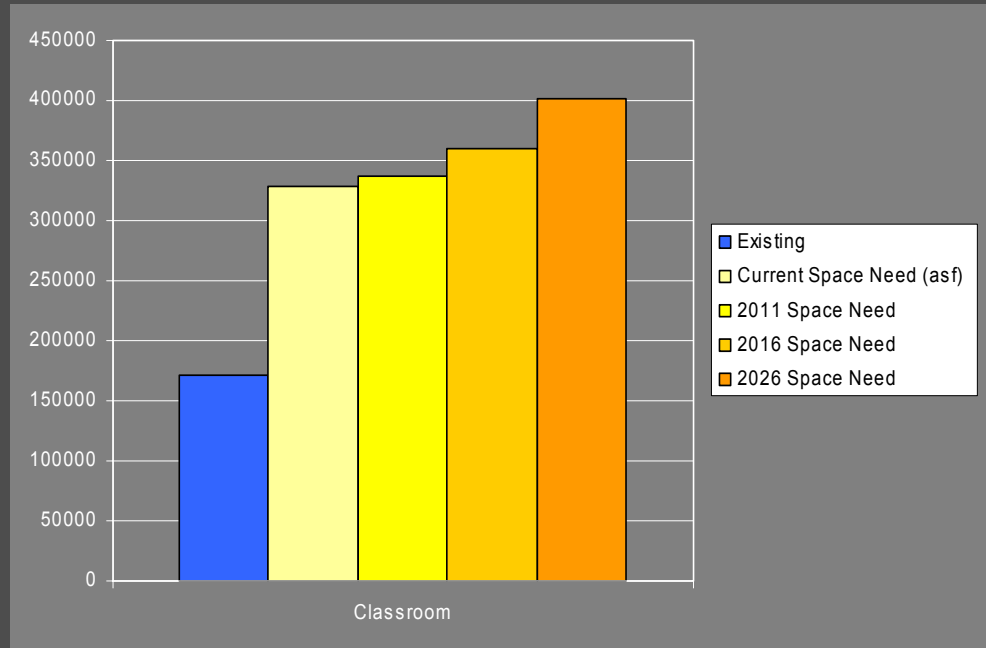
# Space Needs Analysis Summary





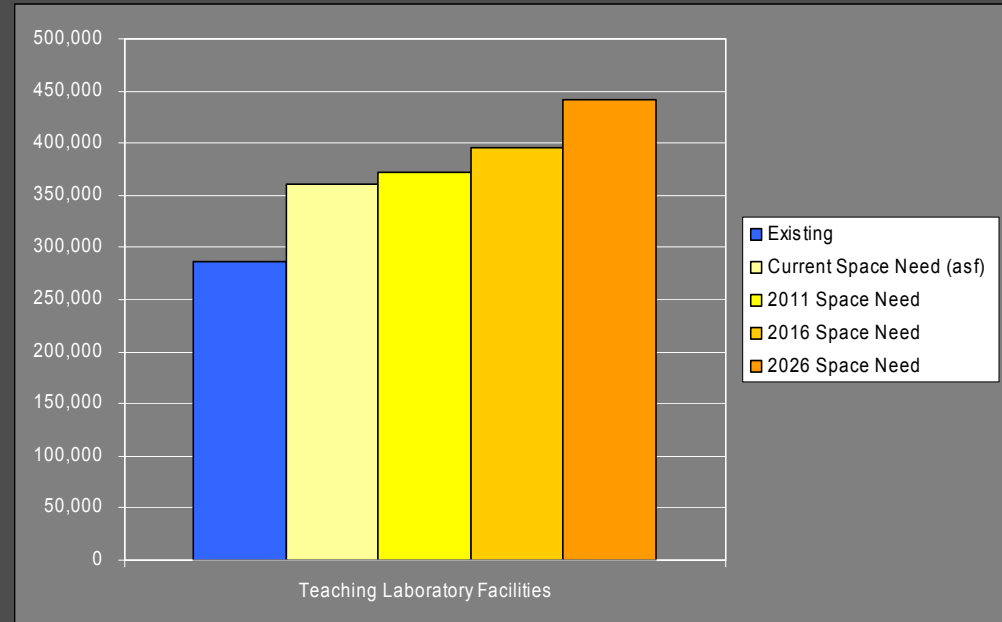
# Classrooms

Phase	Floor Area (asf)	Surplus/ (Deficit) (asf)
Existing	170,764	
Current Needs	328,998	(158,234)
2011 Needs	337,779	(167,015)
2016 Needs	359,526	(188,762)
2026 Needs	401,574	(230,810)



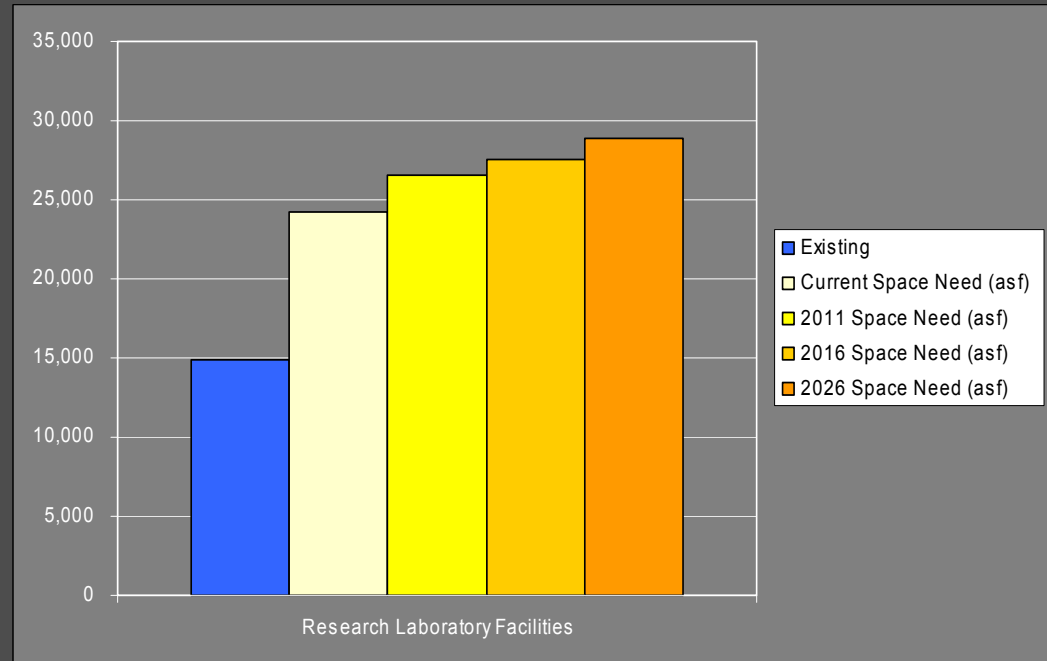
# Teaching Labs

Phase	Floor Area (asf)	Surplus/ (Deficit) (asf)
Existing	286,067	
Current Needs	361,448	(75,381)
2011 Needs	371,095	(85,028)
2016 Needs	394,988	(108,921)
2026 Needs	441,183	(155,116)



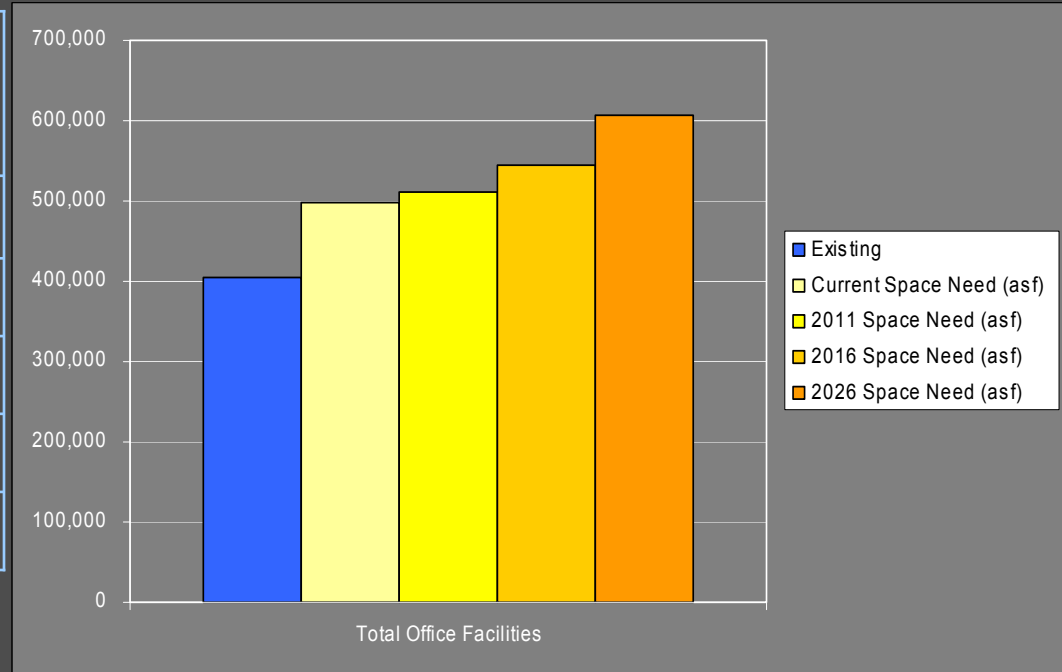
# Research Labs - External Funding Model

Phase	Floor Area (asf)	Surplus/ (Deficit) (asf)
Existing	14,849	
Current Needs	24,222	(9,373)
2011 Needs	26,566	(11,717)
2016 Needs	27,541	(12,692)
2026 Needs	28,901	(14,052)



# Office, Work Stations and Support

Phase	Floor Area (asf)	Surplus/ (Deficit) (asf)
Existing	404,080	
Current Needs	498,830	(94,750)
2011 Needs	510,657	(106,577)
2016 Needs	544,317	(140,237)
2026 Needs	606,743	(202,663)



# Library and Study

Phase	Floor Area (asf)	Surplus/ (Deficit) (asf)
Existing	119,123	
Current Needs	204,596	(85,473)
2011 Needs	209,721	(90,598)
2016 Needs	222,642	(103,519)
2026 Needs	247,502	(128,379)





# Design Principles & Campus Framework

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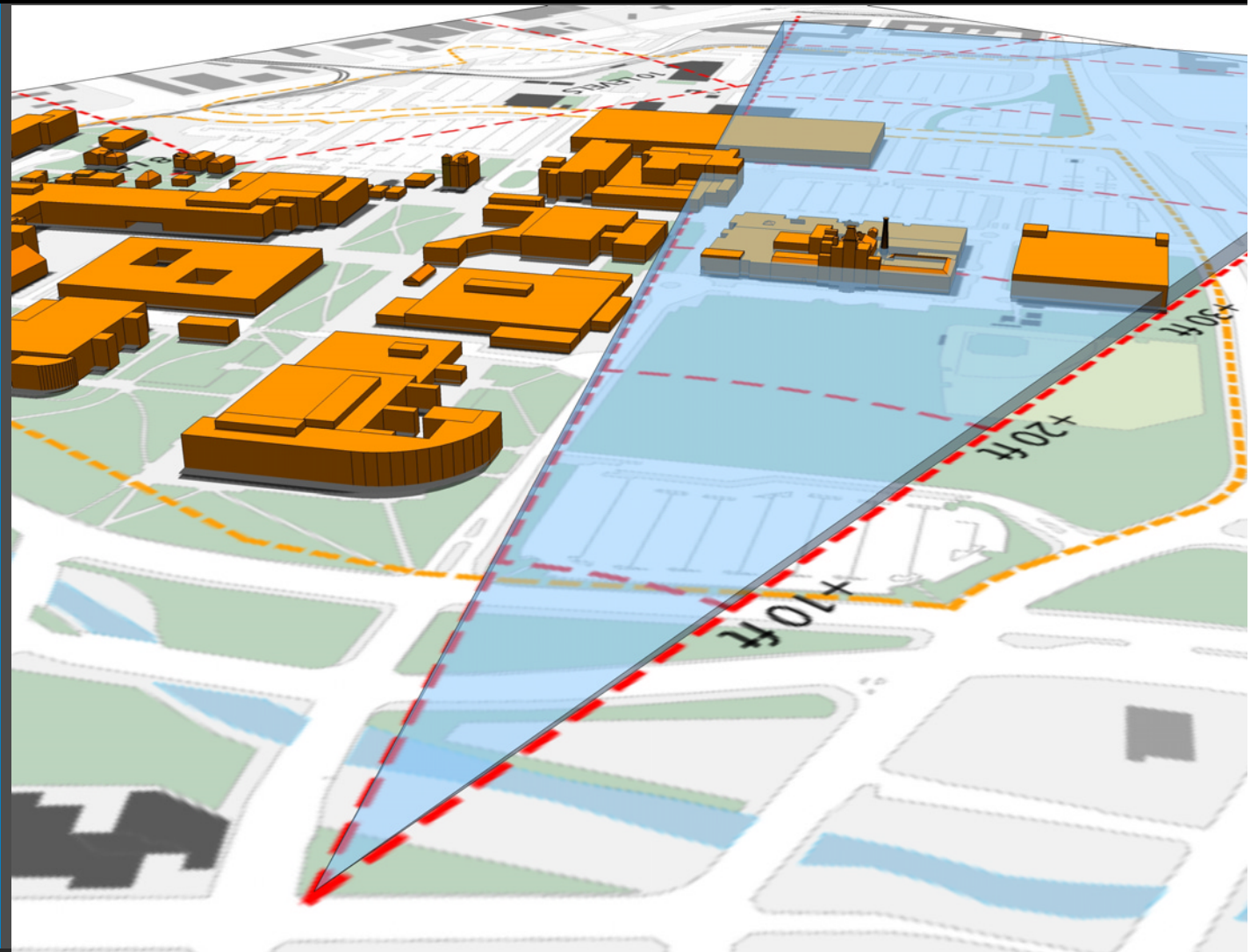
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# Design Principles

- **Expand and intensify the campus** to meet the current and future space needs of CCD, MSCD, and UCDHSC 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** both in buildings and outdoors
- Create **strong physical and programmatic connections off-campus**; to transit and the park systems and to Downtown Denver
- Develop a plan that **features components of sustainable design**, consistent with the City of Denver's Greenprint Denver Plan



# Bell Park View shed



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# Bridging Speer Blvd - Downtown Extension

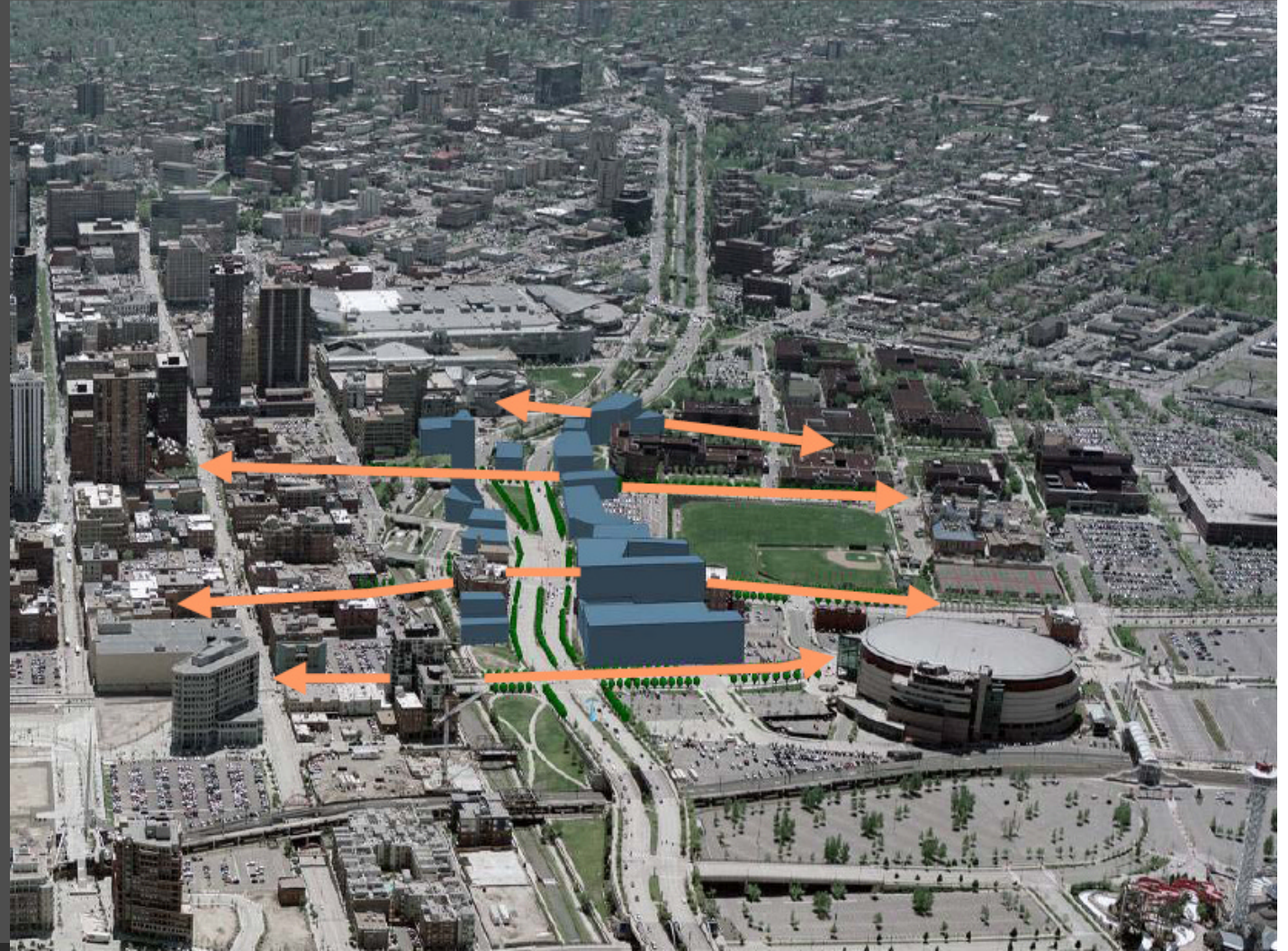
DOWNTOWN DENVER AREA PLAN

## L4. Transform Speer Boulevard

- Encourage mixed-use development along Speer:
  - Visually memorable
  - Unique
  - Sustainable
- Improve Connections with Auraria:
  - Larimer
  - Lawrence
  - Curtis



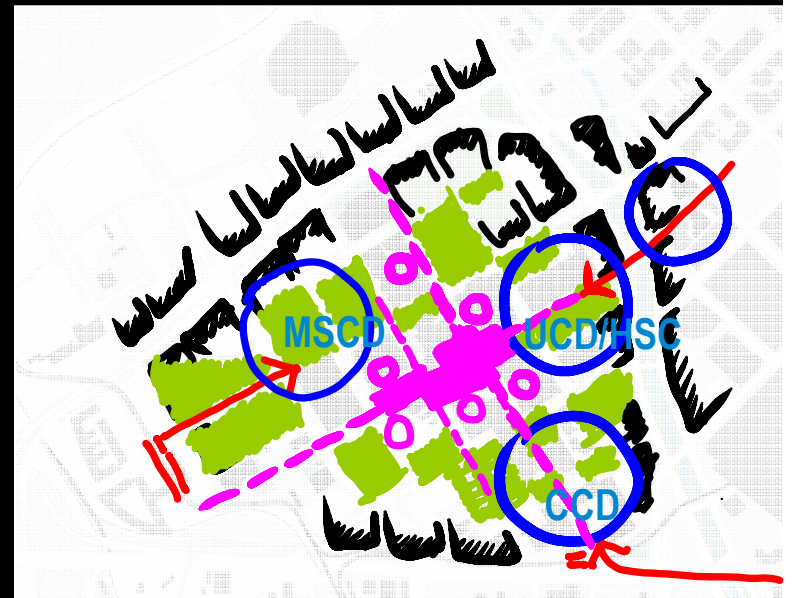
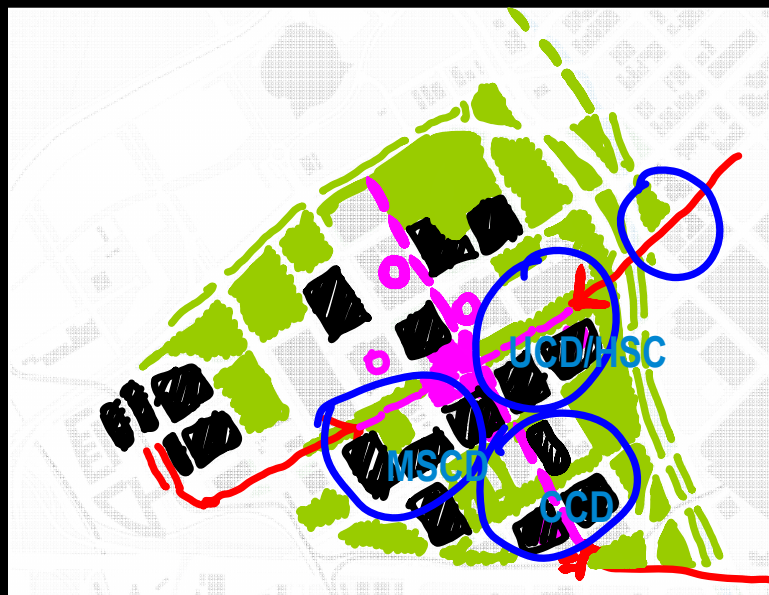
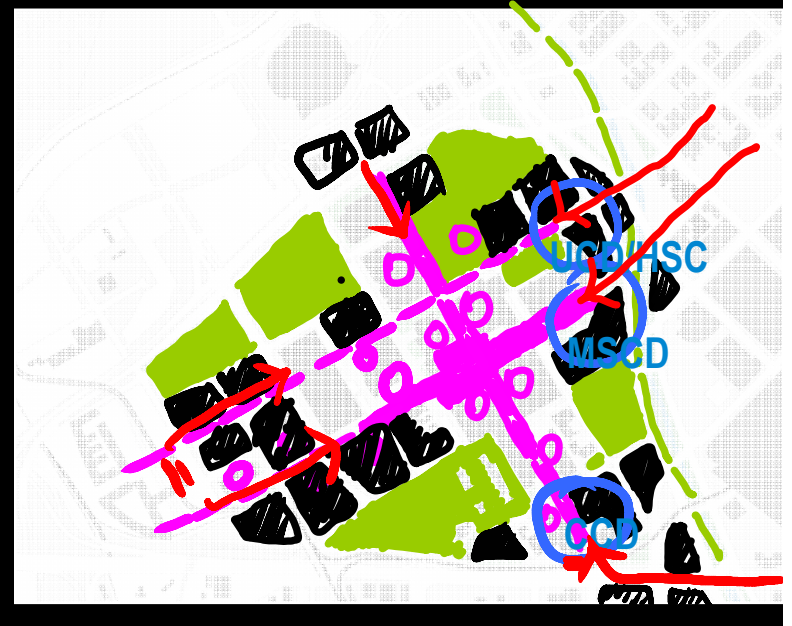
# Bridging Speer Blvd - Downtown Extension





# Preliminary Concepts - 02 Nov 2006

- Bridges to the City
- Campus in a Park
- Campus meets City

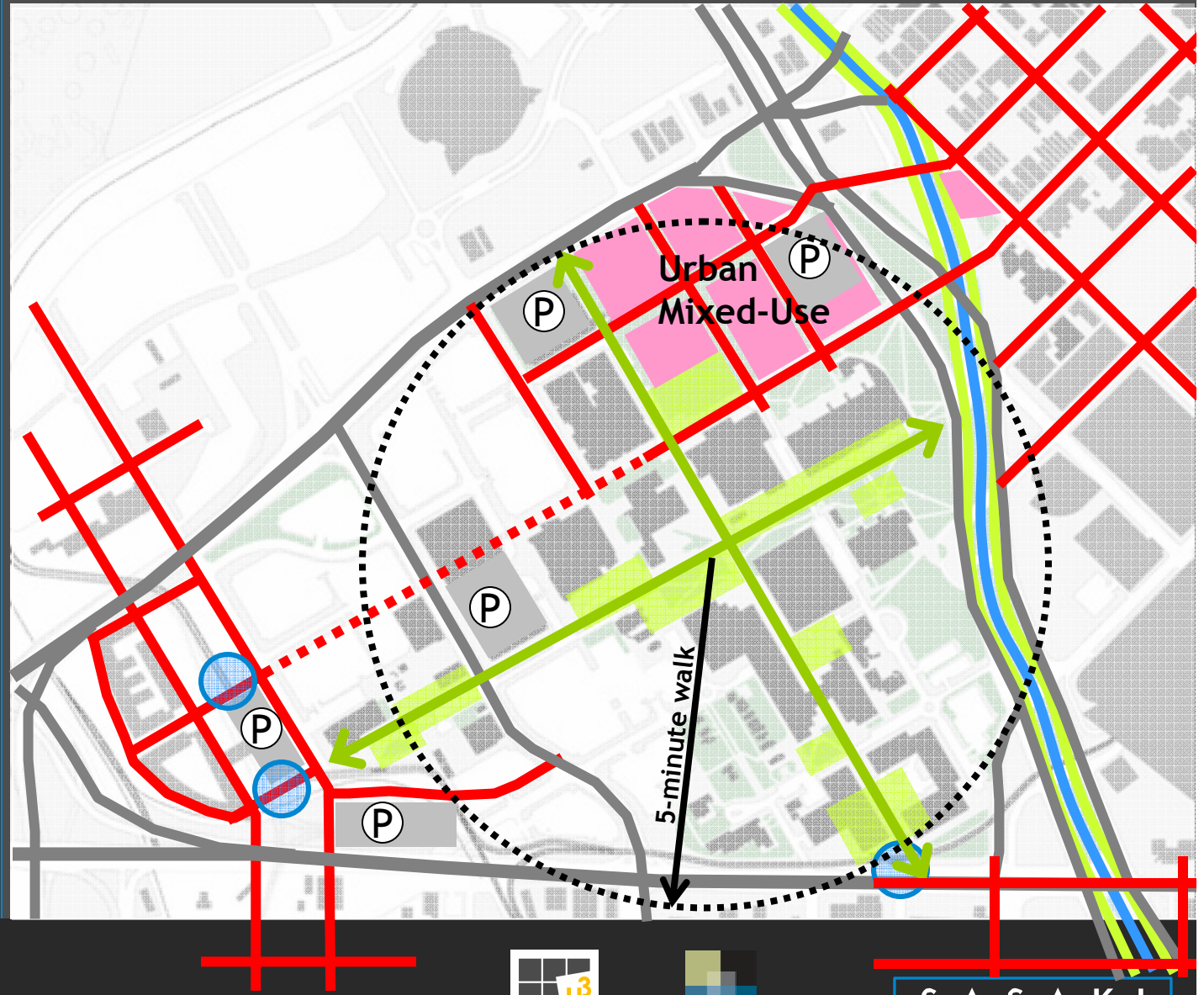


# Campus Framework - Today

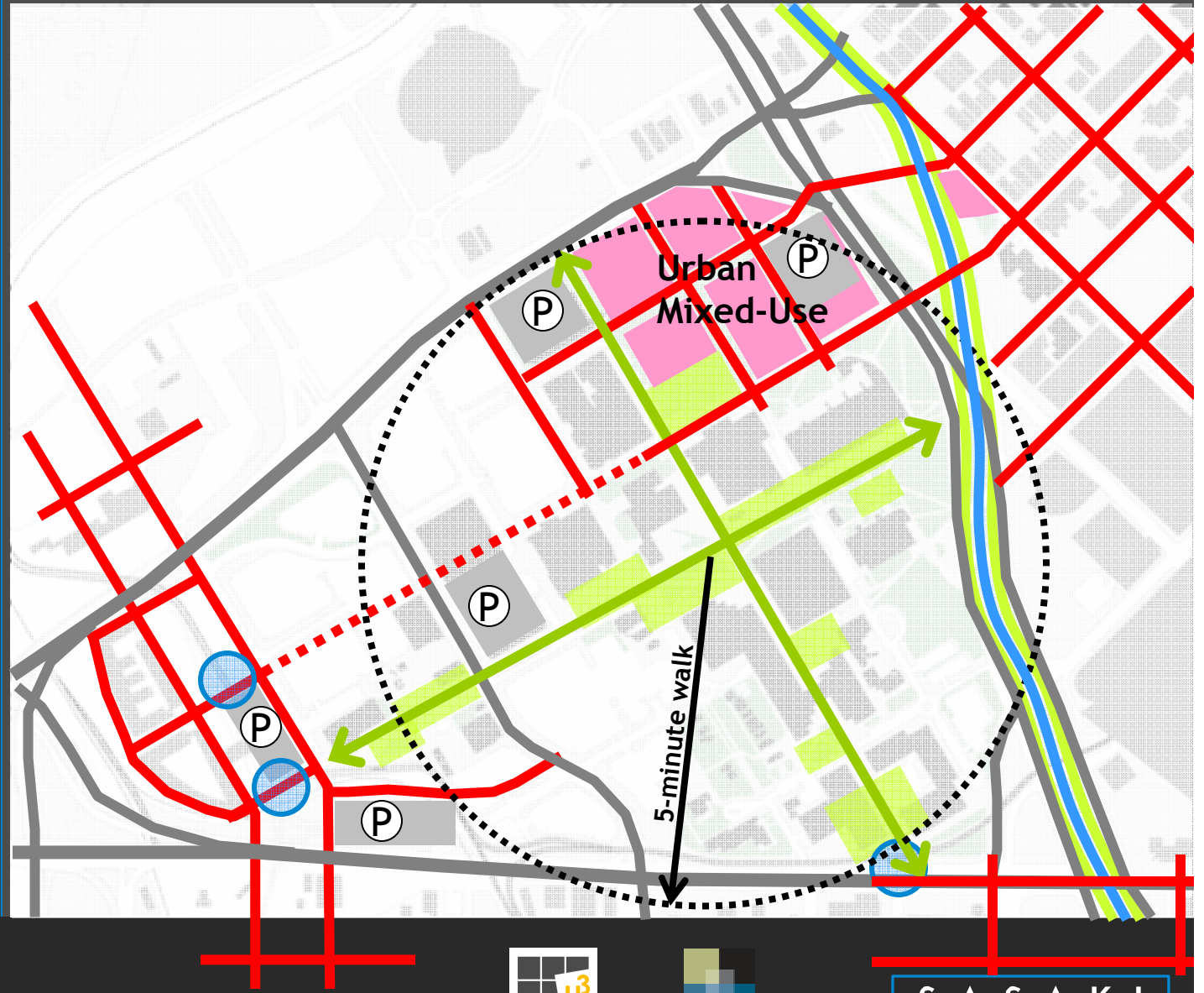




# Campus Framework - Proposed

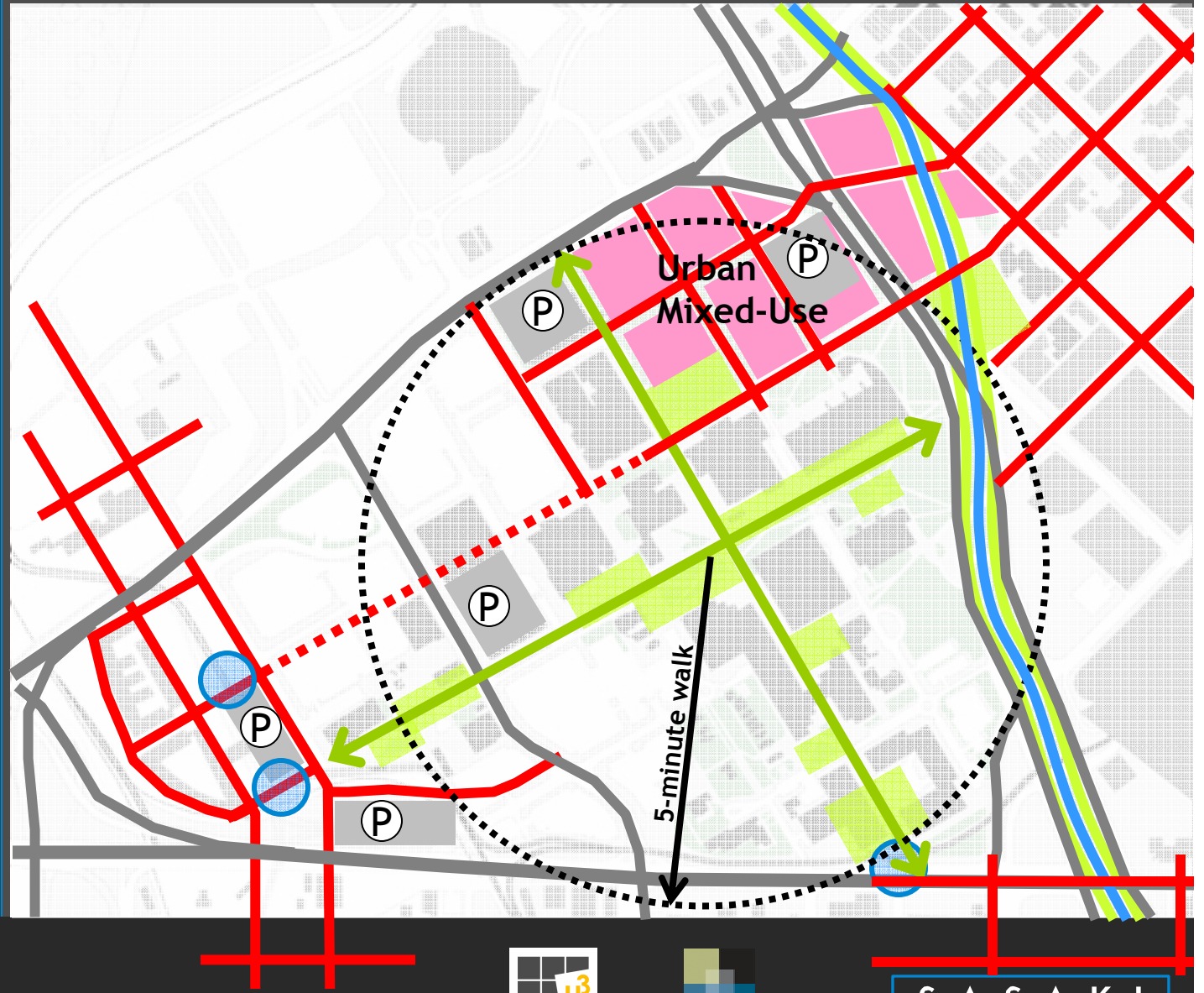


# Campus Framework - Proposed





# Campus Framework - Proposed





# Alternatives

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# Alt 1: Tri-institutional Commons

At Speer and Larimer and at Colfax - all institutions - have facilities for student registration, student life, exhibition, special programs in a "Tri-institutional Commons"



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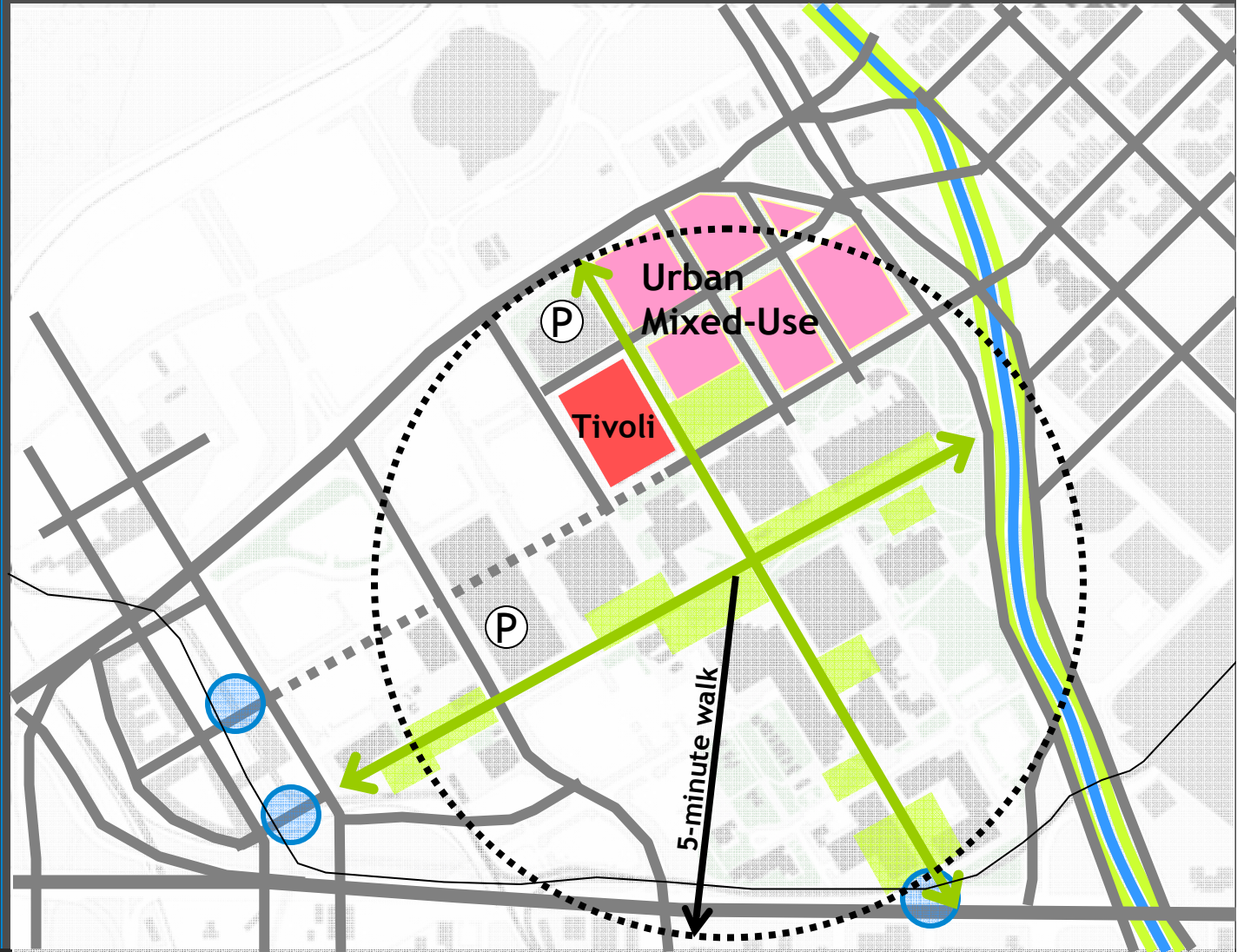
# Alt 1: Tri-institutional Commons

- Framework for growth



# Alt 1: Tri-institutional Commons

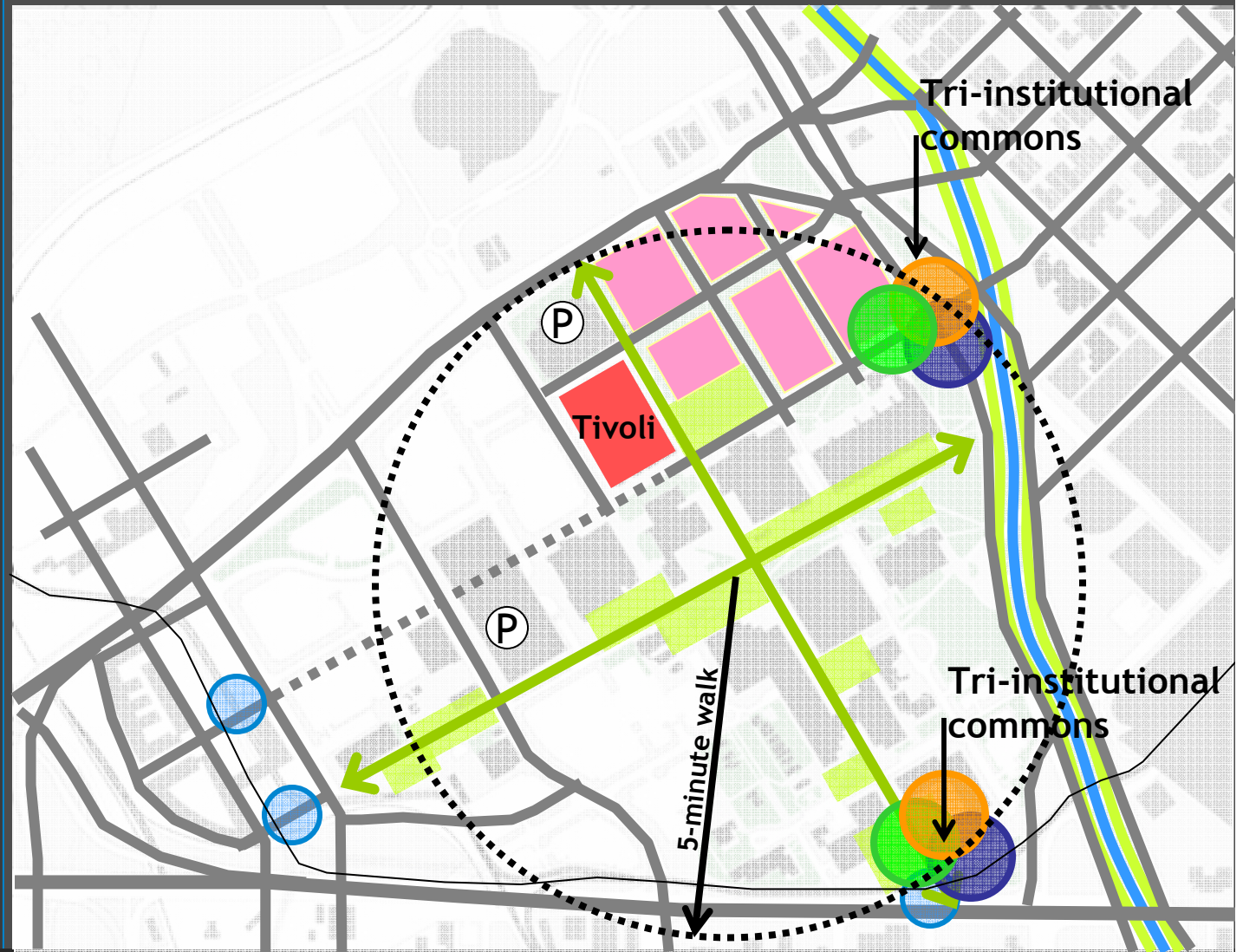
- Framework for growth
- Urban district
  
- 1,250,000 gsf





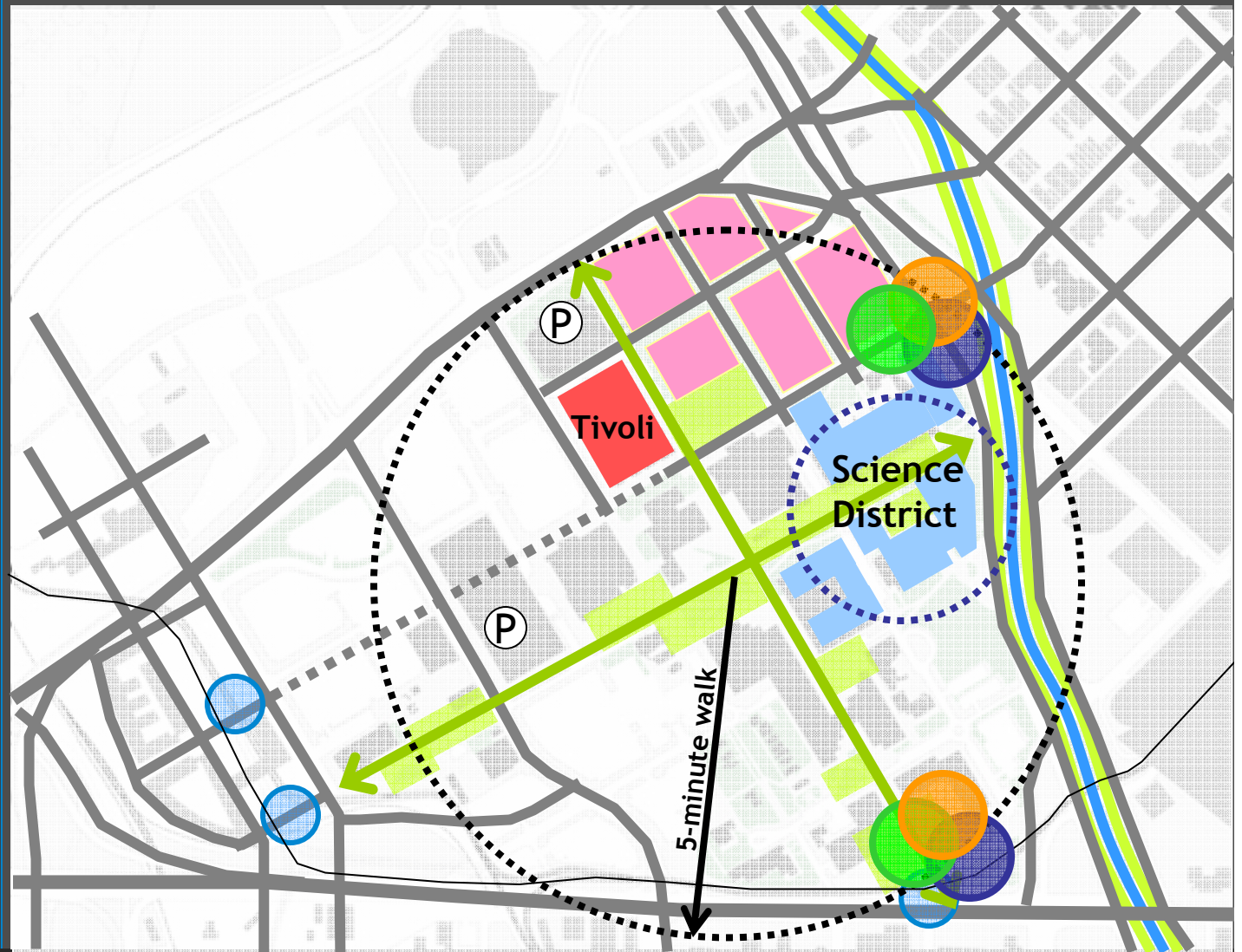
# Alt 1: Tri-institutional Commons

- Framework for growth
- Urban district
- Institutional Identity



# Alt 1: Tri-institutional Commons

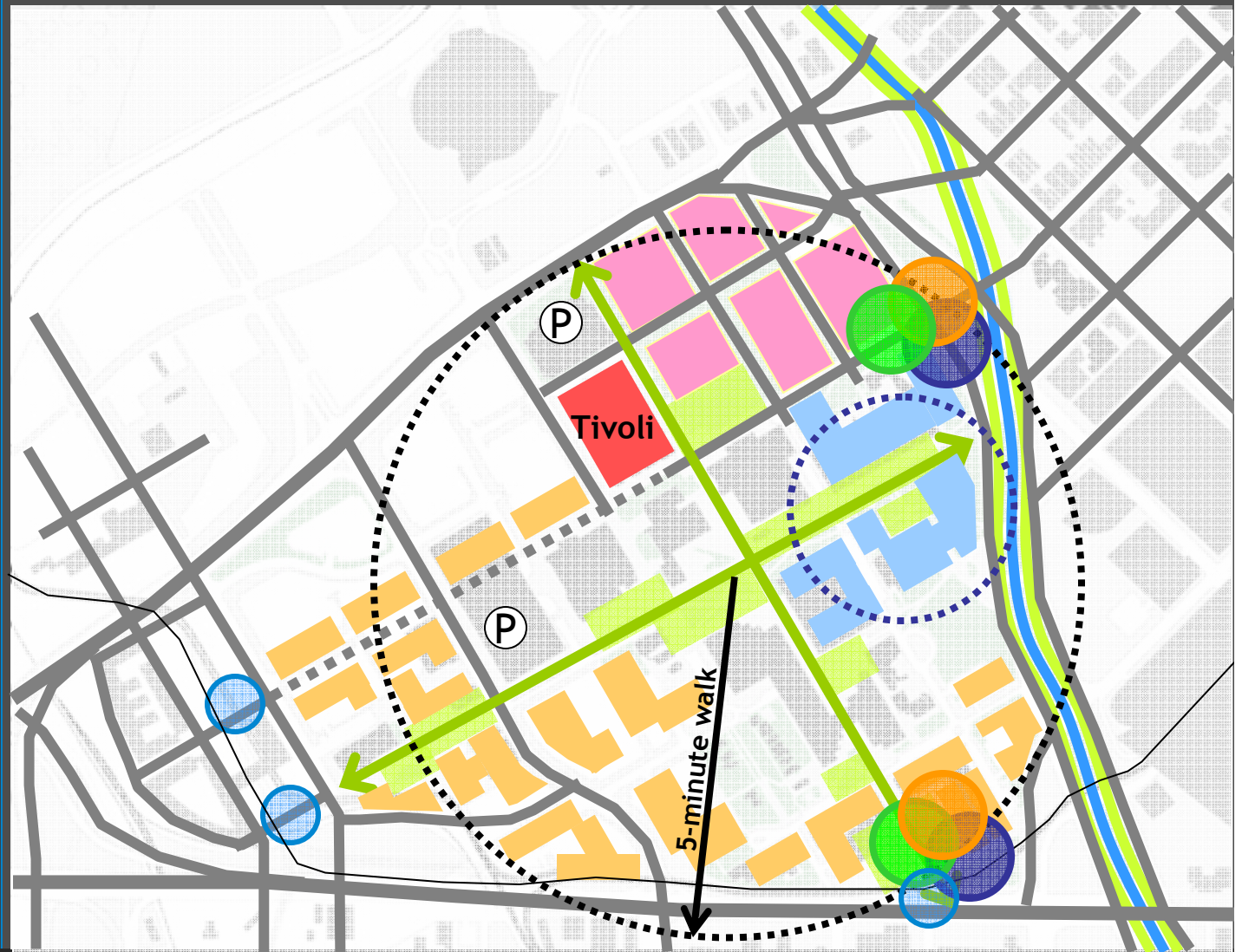
- Framework for growth
- Urban district
- Institutional Identity
- Science expansion
- 560,000 gsf





## Alt 1: Tri-institutional Commons

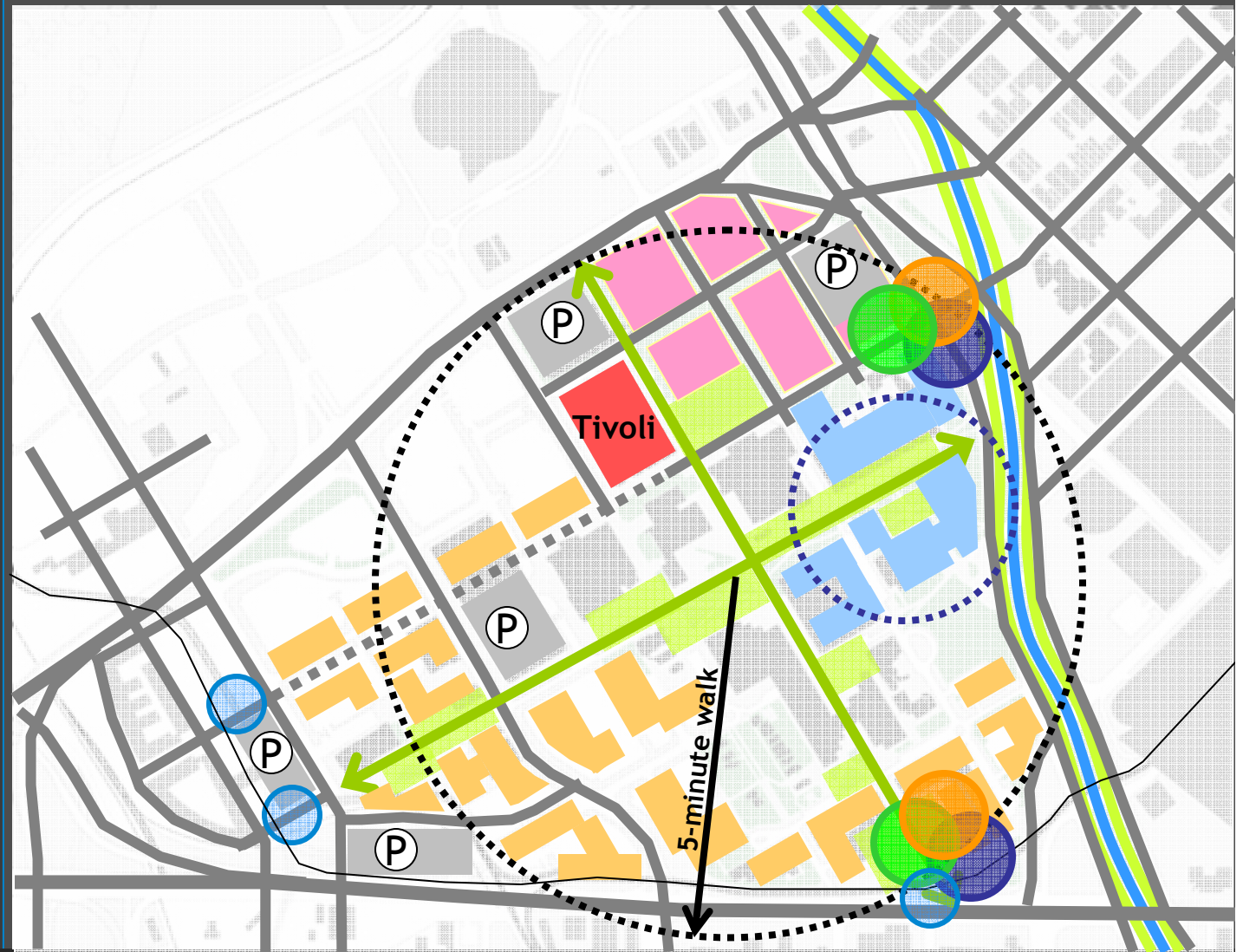
- Framework for growth
- Urban district
- Institutional Identity
- Science expansion
- Academic expansion
- 1,730,000 gsf
- Total academic need including general use: 1,774,500 gsf
- Total academic need excluding general use: 1,273,000 gsf



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## Alt 1: Tri-institutional Commons

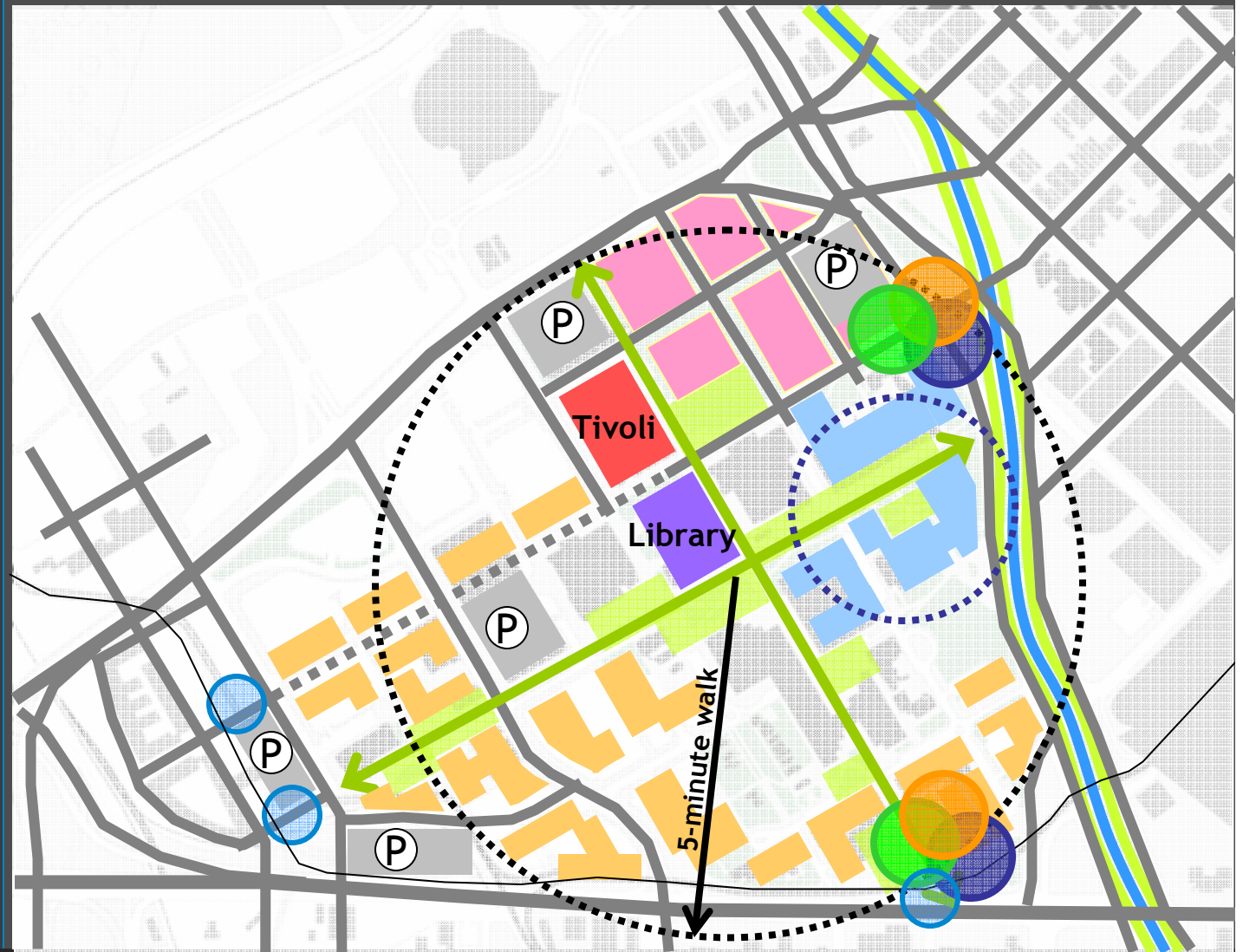
- Framework for growth
- Urban district
- Institutional Identity
- Science expansion
- Academic expansion
- Parking
- 6,640 spaces





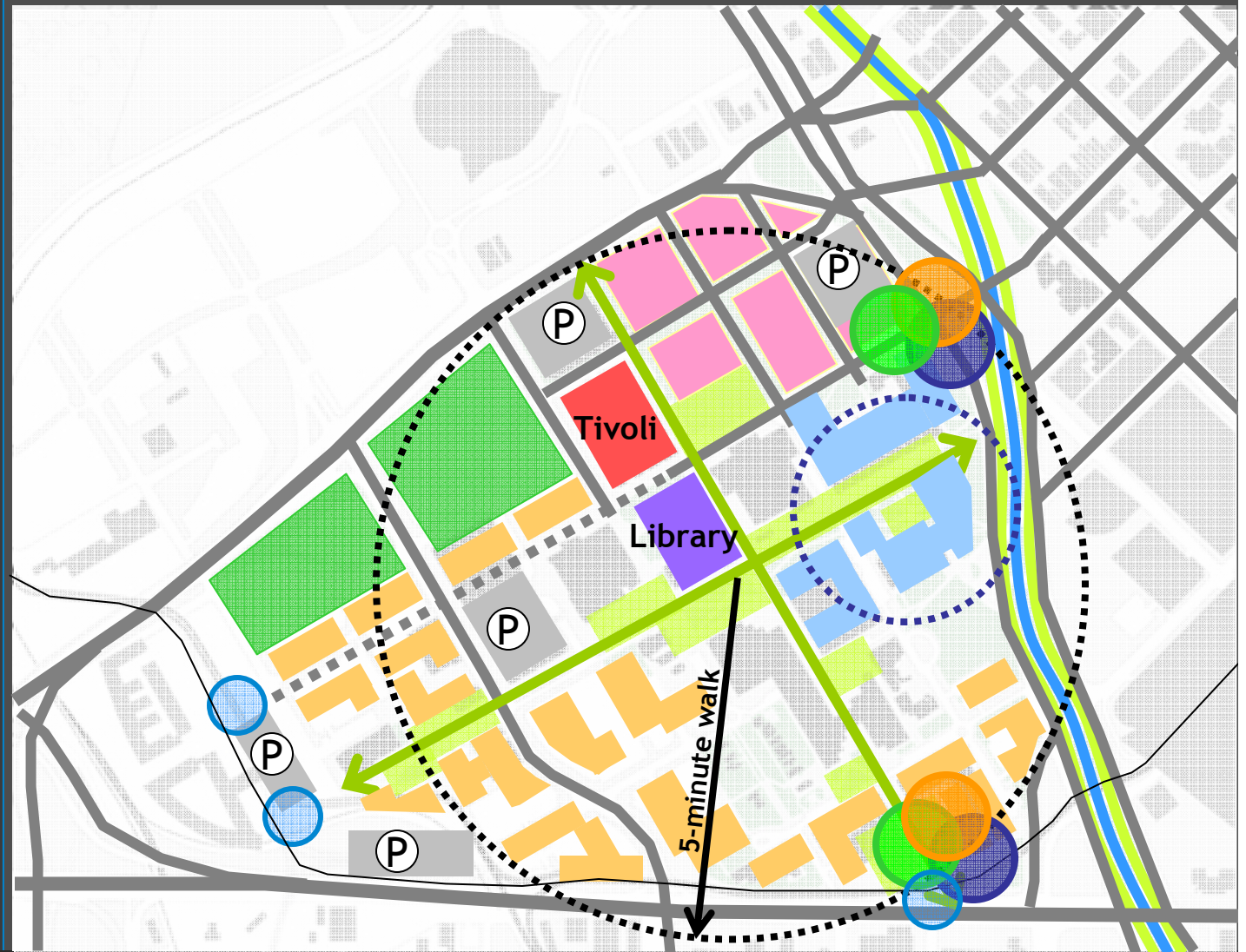
## Alt 1: Tri-institutional Commons

- Framework for growth
- Urban district
- Institutional Identity
- Science expansion
- Academic expansion
- Parking
- Library



## Alt 1: Tri-institutional Commons

- Framework for growth
- Urban district
- Institutional Identity
- Science expansion
- Academic expansion
- Parking
- Library
- Playfields





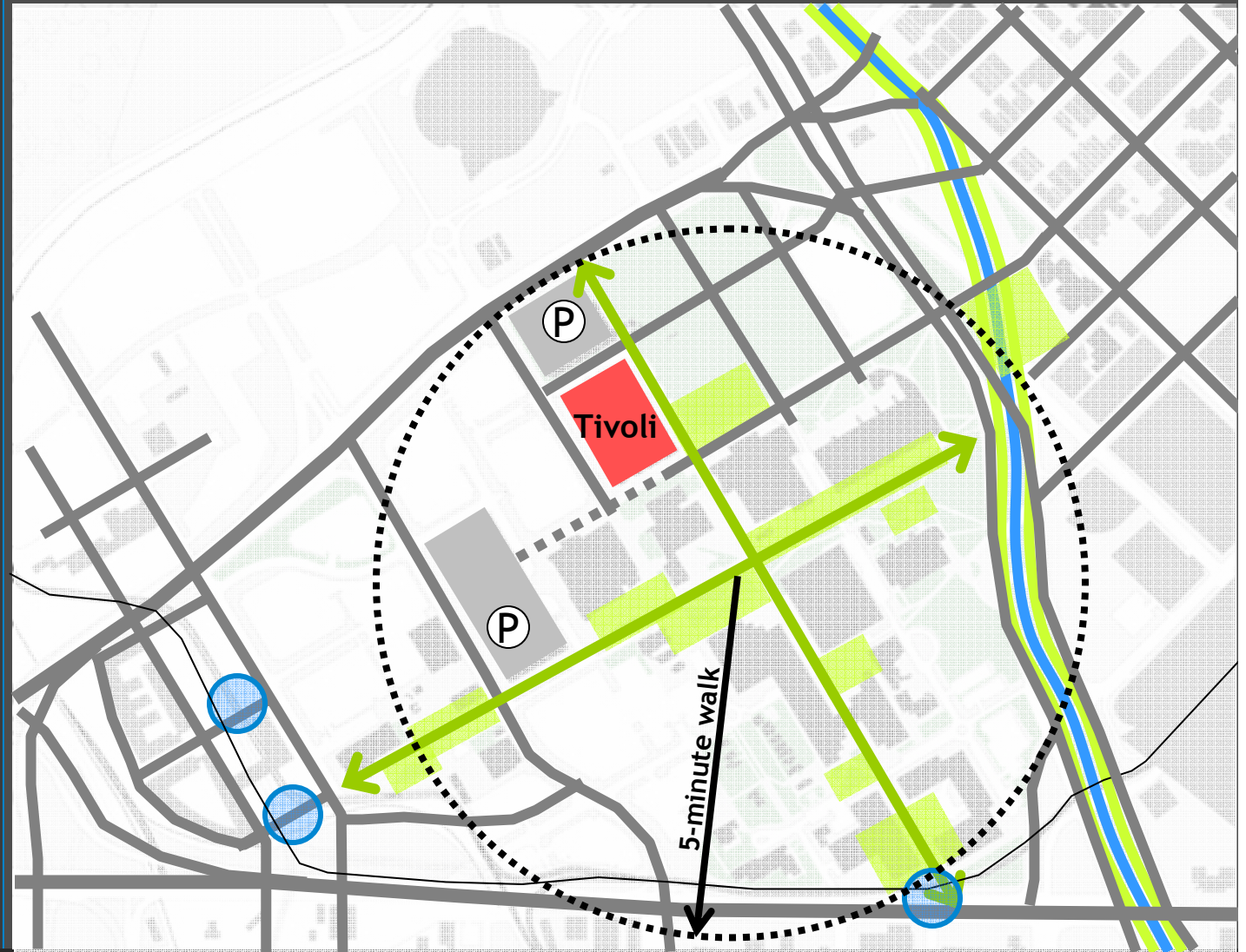
## Alt 2: Institutional Addresses

Each institution has an address on Speer and space for an additional building



## Alt 2: Institutional Addresses

- Framework for growth

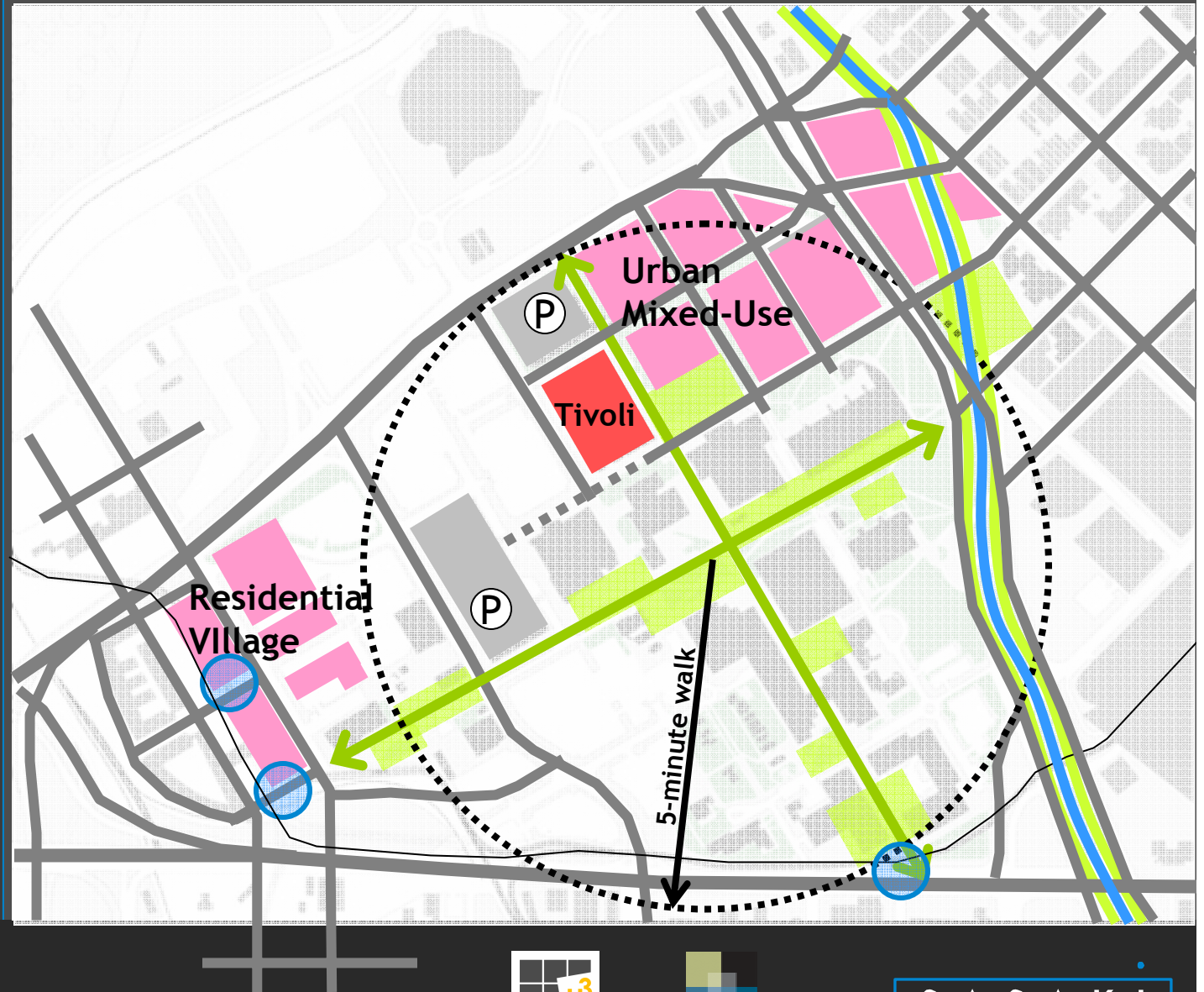




## Alt 2: Institutional Addresses

- Framework for growth
- Urban district

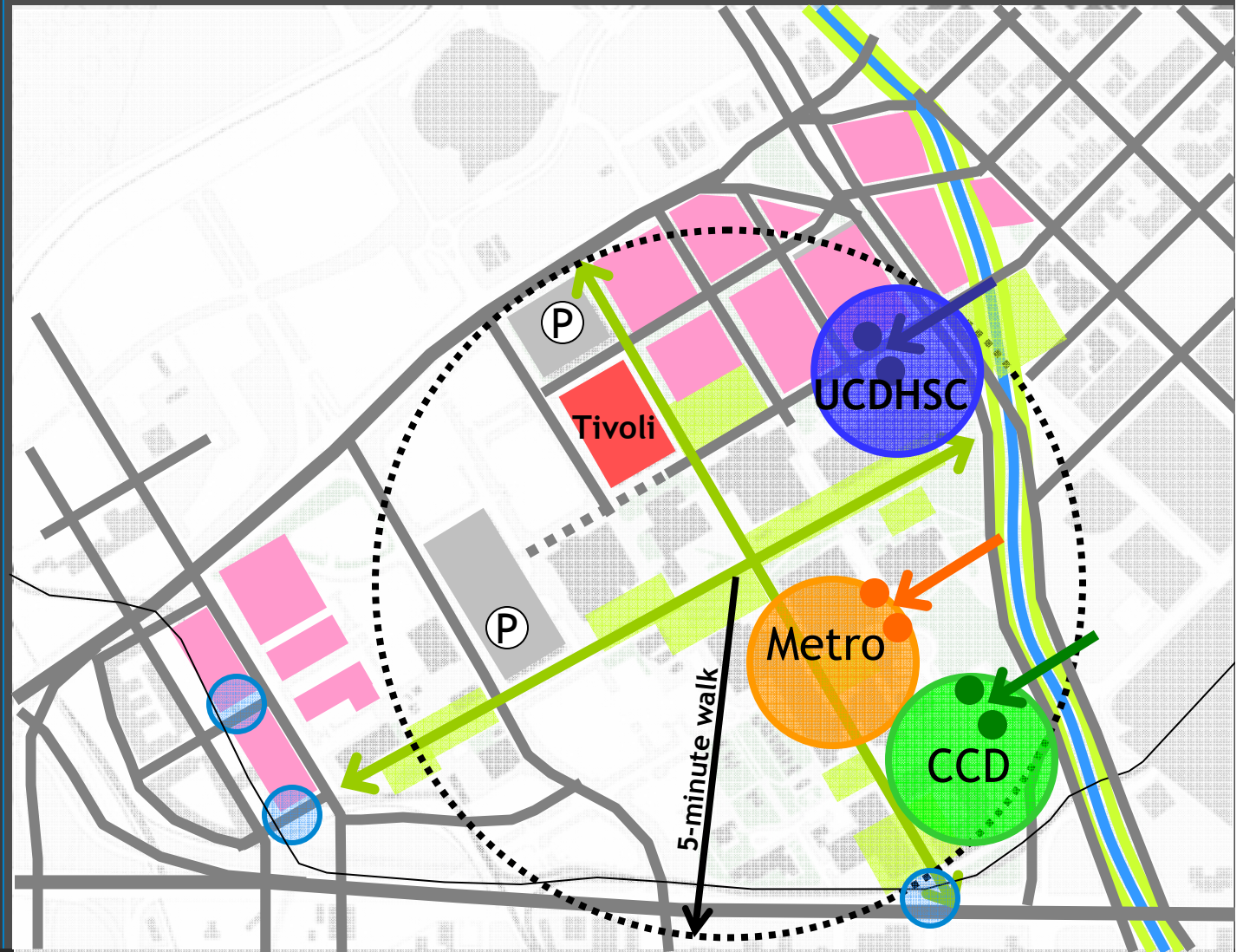
- 1,500,000 gsf
- Additional Speer Blvd parcels





## Alt 2: Institutional Addresses

- Framework for growth
- Urban district
- Institutional Identity

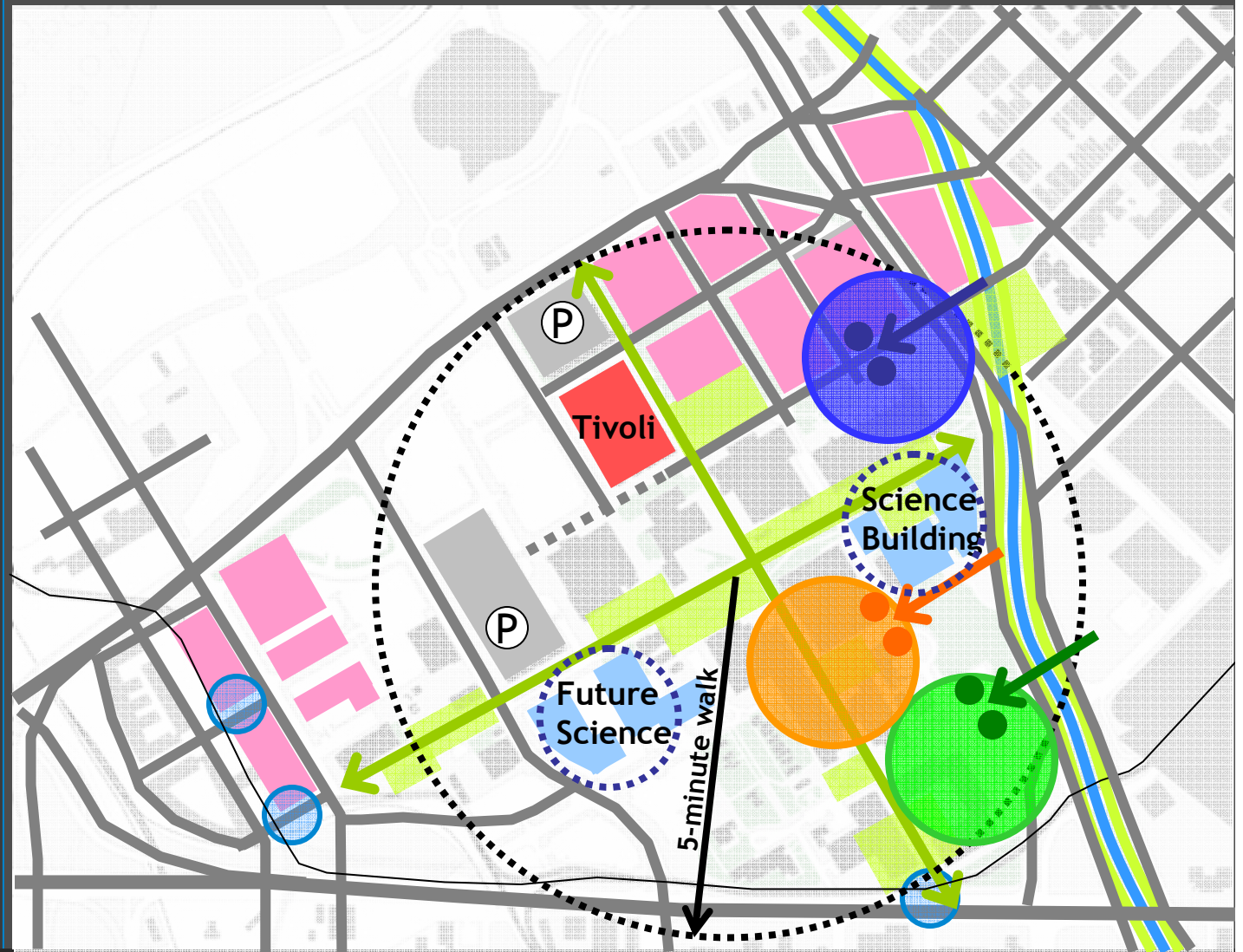


## Alt 2: Institutional Addresses

- Framework for growth
- Urban district
- Institutional Identity
- Science expansion

•Phase 1 -  
175,000 gsf

•Phase 2 -  
350,000 gsf





## Alt 2: Institutional Addresses

- Framework for growth
- Urban district
- Institutional Identity
- Science expansion
- Academic expansion
- 1,770,000 gsf
- Total academic need including general use: 1,774,500 gsf
- Total academic need excluding general use: 1,273,000 gsf



## Alt 2: Institutional Addresses

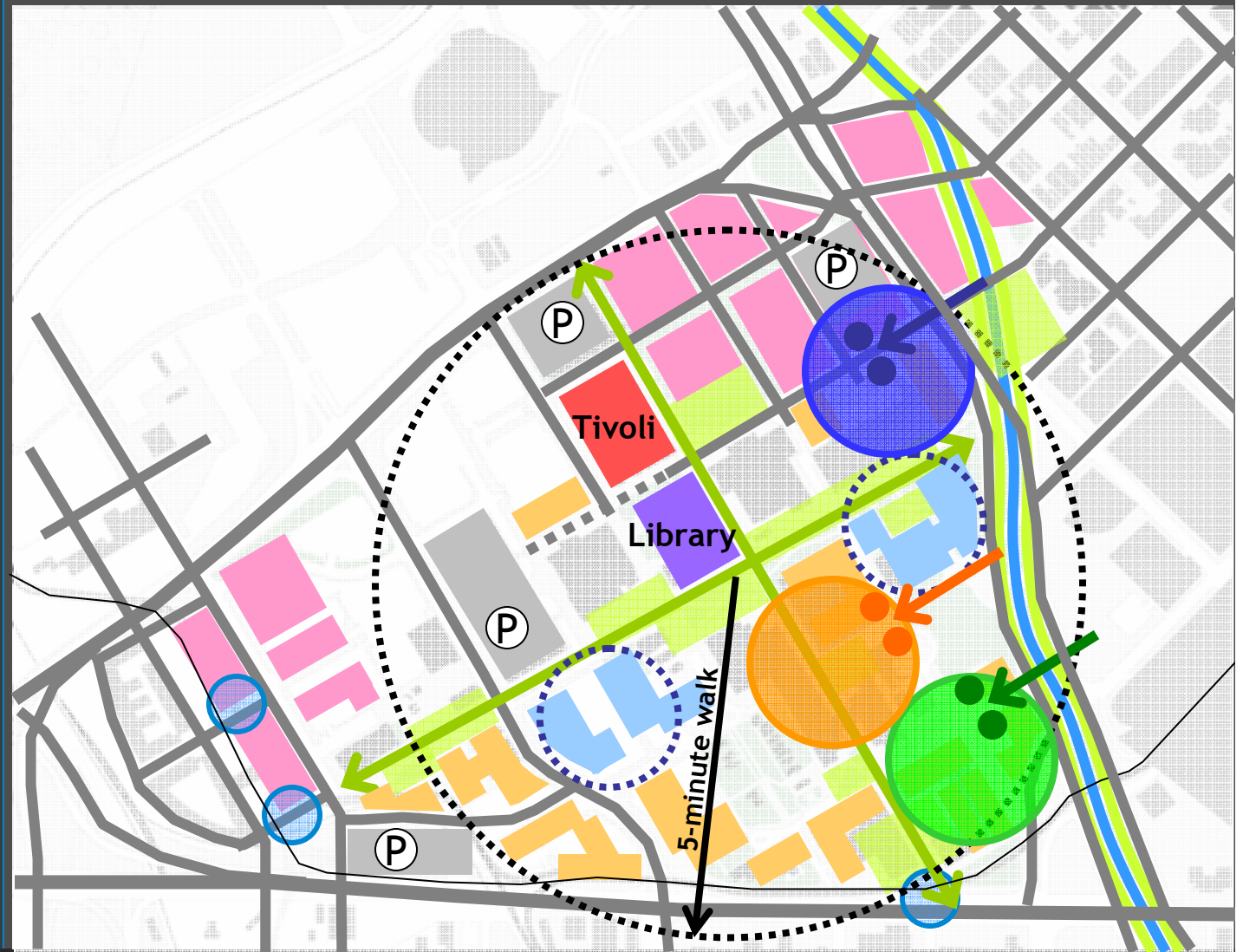
- Framework for growth
- Urban district
- Institutional Identity
- Science expansion
- Academic expansion
- Parking
- 6,640 spaces





## Alt 2: Institutional Addresses

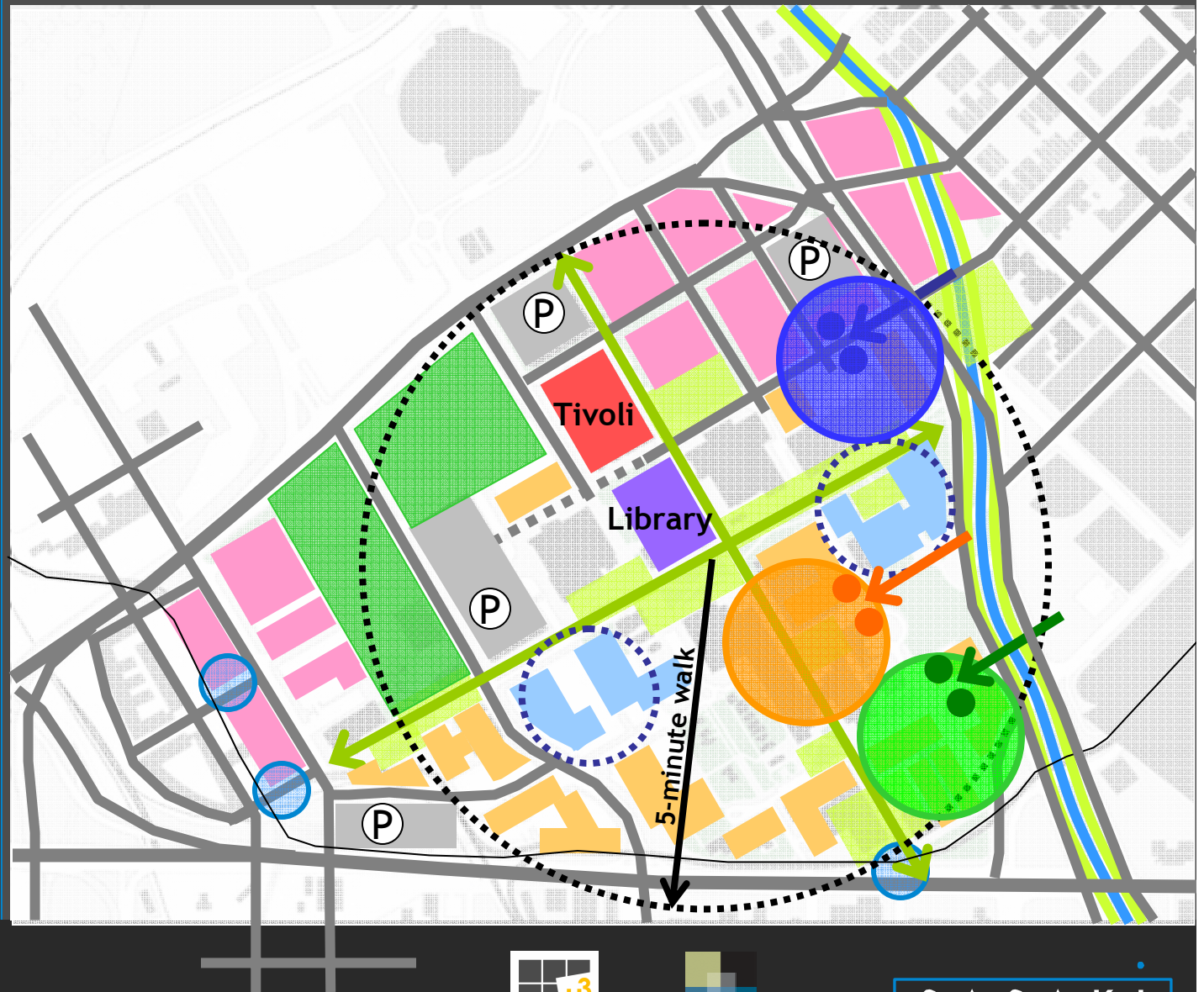
- Framework for growth
- Urban district
- Institutional Identity
- Science expansion
- Academic expansion
- Parking
- Library





## Alt 2: Institutional Addresses

- Framework for growth
- Urban district
- Institutional Identity
- Science expansion
- Academic expansion
- Parking
- Library
- Playfields



## Alt 3: Institutional Neighborhoods

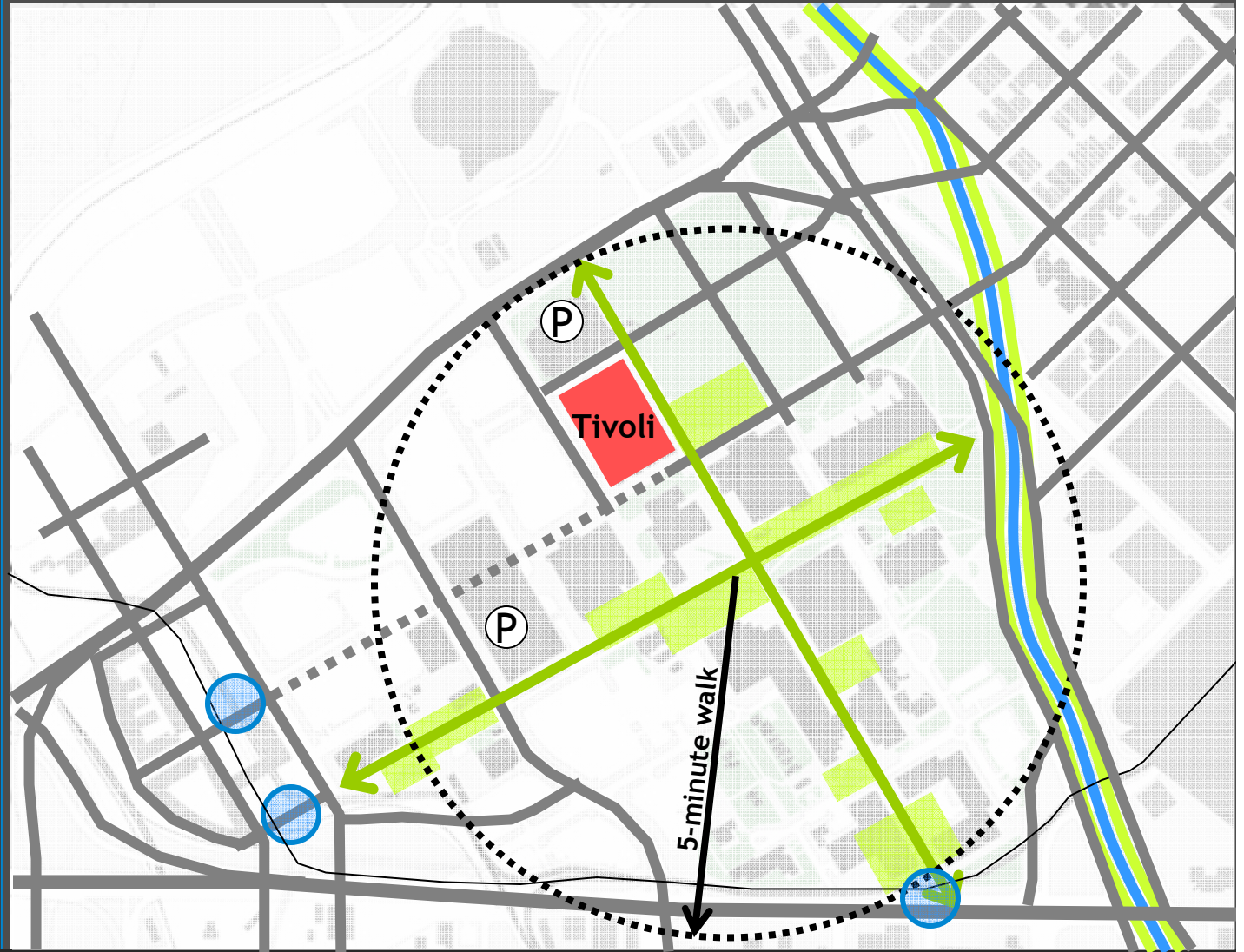
Each institution has a defined neighborhood or zone on Campus





## Alt 3: Institutional Neighborhoods

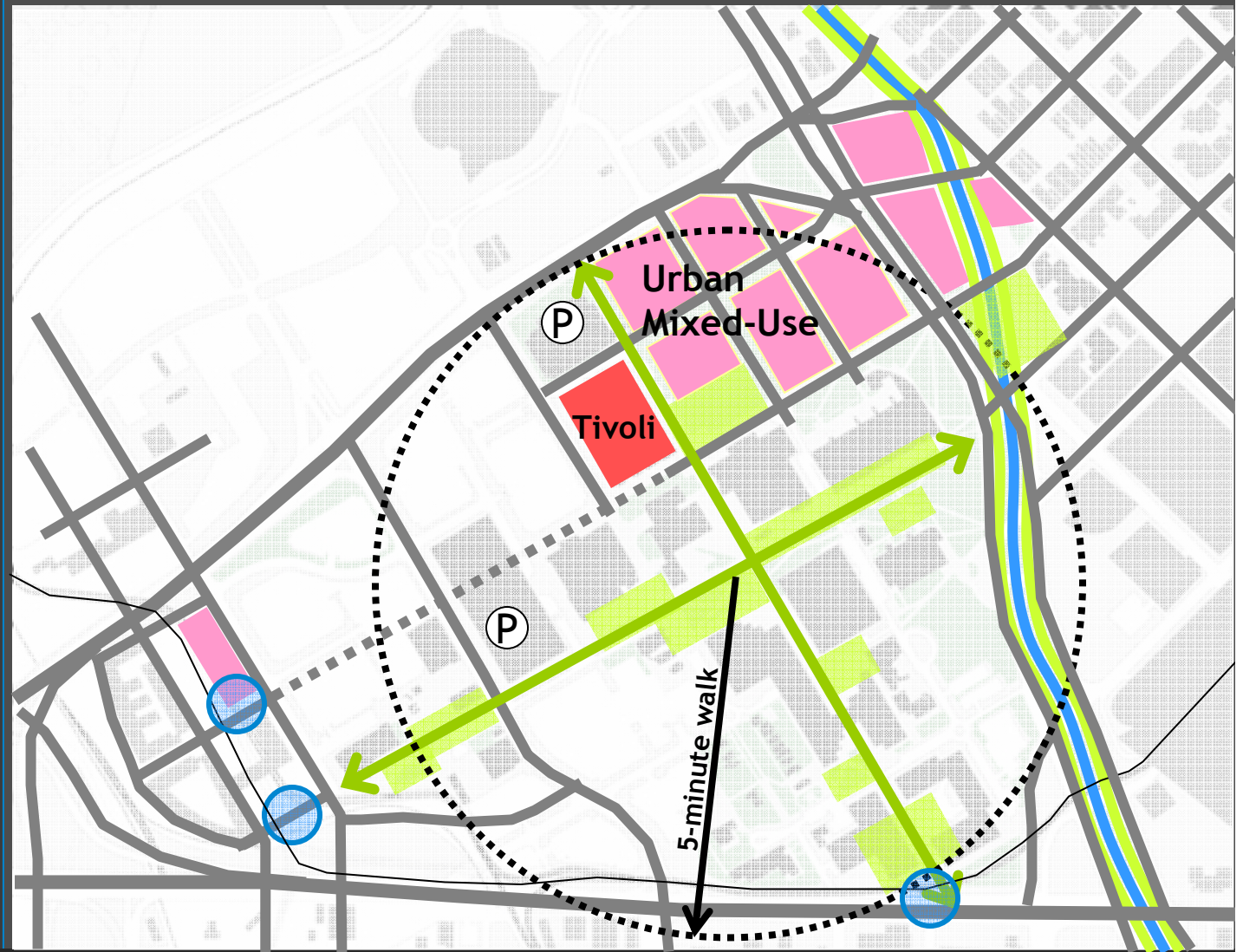
- Framework for growth



## Alt 3: Institutional Neighborhoods

- Framework for growth
- Urban district

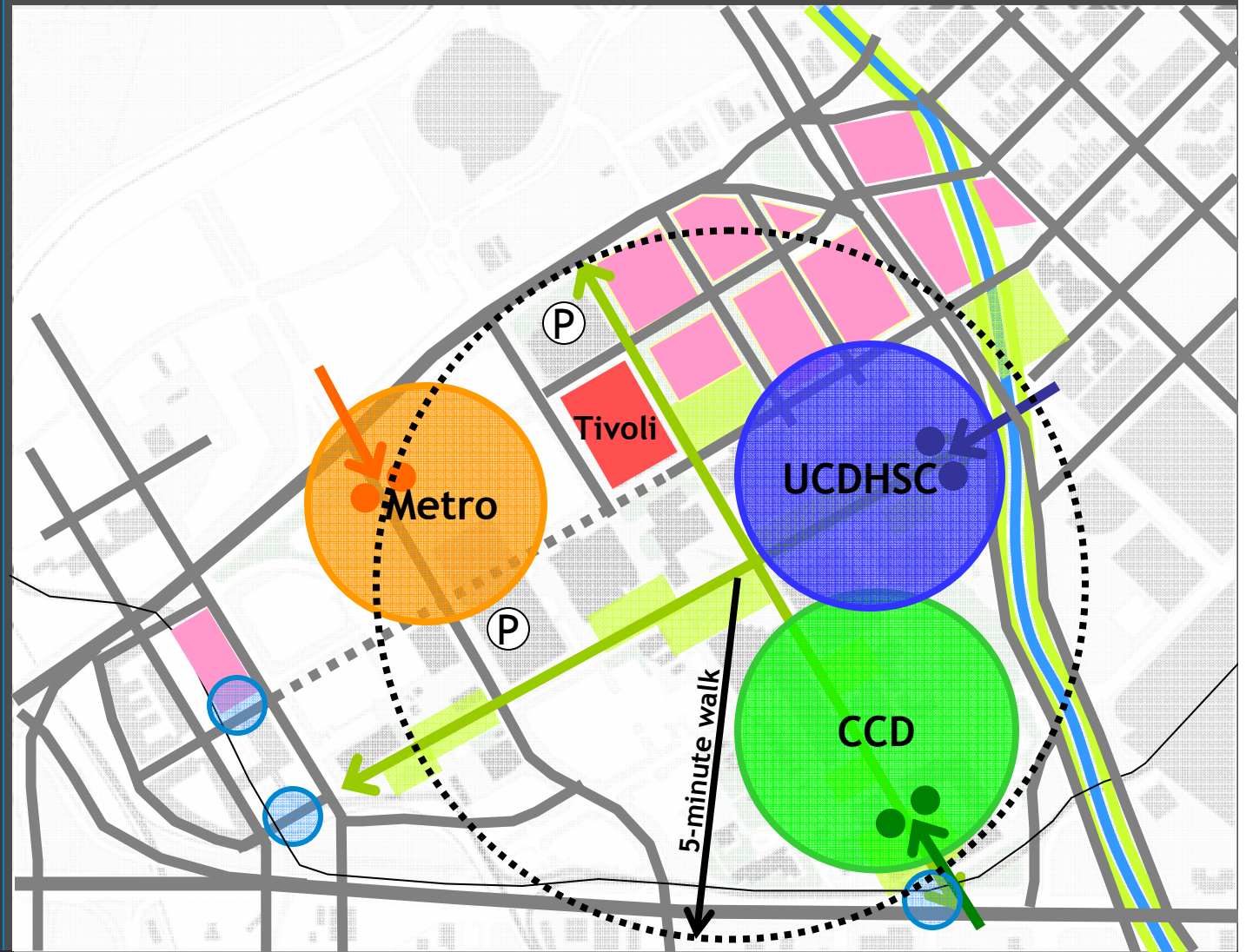
- 1,250,000 gsf
- Additional Speer Blvd parcels





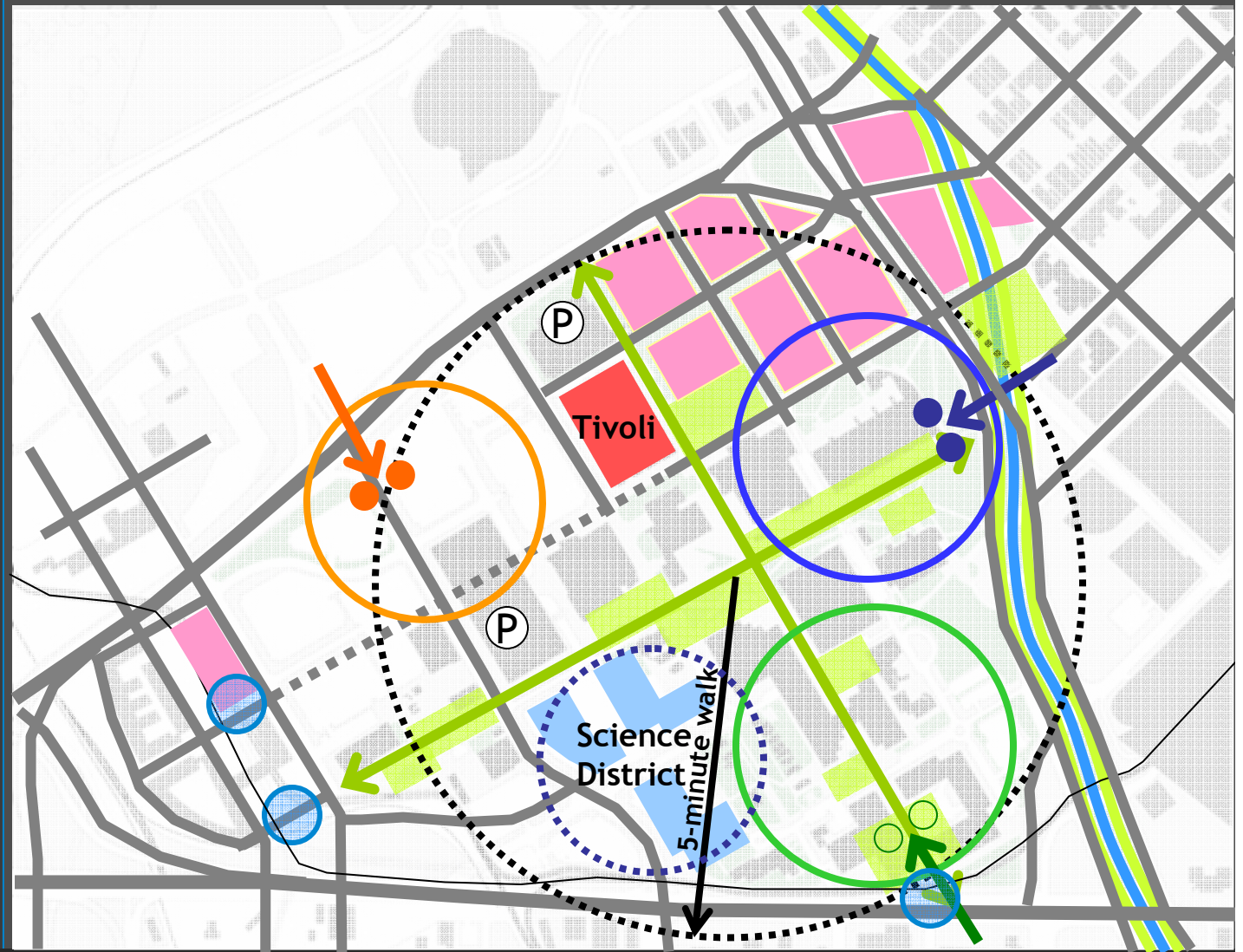
## Alt 3: Institutional Neighborhoods

- Framework for growth
- Urban district
- Institutional Identity



## Alt 3: Institutional Neighborhoods

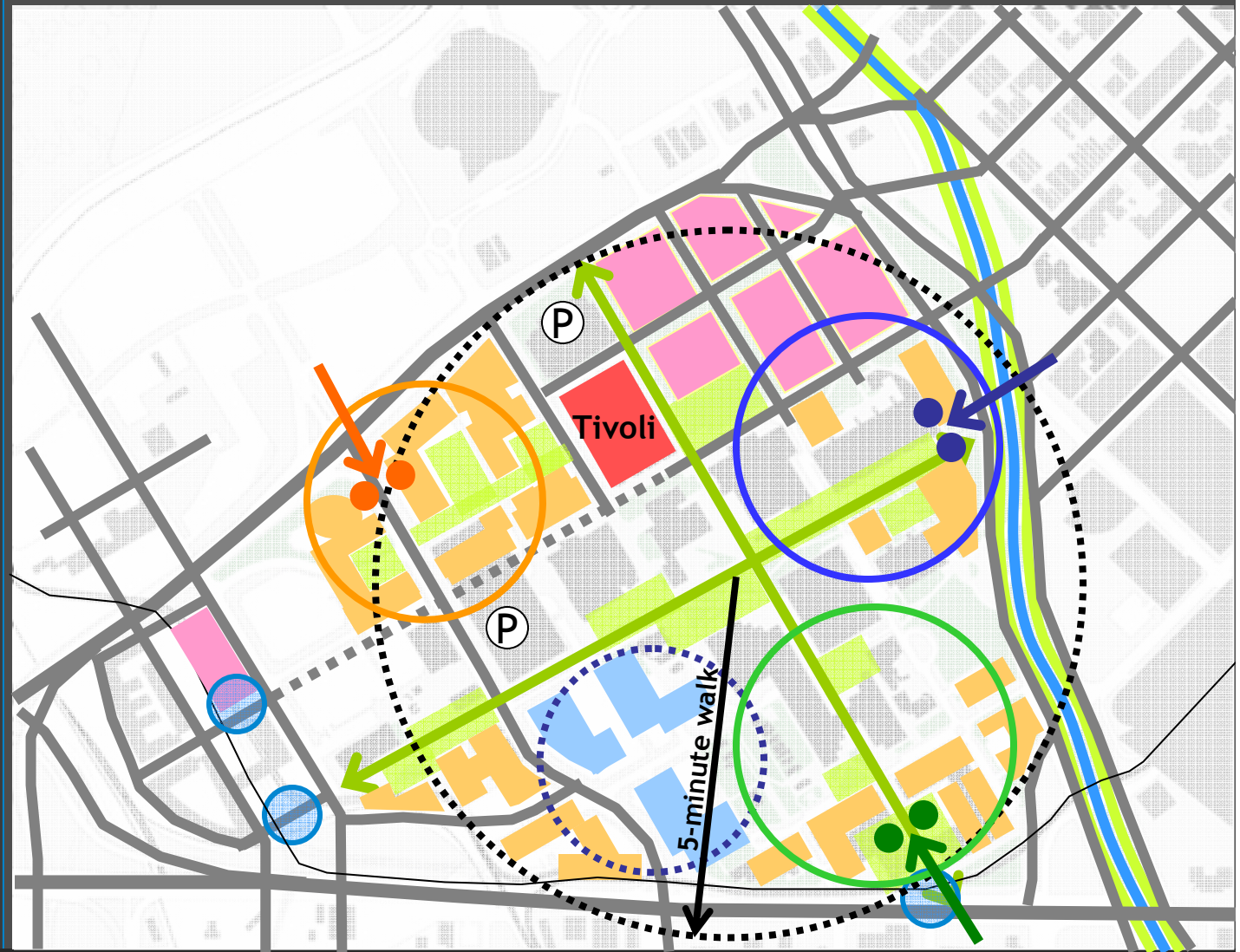
- Framework for growth
- Urban district
- Institutional Identity
- Science expansion
- 525,000 gsf





## Alt 3: Institutional Neighborhoods

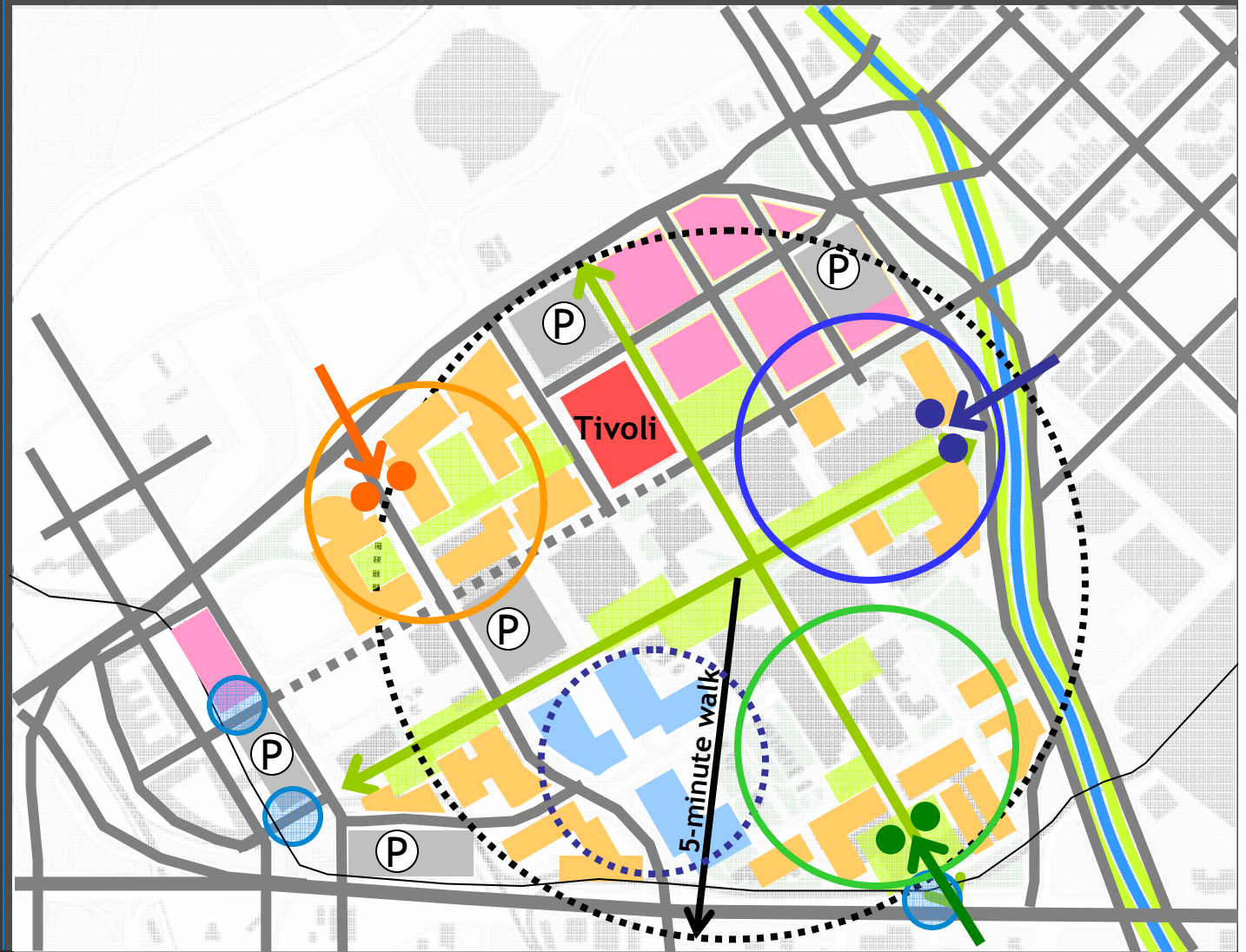
- Framework for growth
- Urban district
- Institutional Identity
- Science expansion
- Academic expansion
- 1,950,000 gsf
- Total academic need including general use: 1,774,500 gsf
- Total academic need excluding general use: 1,273,000 gsf





## Alt 3: Institutional Neighborhoods

- Framework for growth
- Urban district
- Institutional Identity
- Science expansion
- Academic expansion
- Parking
- 6,640 spaces



## Alt 3: Institutional Neighborhoods

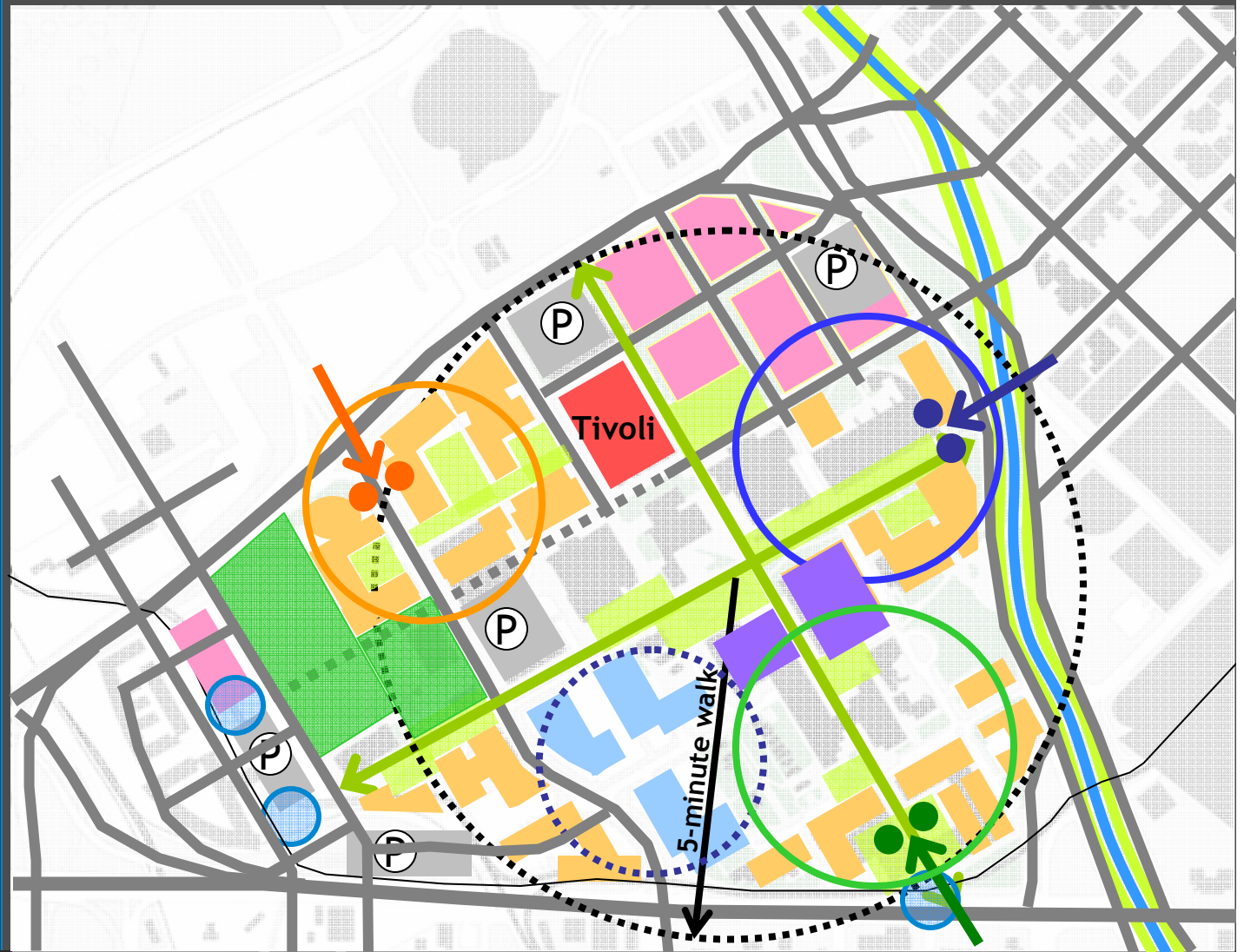
- Framework for growth
- Urban district
- Institutional Identity
- Science expansion
- Academic expansion
- Parking
- Library





## Alt 3: Institutional Neighborhoods

- Framework for growth
- Urban district
- Institutional Identity
- Science expansion
- Academic expansion
- Parking
- Library
- Playfields





## Topics for Discussion

- Approach to institutional identity
- Balance of public/private development and academic development
- Science expansion in a consolidated district or individual buildings
- Library expansion options
- Fields location
- Relocation of Speer Blvd

## Preferred Alternative

- Urban district aligned with view corridors
- Institutional neighborhoods
- Science expansion around existing science building and in new district
- New Library
- Playfields



# Public/Private Mixed Use District

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17 January Work Session

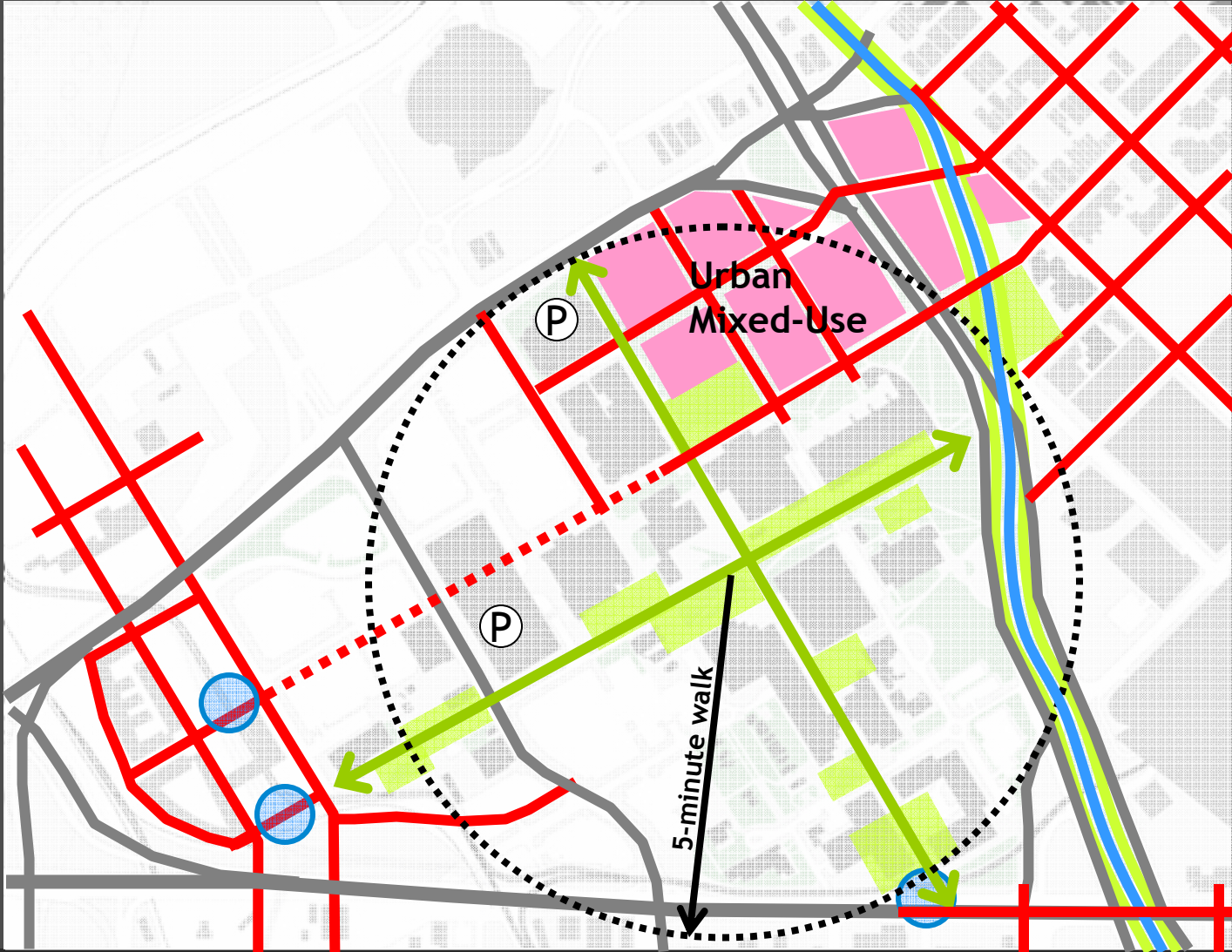


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# Issues for Discussion

- Location
- Size
- Structure



## Guiding Principles

- Address connectivity issues between Auraria and Downtown Denver
- Provide uses that enhance the academic mission of the three institutions
- Create a unique urban experience that is vibrant and reflects the campus intellectual and academic endeavors while providing broad appeal
- Preserve land ownership for long term growth of the institutions
- Maintain control/oversight of development
- Explore potential to leverage the private sector and bring additional financial resources to the academic core

# Size

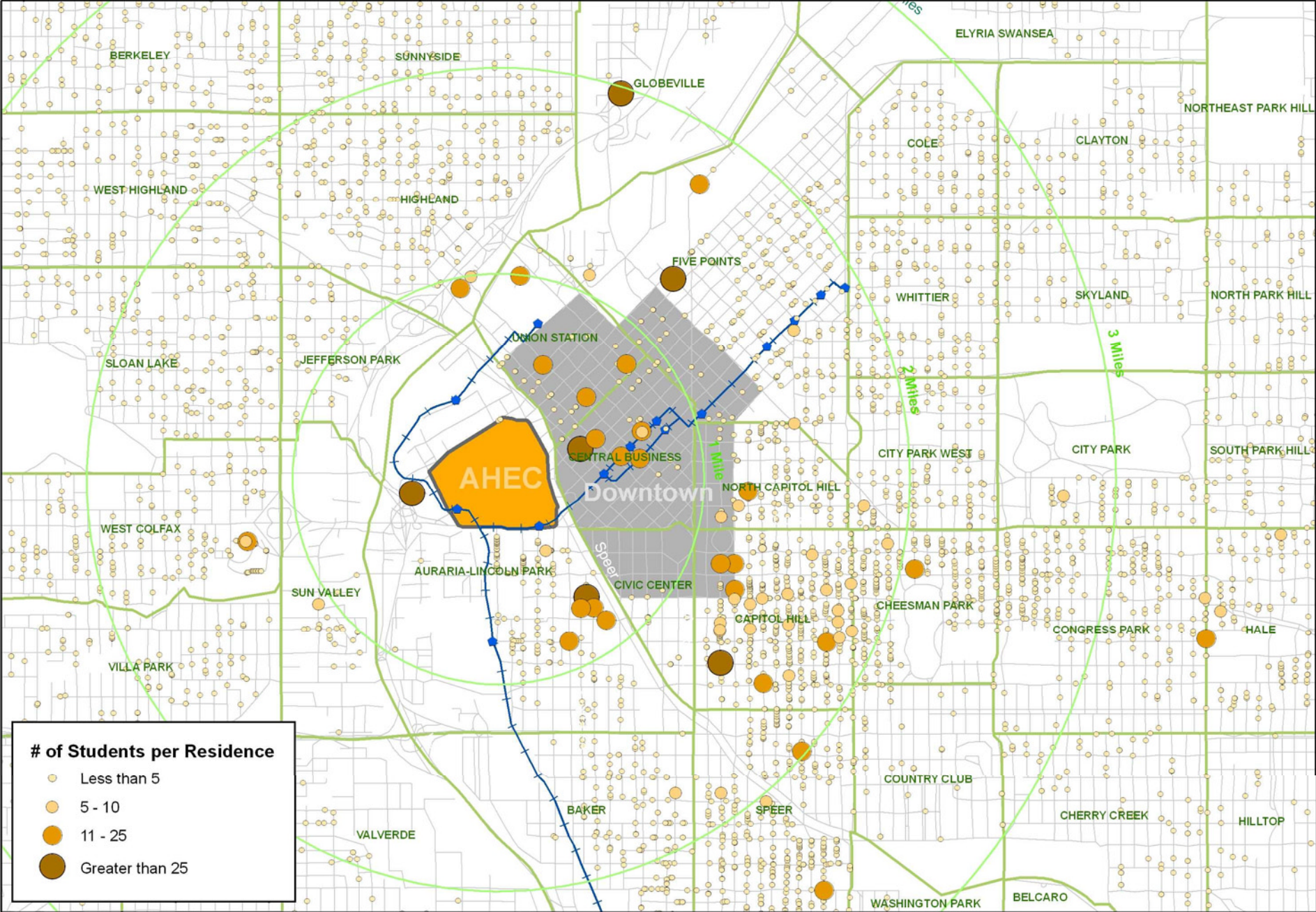
- Hotel / Conference Facility (200-250 rooms) 150,000 GSF
- Commercial office space 200,000 GSF
  - Private businesses
  - Public radio / TV station
- Academic / back office space 200,000 – 300,000 GSF
- Retail - 200,000 GSF – 300,000 GSF
  - Bookstore
  - Arts house cinema
  - Student based arts and culture venues
  - Service amenities
  - Cafes and restaurants
  - Fitness Center
  - Fresh food market



# Size

- Market rate housing
  - Faculty / Staff and General Use (400 – 500 units) 375,000 GSF
  - Graduate students (200 units) 170,000 GSF
  - Undergraduate students (1,000 beds) 450,000 GSF

# Location of Student Residences



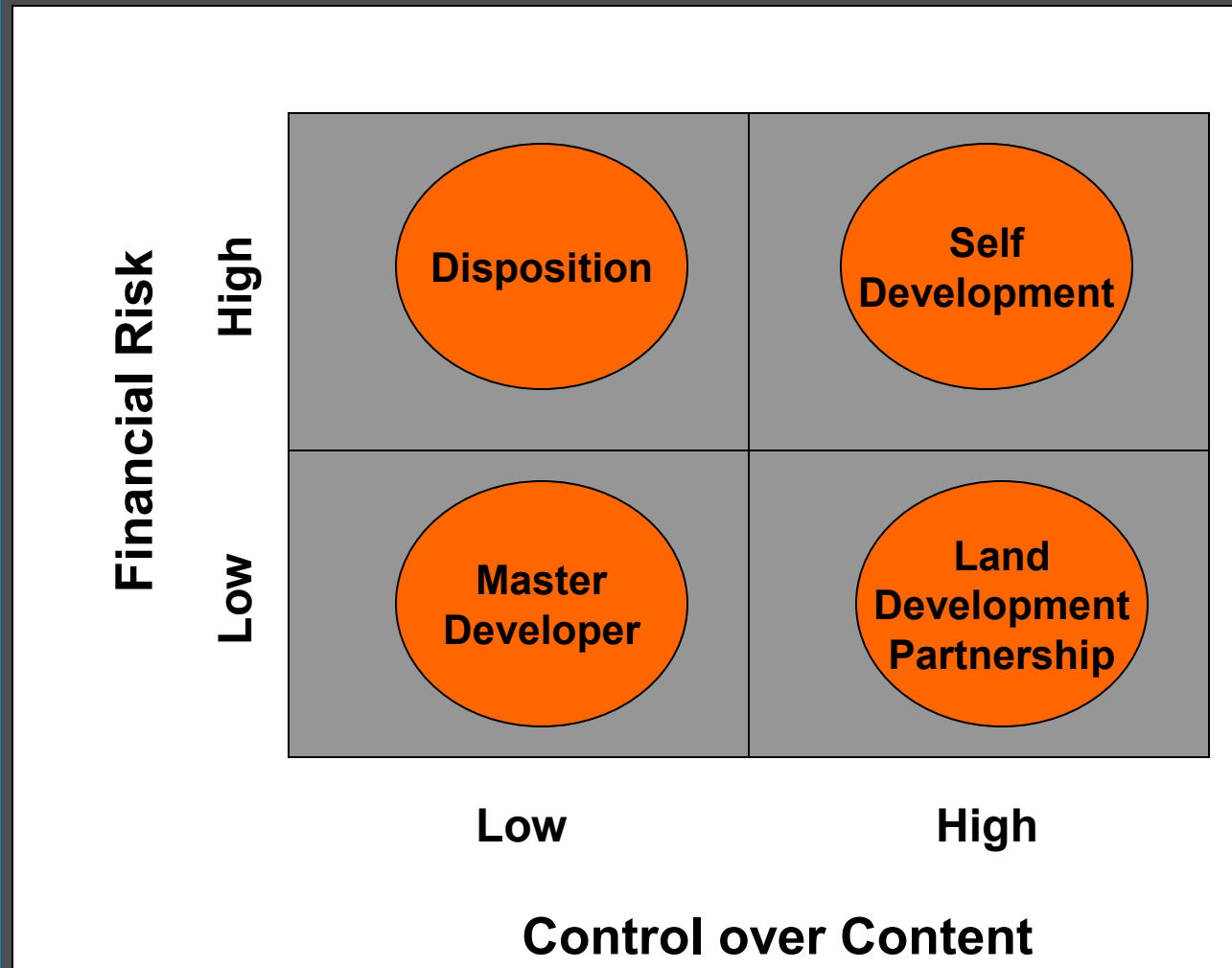
# Real Estate Structures

In implementing a mixed used vision for the North West district of the campus, we considered four alternatives with different risk and control profiles

- Disposition
- Self Development
- Master Developer
- Land Development Partnership



# Structures



# Structures

Structure	Description	Pros	Cons
Disposition	Sale of land	<ul style="list-style-type: none"><li>• Immediate cash inflow</li></ul>	<ul style="list-style-type: none"><li>• Forfeit expansion capacity for future academic needs</li><li>• Give up long term value</li><li>• Lose control over content</li></ul>
Self Development	AHEC acts as developer taking full operational and investment risk	<ul style="list-style-type: none"><li>• Maintain total control over content</li><li>• Potentially maximize financial returns</li><li>• Maintain capacity for future growth</li></ul>	<ul style="list-style-type: none"><li>• Take full financial risk of project upfront while returns will be long term</li><li>• Make upfront investment in resources and people</li><li>• Scale of project may distract from educational focus of the three institutions</li></ul>

# Structures

Structure	Description	Pros	Cons
Master developer	Select one developer for a long term ground lease of entire parcel through RFP process	<ul style="list-style-type: none"> <li>• Low development and operational risk</li> <li>• Does not require up front investment</li> <li>• Preserves <i>some</i> long term value</li> <li>• Maintains <i>some</i> control</li> <li>• Preserves long term expansion capacity for the campus</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of full value</li> <li>• Loss of full control</li> <li>• Generic approach toward development lacks unique local and higher education content</li> <li>• Fewer developers have such capacity so local representation may be limited</li> </ul>



Structure	Description	Pros	Cons
Land Development Partnership	Create partnership with private entity to monetize current land value through a long term ground lease while maintaining ownership stake and control	<ul style="list-style-type: none"> <li>• Institutions have a role in planning and vision</li> <li>• Provides Immediate cash flow while preserving long term value and campus expansion capacity</li> <li>• Provides for significant control over content</li> <li>• Allows full engagement with multiple local developers</li> <li>• Low development and operational risk</li> </ul>	<ul style="list-style-type: none"> <li>• Unique structure that requires some internal capacity and the right partnership</li> </ul>

## Next Steps

- Broad validation of sizing data
- Rough order of magnitude economic returns for each of the four models
- Vetting issues of control over content and design and appetite for lease commitments with three institutions
- Consultation with local real estate firms regarding vision and structure
- Consultation with legal counsel regarding structure
- Recommendation on preferred structure and implementation strategy