



**STAPLETON
COMMUNITY ARTS
CENTER**
"Where the Community
Comes Together"



EXECUTIVE SUMMARY

The Stapleton MCA is a 501(c)4 non profit organization whose mission is to create a sense of community throughout Stapleton through the comprehensive operation and management of cultural and recreational facilities. As part of the 10 year review of community facilities it was identified that there was an opportunity to find suitable space for a community arts facility that could service the needs of the community for year-round performing arts programming, cultural arts education and provide community space for both private and public events. The association examined 4 possible locations and decided to pursue the old control tower location as its primary choice. The iconic and historical nature of the tower makes it a highly desirable location to redevelop into this type of community space. In addition it's location at the intersection of MLK Blvd and Central Park Blvd is the true intersection of east-west and north-south connections of Stapleton.

Starting with the original building structure it was determined that in order meet the programming mission of the facility that it mandated the addition of 12,000 square feet to the west of the original building. This space would house the "flat floor" event hall of 7500 sf, a 200 seat raked floor theater space, along with additional pre function space that would support both areas. The original building would house the remainder of the program. In our design the actual control tower room at the top would remain accessible as an observation area. Keeping the observation deck accessible is a critical component to the overall project. This design accomplishes the programmatic mission of the facility, accomodates the estimated 150 parking spaces needed to service the facility and leave a majority of the parcel available for future development as Forest City deems appropriate.

Forest City commissioned an initial facility study to determine the cost to bring the building back up to a "warm vanilla shell". That study identified about \$2M to complete this work. Current estimates of additional costs is \$6-8M. Land cost is not factored into our cost, but based upon the positive value of this type of reuse of the facility it would be the request that land would be conveyed at a favorable cost to the association. In exchange FC should receive sufficient credit from the City of Denver so that it could add developable property in another location. Although historical designation is achievable for this project, more work needs to be conducted to fully vet the process, advantages and financial eligible components.

The MCA would fund the remainder of the improvements through an adjustment to its community wide assessment (CWA). The highest residential rate would move from \$38/month to \$42/month or \$504/year. There would be a realignment of both market rate rental as well as commercial that would put their CWA rate inline with residential users. We feel that this is justified based on the value that this facility brings to the rental and commercial users is consistent with the residential users. These modifications to the assessment schedule in addition to the current natural growth of the community in



residential, rentals and commercial is sufficient funding to satisfy the \$650K - \$750K in debt service.

Operational funding is anticipated to be covered through the 10-12% of the annual budget dedicated to support cultural programming throughout the community. In addition to that support we anticipate substantial income derived from programming and educational income combined with facility rental income consistent with what we currently see in the recreational programming. Upon completion this facility would also be eligible as a tier 2 organization to receive SCFD funding. Finally the association would establish a 501(c)3 charitable fund under its current umbrella that would support continued community support for the facility.

A handwritten signature in black ink, appearing to read "Keven A. Burnett".

Keven A. Burnett
Executive Director



MCA

The Stapleton MCA is a 501(c) 4 nonprofit community development organization whose mission is to create and sustain a sense of community within Stapleton through comprehensive parks and recreation management, ongoing community event and cultural programming, and the long-term operation and sustainment of community facilities and assets. The Stapleton MCA is responsible for all property owned by the Park Creek Metropolitan District, which includes community pools, town centers, neighborhood parks, pedestrian paths, and parkways. The Stapleton MCA is funded through monthly assessments levied to all residential and commercial property within the boundaries of the Stapleton development.

HISTORY

As part of its 10 year strategic planning process, the MCA embarked on a comprehensive review of our community facilities that were either currently developed or were contained in the development plan. Facilities reviewed included those that were operated by the Master Community Association, City of Denver, Denver Parks and Rec or Denver Public Schools. The review broke facilities down into parks and open space, aquatic facilities, libraries, recreation centers, cultural arts facilities, performing arts facilities, and educational facilities. The general conclusion of this review was that there was an apparent lack of options that would accommodate cultural programming, performing arts programming and general community events. Based upon this facility deficit it was determined by the MCA board of directors that the MCA should determine the feasibility of developing a facility which could serve as the cultural art, performing arts and general community center for the community. From this directive MCA embarked on creating a plan to answer the four general areas listed below:

1. **Programmatic Mission:** Performing arts, visual arts, arts exhibition, arts education, special events space, community space, operational space, maintain views corridor west.
2. **Spatial Needs:** Can we fit it into the existing structure. If not what is the minimal addition? How do we achieve the minimal parking requirements?
3. **Financial Cost:** Community value (what is it worth to the community?) historical designation, primary funding strategy
4. **Community partners.** Who are they? What can they bring to the table?



STAPLETON CULTURAL ARTS & COMMUNITY CENTER
 "Where the Community Comes Together"

<p>Programming Requirements</p> <ul style="list-style-type: none"> • Social Events • Corporate Events • Community Events • Exhibit Hall • Music Venue • Movie Venue • Art Venue • Arts Education Venue • Regional Destination Events • Observation Deck • Additional Ideas from Community 	<p>Spatial layouts and Architecture</p> <ul style="list-style-type: none"> • Performance Space • Meeting Space • Lecture Space • Catering Space • Restrooms • Administrative • Additional Outside Facilities • Site related Requirements
<p>Funding and Finance</p> <ul style="list-style-type: none"> • SMCA Bonding • District Support • FC Support • Historic Tax Credits • Local / National Grants • State / City Resources 	<p>Community Partners</p> <ul style="list-style-type: none"> • City of Denver • Stapleton Neighborhood • Stapleton Foundation • Forest City - Developer • SCFD • Historic Denver • Western Arts Federation



THE VISION

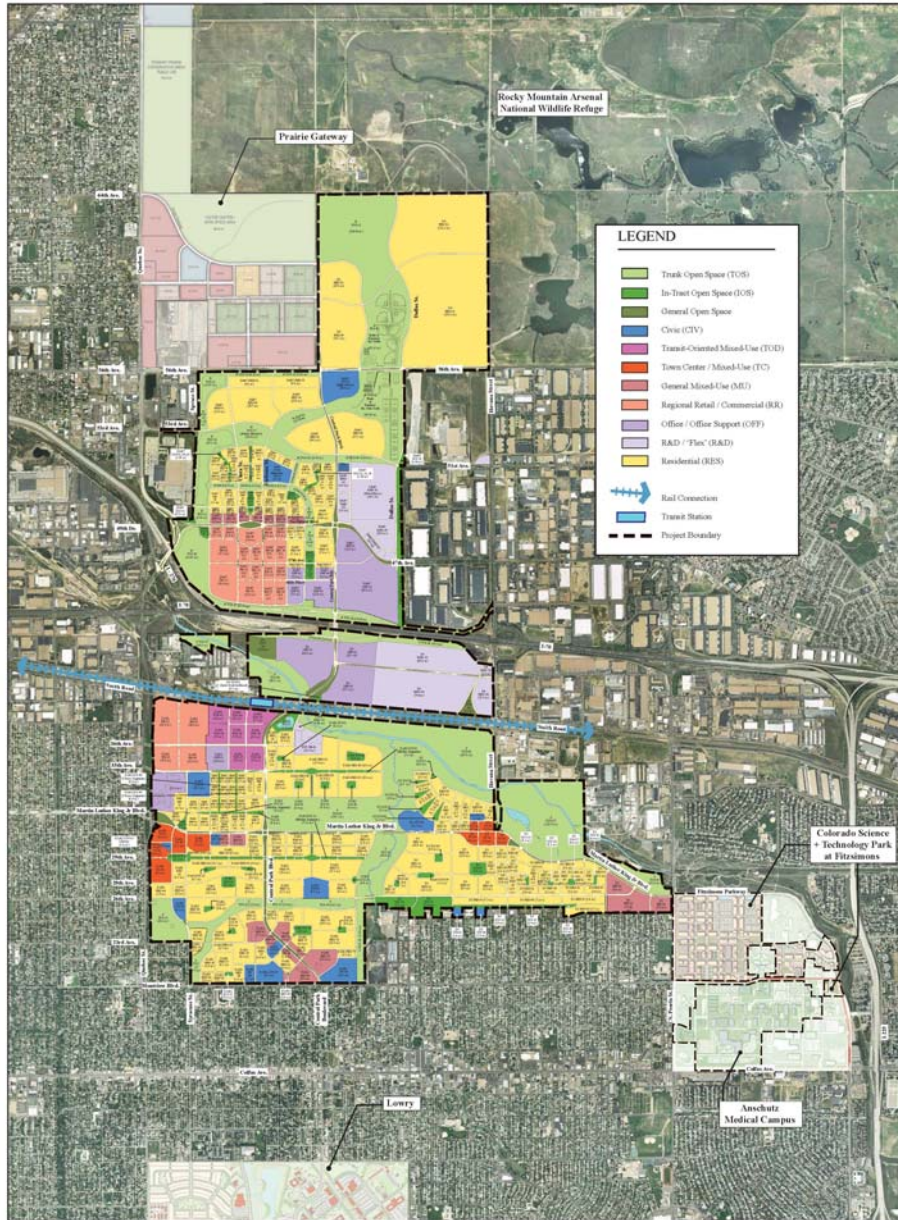
The Stapleton Community Arts Center (SCAC) is envisioned as a multi disciplinary community facility designed to provide ongoing, innovative and comprehensive arts and cultural programming to the community. The SCAC would be an \$8 – \$10 million dollar community investment designed to service the needs of the Stapleton community by providing public and private event space, performance arts and arts education space to the members of the Stapleton community and surrounding neighborhoods. This would be a "first of its kind" facility in northeast Denver and would be on par with similar community facilities such as the Lone Tree Arts Center and the Lakewood Cultural Center, both successful models of cultural facilities designed at servicing the local community.

The SCAC would achieve this vision through a 25,000 square-foot multiple functional complex that combines an auditorium style performance hall, paired with an indoor event hall capable of hosting 300+ guests at any one time (approx 6,000 sf). Complimenting these two main areas, the SCAC would include a full catering and bar facility designed to service both areas depending upon needs. The SCAC would include exhibit space capable of hosting both art and museum type exhibits. Finally, the SCAC would serve as the MCA's executive and operational office. The annual operating cost of such a facility is estimated at start up to be approximately \$1,750,000 (+/- \$250,000). Up to 100% of this cost can be offset by the additional revenues generated from the facility operations (public and private events revenue, performance revenue, educational programming fees) Any remaining deficits would be generated through the use the community-wide assessments which funds the current dedicated to cultural arts programming. In addition the organization would seek additional arts based grants and community donations to the MCA's 501(c) 3 arts fund.

To achieve the revenue projections, the MCA would continue to expand its current level of cultural programming options while seeking additional community partnerships to allow for additional programs and services to be developed. The MCA would leverage its current relationships to expand into a 365 day programming and event organization. This includes but is not limited to: community concerts, chamber music, music recitals, music education, independent movies, seminars, symposiums, workshops, community theater, community dance, dance recitals, facilitation of business and industry meetings and conferences, private parties, holiday parties, socials and just about all other community events that require some level of structured community space which is affordable and professionally managed.



MASTER
COMMUNITY
ASSOCIATION



* Note: Acreages, if shown, are for general reference only.
 ** Note: In-Tract Open Space is shown only for those areas which are in the advanced stages of planning.

LAND USE MAP
February 2, 2012 (v1)

STAPLETON DEVELOPMENT PLAN
 Denver, Colorado



* This rendering and the development depicted are for illustrative purposes only and should not be relied upon for any purpose. Forest City Stapleton, Inc. makes no guarantees concerning future development and the development depicted in this rendering may be modified at the discretion of Forest City Stapleton, Inc. without notice.

Forest City Stapleton
 Denver, Colorado

Calthorpe Associates
 Berkeley, California



Site: Martin Luther King Blvd & Central Park Blvd.



Overall site plan of Stapleton

- ¾ of a mile to the Light Rail Station
- Centrally located within the overall Stapleton Development
- Located at the West End of Central Park
- Convenient access by foot – bike – car

Control Tower Site

Given the communities interest in retaining the tower as a community facility it makes it the site that should be vetted first to determine feasibility. Although it is slightly less space than is desired, the iconic and historical nature of the structure would make it a desirable location to preserve. The tower structure itself would need to be retained as part of the overall project. Access to the control tower space should remain a priority. Most likely this would require us to pursue the historical designation to be complete. Historical designation would allow pursuit of tax credits and grants that would be critical in the funding of improvements.



Site Analysis

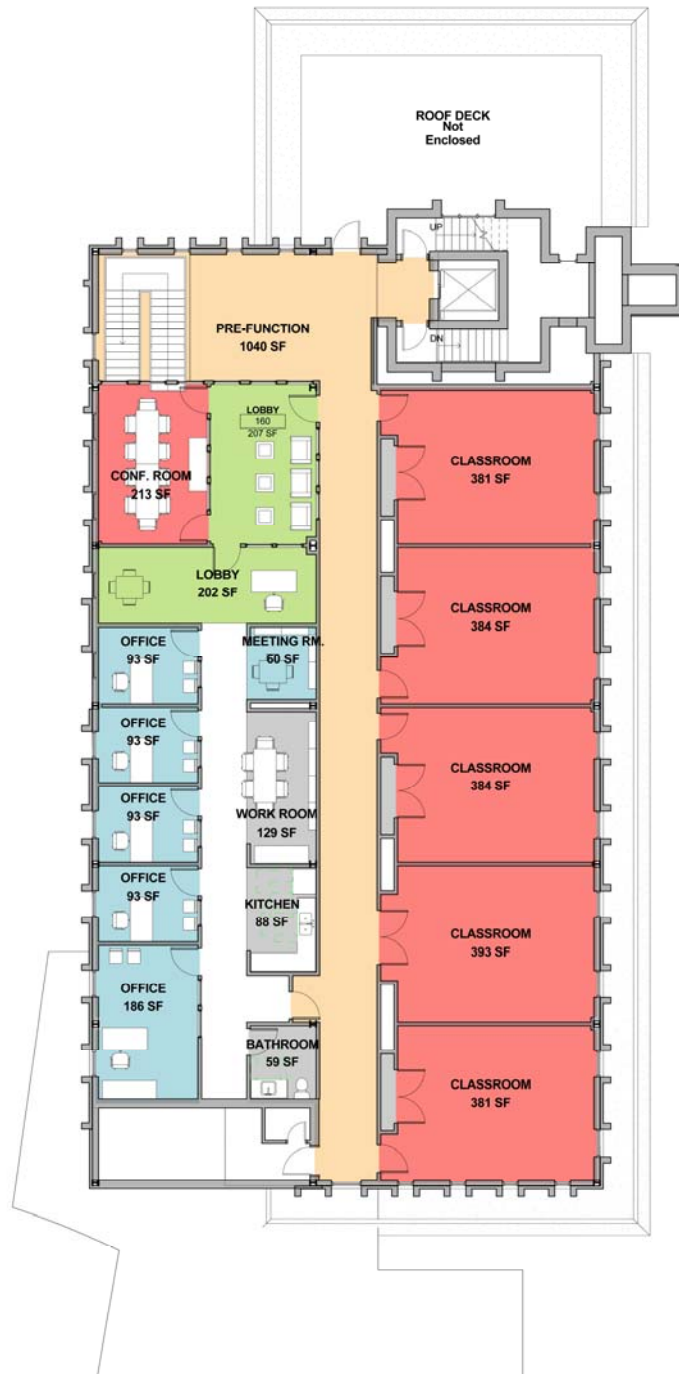
- Located along MLK & Central Park Blvd
 - Limited access for parking
 - Best location for parking access if from:
 - Uinta St (west side of block)
 - 32nd Ave. (north side of block)
- Control Tower is located on approx. 4.5 acres
 - 1 acre = 43,560 s.f.
 - Additional uses are planned for this block (Forrest City)
- Multi-family housing is planned along MLK west of site
- Single Family housing is planned along Uinta St.
 - Parking for the Tower will potentially impact residential along Uinta. Need to provide convenient and integrated parking into the site to minimize impacts
- Commercial or high density housing is planned for the balance of the block and north of 32nd Ave.

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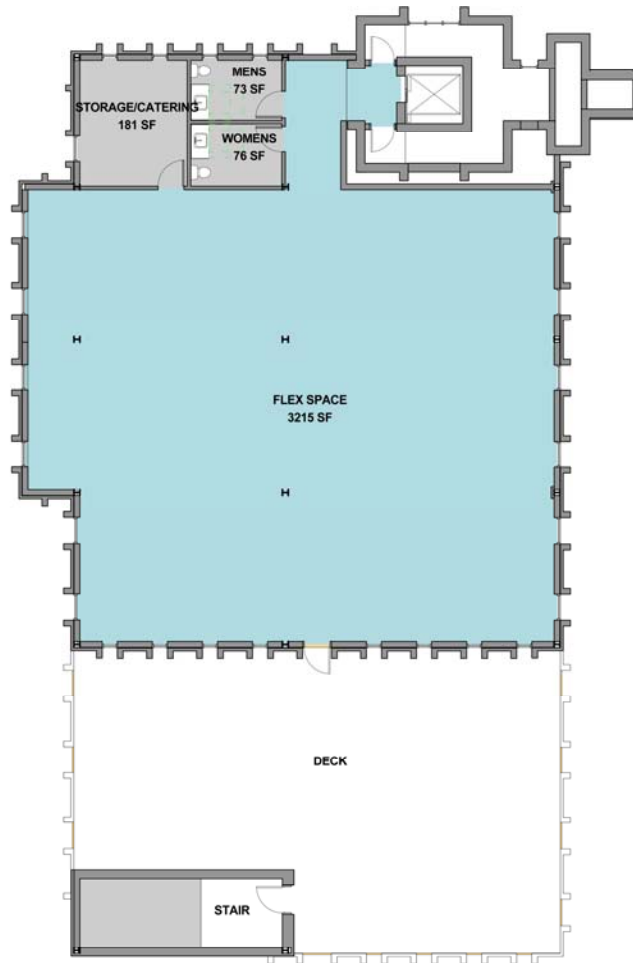


Floor 1 with Addition

Stapleton
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Floor 2



Floor 3



MCA Program Statement – Community Arts Facility:

Site

- Parking Proposed: Approx.: 150 Spaces
- Primary access from Uinta Street & 32nd Ave.
- Limited access from Central Park Blvd.
- Maintain development opportunity along CPB and north half of site

1st Floor (Existing plus Addition)

- Event Hall
 - Seating for 250-300 People (flat floor space with moveable seating) 6,400 s.f.
 - Demountable partitions
 - Support area/Catering facilities – 300-500 s.f.
 - Storage - TBD
- Pre-event space – Multi-Purpose (1,500 s.f.) depending on layout
 - Outdoor pre-function space
 - Potential curb side drop off / valet parking
- Theater Space
 - Raked seating to accommodate 250-300 people
 - Dedicated stage area
 - Support spaces
 - Storage
 - Green Room
 - Dressing rooms
- Public Stair connecting 1st floor with 2nd floor (design alternative)
- Ticketing offices
 - Ground floor office space
- Restrooms

2nd Floor (Existing)

- Community Rooms
 - 5 total – 800-900 s.f. each (4,250 s.f. total)
 - Meeting breakout spaces - approx. 1,200 s.f. (could be part of main pre-function areas)
 - Event Support spaces as required – Storage, catering etc.
 - Administration (MCA office space) – 2,000 s.f.
 - Reception - Open
 - 4-5 offices (250 s.f. each)
 - Storage – As much as we can



3rd Floor (Existing)

- Larger special event space – 2,000 s.f.
 - Outside patio – 1,000 s.f. patio
 - Storage for chairs, tables, miscellaneous supplies
 - Men’s & Women’s Toilet Room
 - Warming / Service area

Tower (Existing)

- Provide public access to the control tower upper level
- Repair/replace elevator for access: Update elevators
- Viewing Platform for public access
- Provide interpretive area at the base of the tower
 - Incorporate “The Story” of Stapleton
 - Aviation display
 - History of Denver
 - Display space for artistic works or other flexible display spaces as required

Control Tower - spatial considerations. 80% of facility is rentable space!

Level 1	8,000 sf existing plus 6,0000 sf addition to the west; Theater space to the South 4,000 sf	Exhibit hall; Performance hall; catering; event services; main restrooms.
Level 2	6,000 sf existing	MCA Administrative = 2,500 sf; Education classrooms 5 @ 400 sf
Level 3	3,000 sf "Special Event space indoor, 1,400 sf rooftop patio.	Special Events. Dining facilities, bar service, auction capable. Wedding capable. ADA Restrooms;
Level 14	300 sf Observation deck	Observation deck

Historical Designation

Additional work needs to be conducted in this area. We believe that the site would meet minimum requirements to be included on the national registry. This needs to have further scrutiny on the positive ramifications of historical status. It would free up funds that could go directly to the rehab of the tower and supporting structure.



Why the MCA

- The MCA is currently a community based non-profit entity created specifically to manage and operate recreation and cultural facilities within Stapleton.
- The MCA has the dedicated funds for the planning and design phase of this project.
- The MCA has the ability to secure funding for redevelopment of space.
- The MCA offers a stable long term funding and operating mechanism.
- The MCA currently produces and supports a robust slate of diverse, community programming (inc: theater, concerts, movies, markets and much more) open to the public and geared to the community's changing needs.
- The addition an indoor cultural and performance facility would allow MCA to expand its current programming offerings.
- Through the MCA aquatic facility operations we have the facility management software with the expertise to manage it. (i.e. reserve and rent space for private functions, collect user fees, etc).
- The MCA currently retains the necessary qualified staff to operate this type of community facility.

Funding

The biggest funding issue for this site is to secure favorable long term bonds for the capital construction costs. Our funding mechanism of first choice would be to pursue a funding plan much like the Highland Ranch Community Association funded the 3 additional recreation facilities within their community. They successfully were able to sell \$15M in taxable bonds for each of the three facilities. The advantage to this is that the association would secure a lower rate than traditional bank financing in addition to generating a surplus fund (\$1-2M) over the life of the bond.

Our current projection is that this is an \$8M capital project. With a 20 year debt service at 6% our annual debt service would be approximately \$650K. This debt service ratio is achieved through current projected growth rates with an adjustment in the current rate structure (see table below)

The highest assessment rate would move 10.5% from \$38 - \$42 / month or \$504 per year. As a means to effectively move the commercial rat to 18/month we would need to create 2 additional unit classifications. I would like to create an industrial unit which would be 8,000 sf each and a business park unit which is 5,000 sf each. Commercial/retail would remain 2000 sf each.



Preliminary Assessment Schedule 2013

	CWA	RRA	NSA	Total
Market Rate Residential	18	18	6	\$42
Affordable Residential	9	18	6	\$33
Market Rate Rental	18	18	0	\$36
Affordable Rental	9	18	0	\$27
Commercial	18	0	0	18



Preliminary Budget Assumptions

	<u>2012 Budget</u>	<u>2013 Budget</u>	<u>+/-</u>	<u>%</u>
Ordinary Income/Expense				
Income				
1 Assessments	2,367,024	3,101,112	734,088	24%
2 PCMD	844,284	928,712	84,428	9%
3 Working Capital	60,000	100,000	40,000	40%
4 Collections	51,600	51,600	-	0%
5 Pool Income	405,700	450,000	44,300	10%
6 Cultural Event Income	93,000	750,000	657,000	88%
Cultural Education		300,000		
7 Facility Rental	29,300	250,000	220,700	88%
8 Water Service F32	6,000	6,000		
7 Other Income			-	
Total Income	3,856,908	5,937,424	1,780,516	30%
Expense				
1 Administration & Payroll	616,320	900,000	283,680	32%
2 Office & Community Room	94,140	250,000	155,860	62%
3 Assessment Management	146,682	160,000	13,318	8%
4 Professional Services	38,400	50,000	11,600	23%
5 Insurance	95,571	150,000	54,429	36%
6 Programming & Events	255,000	950,000	695,000	73%
7 SMCA Grounds Maint.	438,140	503,861	65,721	13%
8 SMCA Utilities	116,000	122,960	6,960	6%
9 PCMD Grounds Maint.	628,584	685,156	56,572	8%
10 PCMD Utilities	197,700	209,562	11,862	6%
11 Pool Operations	735,150	735,150	-	0%
12 Other Expenses	4,200	4,200	-	0%
Debt Service		675,000		
13 Restricted Fund Transfers	<u>369,504</u>	<u>500,000</u>	<u>130,496</u>	<u>26%</u>
Total Expense	<u>3,735,391</u>	<u>5,895,889</u>	<u>2,160,498</u>	<u>37%</u>
Net Ordinary Income	121,517	41,535	(79,982)	



Stapleton Redevelopment

While Denver International was being constructed, planners began to consider how the Stapleton site would be redeveloped. A private group of Denver civic leaders, the Stapleton Development Foundation, convened in 1990 and produced a master plan for the site in 1995, emphasizing a pedestrian-oriented design rather than the automobile-oriented designs found in many other planned developments. Nearly a third of the airport site was slated for redevelopment as public park space.

The former airport 4,700 acres site 10 minutes from Downtown Denver is now being redeveloped by Forest City Enterprises.

The new community is zoned for residential and commercial development, including office parks and "big box" shopping centers. Construction began in 2001, and as of Q1 2012, 4,400 single-family houses, row houses, condominiums and other for-sale housing as well as 500 apartments and 900 commercial units have been built. Current economic factors are sup[porting and addition 500 new units annually with increased commercial activity.

Stapleton is by far the largest neighborhood in the city of Denver and an eastern portion of the redevelopment site lies in the neighboring city of Aurora, Colorado.

Stapleton is expected to be home to some 30,000 residents in 12,000 homes, with six schools, an 80 acres central park, a light-rail station, 10,000,000 sq ft of planned office space, 1,500,000 sq ft. of retail space, and 1,100 acres for parks and open space.

Stapleton's 1,100 acres of open space includes the restored Sand Creek Regional Greenway and Bluff Lake Nature Center, one of the nation's largest urban wildlife refuges. Northfield Stapleton, one of the development's major retail centers, recently opened. For more information on the current status of the redevelopment process please see: www.stapletondenver.com.



Stapleton International Airport History



Stapleton East to West view, January 1966. Only concourses A, B, and C existed at that time. A United Airlines Pilot Training Center was constructed on the vacant land between the airport's west boundary and the housing tracts, in subsequent years.



Stapleton South to North view, January 1966. Runway 35 was later designated 35L, after 35R was constructed. The old United Airlines pilot training center buildings, on the airport proper, were still in operation. A UAL DC-8 pilot training flight is making a missed approach, complete with its shadow.





USGS aerial photo of Stapleton International Airport looking to the north, June 1993, shortly before its closure. Note that runway 17R/35L crosses Interstate 70 at its midpoint.

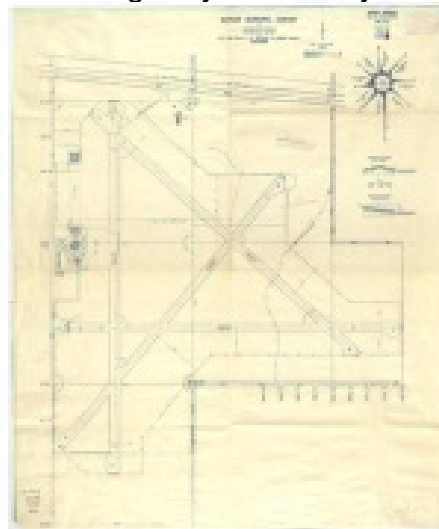


Former Stapleton International Airport from the air
(6 February 2006)

Stapleton was opened on October 17, 1929 as **Denver Municipal Airport**.

Its name was changed to **Stapleton Airfield** after a 1944 expansion, in honor of Benjamin F. Stapleton, the city's mayor most of the time from 1923 to 1947, and the major force behind the project when it began in 1928.

Concourse A, the original building from 1929, was still in operation when the airport closed. The airport was originally created by Ira Boyd Humphreys in 1919.





- The facility received a new jet runway and terminal building in 1964.
- After deregulation, three airlines operated large hubs out of Stapleton (Frontier Airlines, Continental Airlines, and United Airlines), leading to significant traffic congestion. In order to combat the congestion, runway (18/36) was added in the 1980s and the terminal was again expanded. Concourse D was built in 1972, and Concourse E was built in 1988.
- At the time of its closure in 1995, Stapleton sported six runways (2 sets of 3 parallel runways) and five terminal concourses.
- In 1982 the inaugural revenue flight of the Boeing 767 landed at Stapleton, after a flight from O'Hare International Airport in Chicago.
- On February 25, 1995, George Hosford, Air Traffic Controller, cleared the last plane (Continental Flight 34, to London Gatwick) to depart from Stapleton International Airport. This would also mark the end of Continental Airlines' use of Denver as its hub.

Decommissioning

By the 1980s, plans were under way to replace Stapleton with a new airport. Stapleton was plagued with a number of problems, including:

- inadequate separation between runways, leading to extremely long waits in bad weather
- little or no room for other airlines that proposed/wanted to use Stapleton for new destinations (an example of this was Southwest Airlines)
- a lawsuit over aircraft noise, brought by residents of the nearby Park Hill community
- legal threats by Adams County, Colorado to block a runway extension into Rocky Mountain Arsenal lands

The Colorado General Assembly brokered a deal in 1985 to annex a plot of land in Adams County into the city of Denver, and use that land to build a new airport. Adams County voters approved the plan in 1988, and Denver voters approved the plan in a 1989 referendum.

After weeks of delays, a Continental Airlines flight, with a destination of London Gatwick, was the last flight to depart Stapleton. The airport was then shut down. A convoy of vehicles of many kinds (rental cars, baggage carts, fuel trucks, etc.) traveled to the new Denver International Airport (DIA), which officially opened for all operations the following morning.

All of Stapleton's airport infrastructure has been removed, except for the former control tower. The final parking structure was torn down to make room for the "Central Park West" section of the housing development in May 2011.

Resources: Old Stapleton photography:

<http://aviationphotographs.net/StapletonAirport/stapletonairport.html>