



DENVER
THE MILE HIGH CITY

DENVER ARTS & VENUES

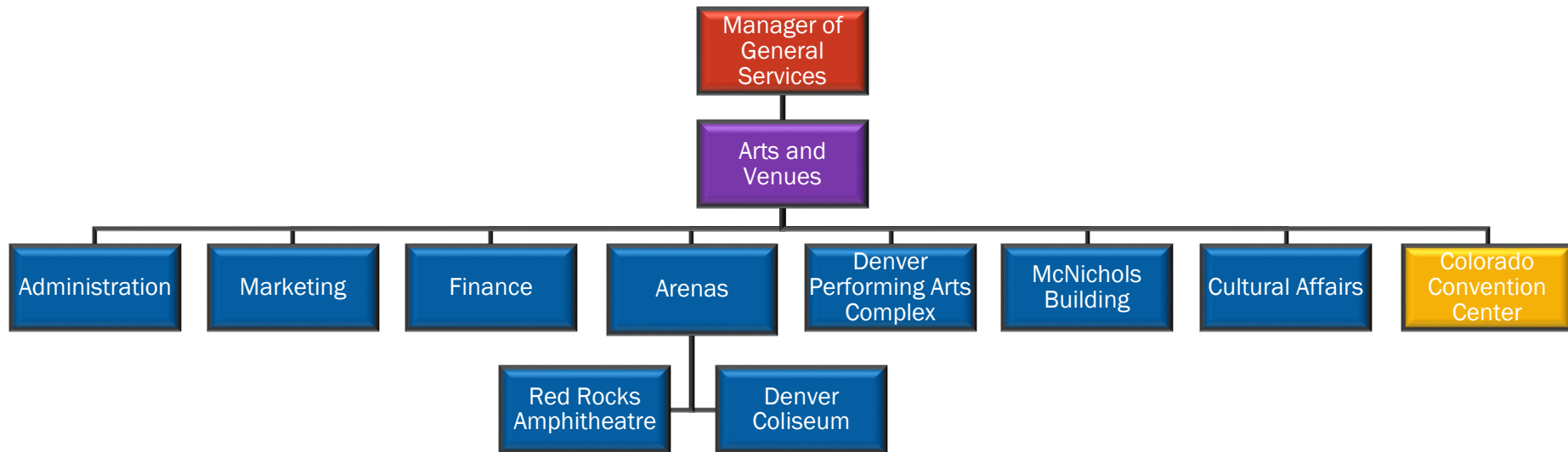
2020 Budget

“So that all may thrive, Arts & Venues enriches and advances Denver’s quality of life and economic vitality through premier public venues, arts, cultural and entertainment opportunities.”

Arts & Venues: A Social-Cultural Enterprise

- Denver Arts & Venues is a social-cultural enterprise, operating a business model that raises revenue through operation of Denver's iconic venues and then invests that revenue into venue maintenance, arts programs, community grants and free cultural amenities for Denver's residents.
- A social enterprise uses commerce as a tool to maximize impact and long-term viability for the social good. The successful business model behind a cultural enterprise results in greater impact and reach on arts and culture.

Overview of Divisions



Blue = SRF 15815

Gold = SRF 15607

- **Colorado Convention Center Expansion:** To remain competitive and to respond to new trends in the convention and meetings industry, a vertical expansion has been planned and funded. The \$233M project is based on a Master Plan completed by A&V in 2015. Design/Build contractor under contract in Q1-2020.
- **Arts Complex Future Redevelopment:** In March 2016, Arts & Venues announced a vision plan for the redevelopment of the Denver Performing Arts Complex.
 - Anchored in the need for a new Concert Hall and improved parking facilities
 - Goals: Enliven, Diversity & Sustain
 - Completing another round of due diligence including a mobility and venue market studies to further refine these findings
- **Equity, Diversity & Inclusiveness (EDI) Initiative:** A&V is committed to diversity, equity and inclusiveness in our programs, initiatives and decision-making processes.

Equity, Diversity & Inclusiveness Initiative (Launched in 2017)

“Denver Arts & Venues is committed to equity, diversity and inclusion in all our programs, initiatives and decision-making processes.”

Data driven tracking mechanisms directly inform our investments:

- Demographic survey including Council Districts
- Focus on historically marginalized groups, communities of color, and First Nations people

Who decides and who benefits - Use of Racial Equity Lens

- Recruitment and engagement for decision making tables
- Evaluation of potential barriers to participation on our guidelines, applications, etc.
- Training for decision makers
- Tracking of who is applying (who has access and who has been engaged), who benefits (outcomes) and who is missing
- Funder/Grantee Relationship Building

IMAGINE 2020 Fund Grantees

[different communities impacted]

- First Nations People
- Latino community
- African American community
- Asian American & Pacific Islander community
- Mental Health
- People experiencing homelessness
- People with disabilities
- Victims of domestic violence

Race & Social Justice Initiative

Programs	Community Benefit	Community Impact (Burden)	Reduce gaps in race and ethnic outcomes
Cultural Affairs Programs, Grants and Partnerships	- Financial investment in individual artists, organizations and neighborhoods to support arts, culture and creativity as tools for social change, with a focus on addressing historical and systemic inequities impacting historically marginalized groups, communities of color, and First Nations people. - McNichols Building activation model as an access to affordable space and implementation to benefit artists, cultural organizations, creatives and community at large	Funding mechanisms and lengthy processes can be a burden for funding beneficiaries that may have immediate needs to address.	- Increased financial support of communities of color, First Nations People and historically marginalized communities. - Increased participation of the aforementioned communities in decision making processes.
Denver Performing Arts Complex (Programming Model)	Offer unique programming throughout the complex to support diverse communities, including Deaf Heritage Month performances, Chicago performed by Phamaly Theatre Company, Legendary Soprano Kathleen Battle, DPO With a Twist: Havana to Harlem and Show of Force featuring narratives of women veterans	N/A	Elevating cultural programming by supporting historically over-looked communities

Arts & Venues

Total Events A&V SRF 15815

2018

1,432

2019
Rereforecast

1,291

2020
Budget

1,431

Total Attendance A&V SRF 15815

2018

2,685,029

2019
Rereforecast

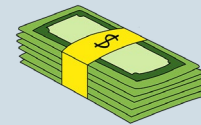
2,648,700

2020
Budget

2,742,700

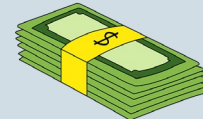
Total Revenue A&V SRF 15815

2018



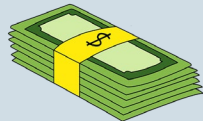
\$59,903,691

2019
Rereforecast



\$56,500,000

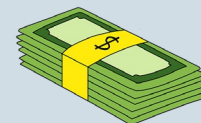
2020
Budget



\$54,173,890

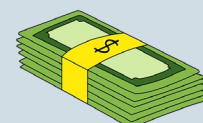
Ticketing/Sponsorship Revenue A&V

2018



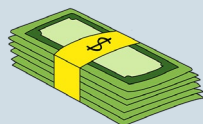
\$7,592,315

2019
Rereforecast



\$8,100,000

2020
Budget



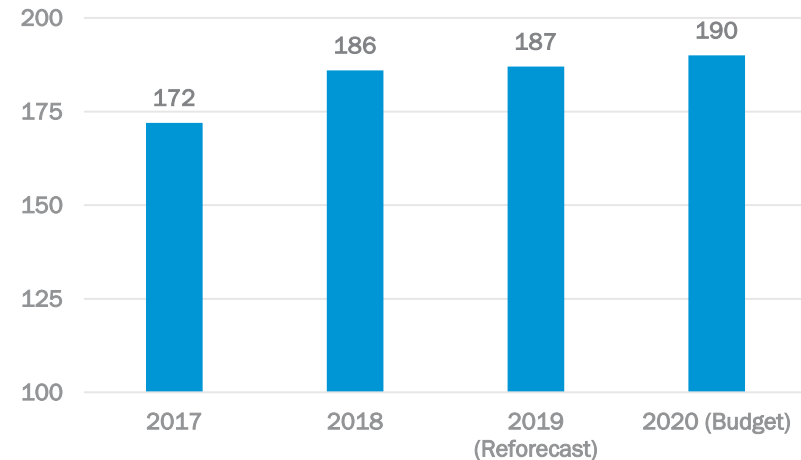
\$6,722,000



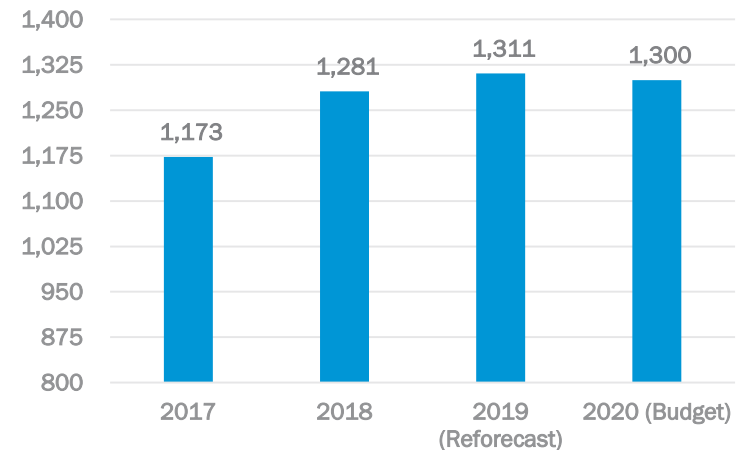
**23% INCREASE
PAID ATTENDANCE**

From '15 to '18
Colorado's #1 Free
Tourist Attraction

Red Rocks Events



Red Rocks Attendance (1,000s)

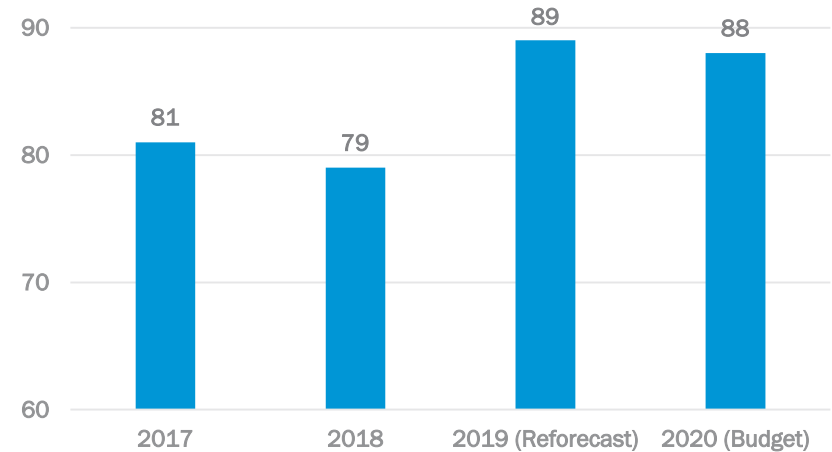




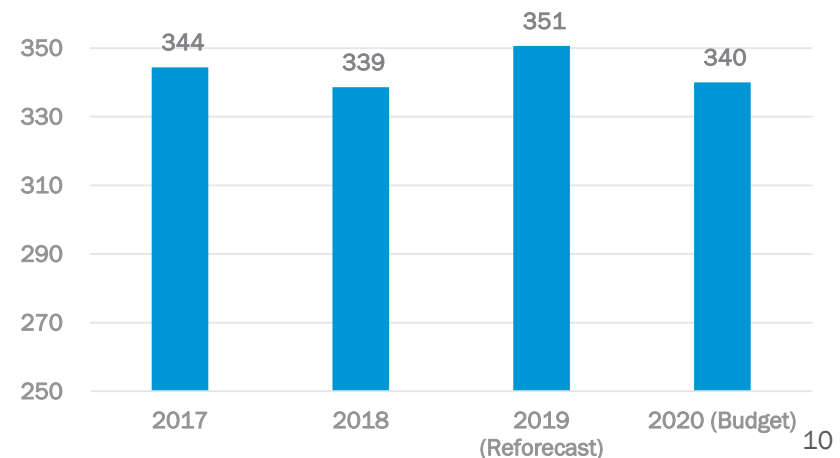
FORECAST

Lost events (Circus) and future attendance will be impacted due to nearby construction and redevelopment projects

Coliseum Events



Coliseum Attendance (1,000s)



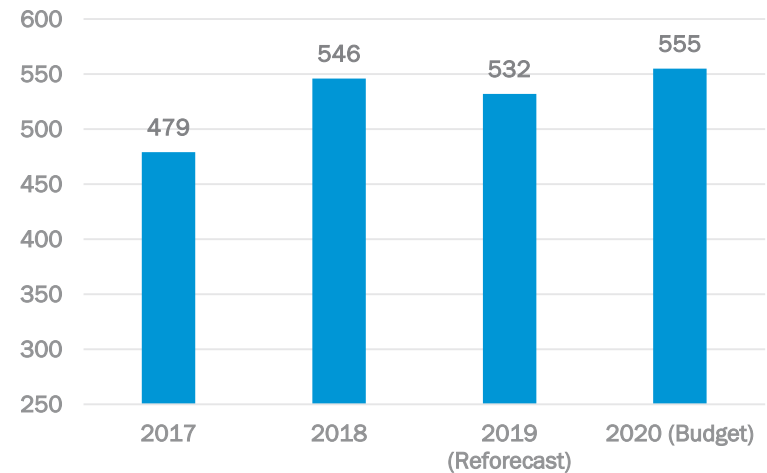
**DENVER
PERFORMING
ARTS COMPLEX**



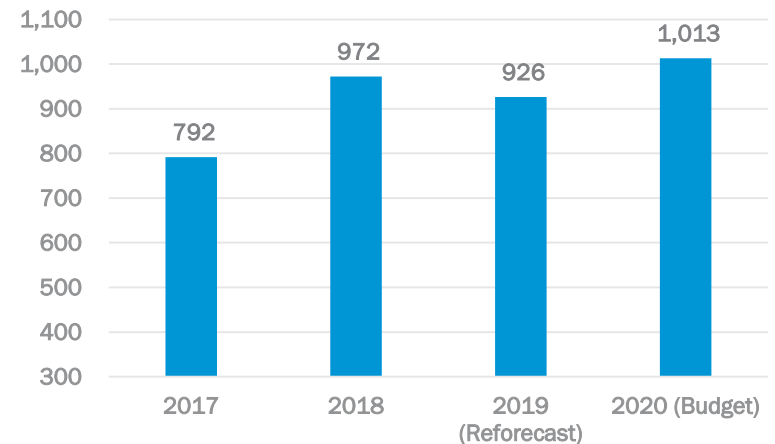
NEAR-RECORD RESULTS

2018 “Hamilton,” “Book of Mormon” and Broadway shows fuel near record results

Arts Complex Events



Arts Complex Attendance (1,000s)

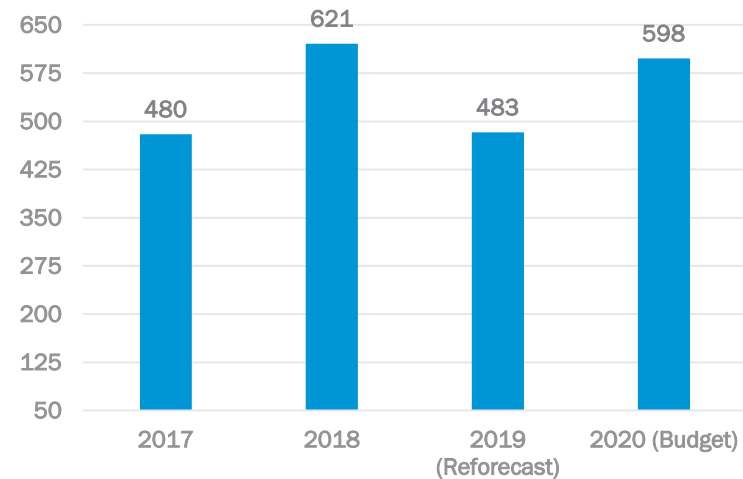




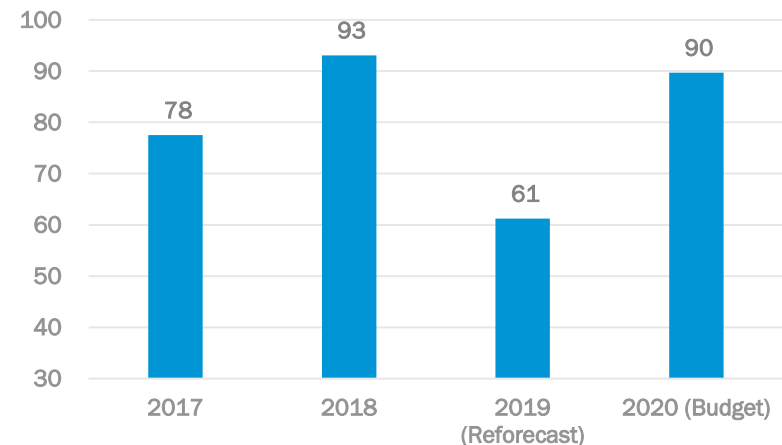
50%

Booking commitment goal in support of cultural partners (includes waived rental & stipends)

McNichols Events

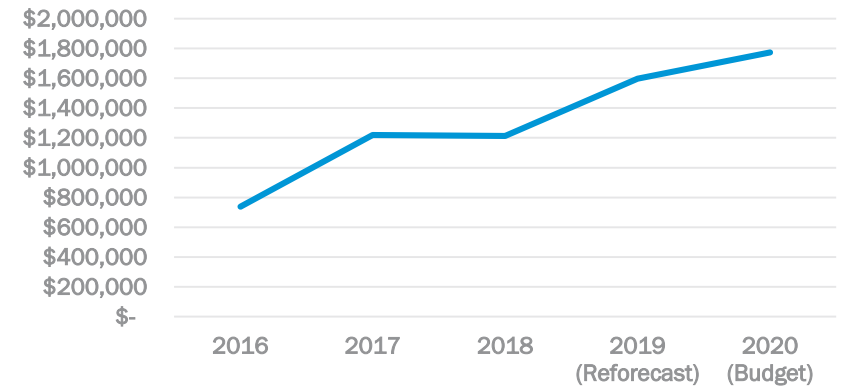


McNichols Attendance (1,000s)





CULTURAL AFFAIRS PROGRAMS & INITIATIVES (Annual Spend)



192%

Increase In Cultural Affairs
Budget Since 2015

Expenditures	Revenues	FTE	Duration
\$1,357,000	-	0.0	One-Time

Red Rocks: Shade structure for Ship Rock Grille – \$250,000
Sponsorship revenue offsets costs

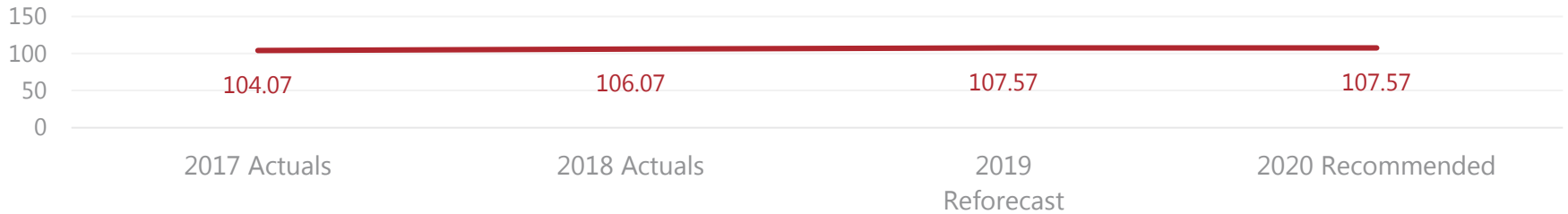
McNichols: A/V and Operational Equipment – \$32,000
Podium and easels, microphones, snow cleaning equipment, etc.

Arts Complex: Boettcher Security and Theatrical Equipment - \$850,000
Arts Complex and Galleria/Park – Security Equipment - \$75,000
Ellie Caulkins – Theatrical Equipment - \$150,000
Commitment to Colorado Symphony and client customers: public safety & customer experience

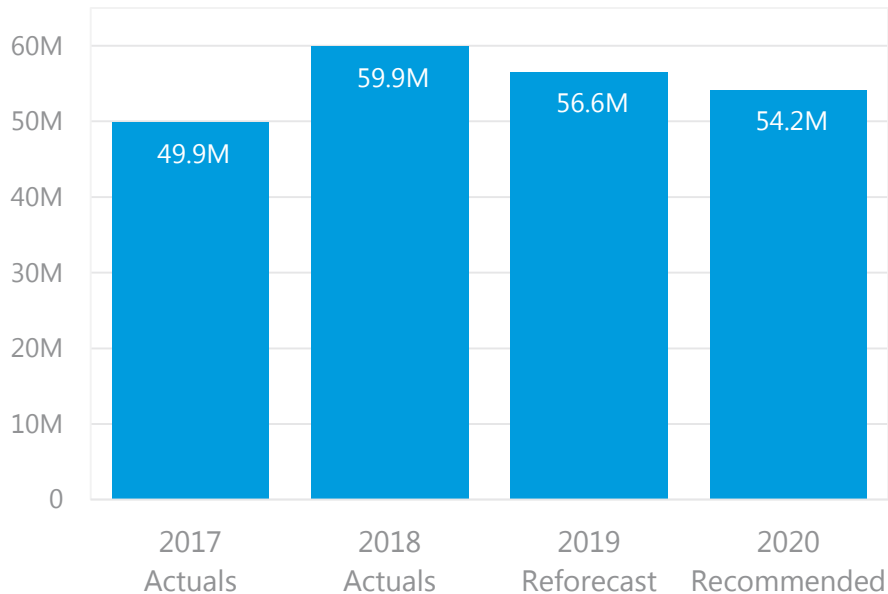
DENVER ARTS & VENUES – 15815

Expenses, Revenues and FTEs

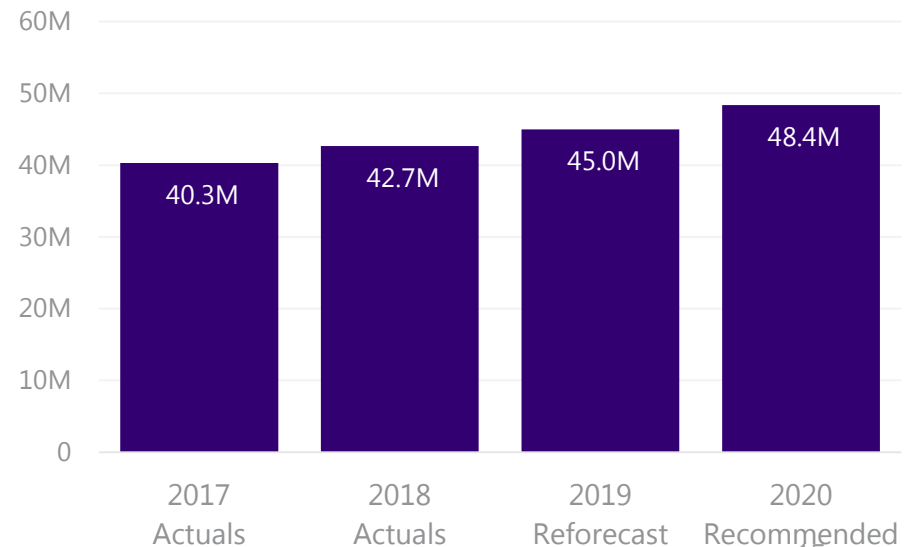
Total FTE



Total Revenues



Total Expenses



A&V Fund Surplus to Capital Fund

Arts & Venues Capital Improvement Projects Fund 38336	2016 (From 2015 Surplus)	2017 (From 2016 Surplus)	2018 (From 2017 Surplus)	2019 (From 2018 Surplus)
Arts Complex: Boettcher, Buell, Ellie, Gargage, etc.	\$ 2,000,000	\$ 2,250,000	\$ 730,500	\$ 5,859,000
Arts Complex Future Redevelopment		3,100,000	3,400,000	2,500,000
Arenas: Red Rocks & Coliseum	6,198,678	8,062,469	3,773,715	7,250,000
McNichols Building	1,000,000	740,000	-	-
Colorado Convention Center	-	-	1,213,493	1,393,135
Total	\$ 9,198,678	\$ 14,152,469	\$ 9,117,708	\$ 17,002,135

Highlights:

ADA and Safety

ADA Corrections, Life Safety	\$ 4,638,493
Security Upgrades, Conveyances, etc.	2,293,135

Sustainability

Recycling and Sorting	8,203,491
Wastewater Improvements	1,700,000

Customer, Buildings, and Operational Improvements

Lobby, Bathrooms, Way-finding, Lighting, etc.	13,921,687
Galleria resurfacing, Parking Improvements, Loading dock, etc.	9,714,184

Total \$ 40,470,990

General Fund Transfer to Convention Center Special Revenue Fund Increase

Expenditures	Revenues	FTE	Duration
\$1,000,000	-	0.0	On-going

The Convention Center Special Revenue Fund receives a transfer annually from the City's General Fund to support operating costs. In 2020, the transfer will increase by \$1M from \$2.5M to \$3.5M. Operating costs have increased due to the fulfilling the minimum wage ordinance and utilities.

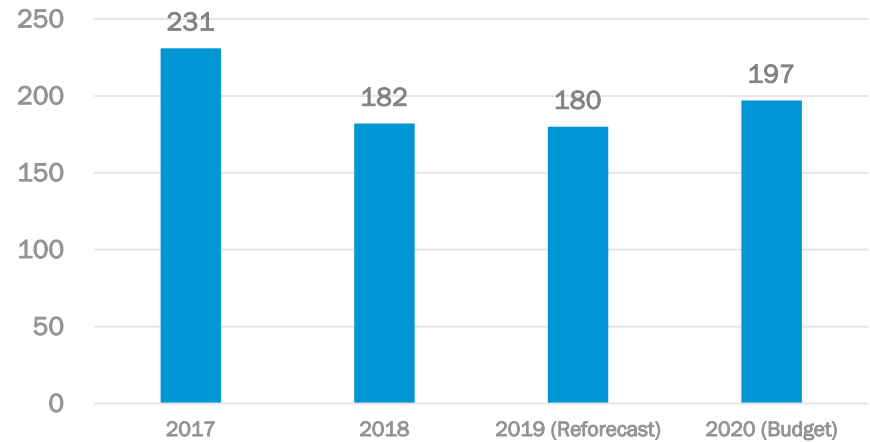
COLORADO
CONVENTION CENTER

**\$580
MILLION**

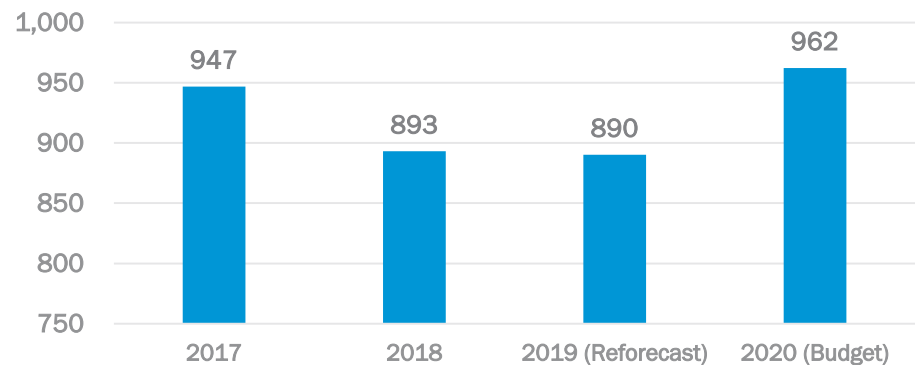
Annual Economic
Impact

Source: Visit Denver,
2019

CCC Events



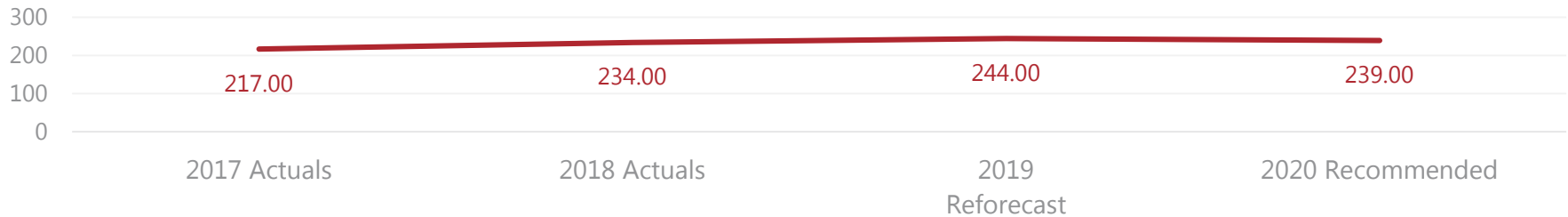
CCC Attendance (1,000s)



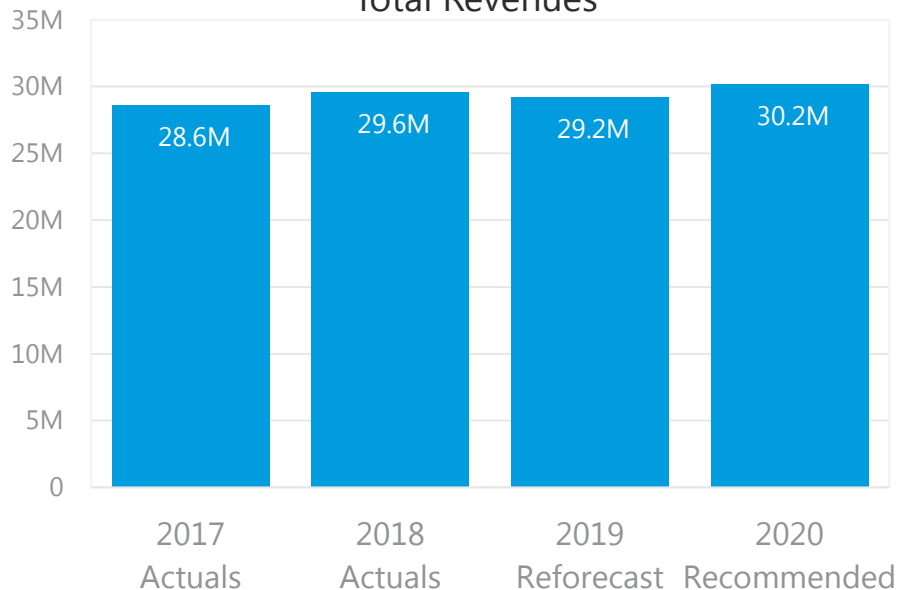
CONVENTION CENTER – 15607

Expenses, Revenues and FTEs

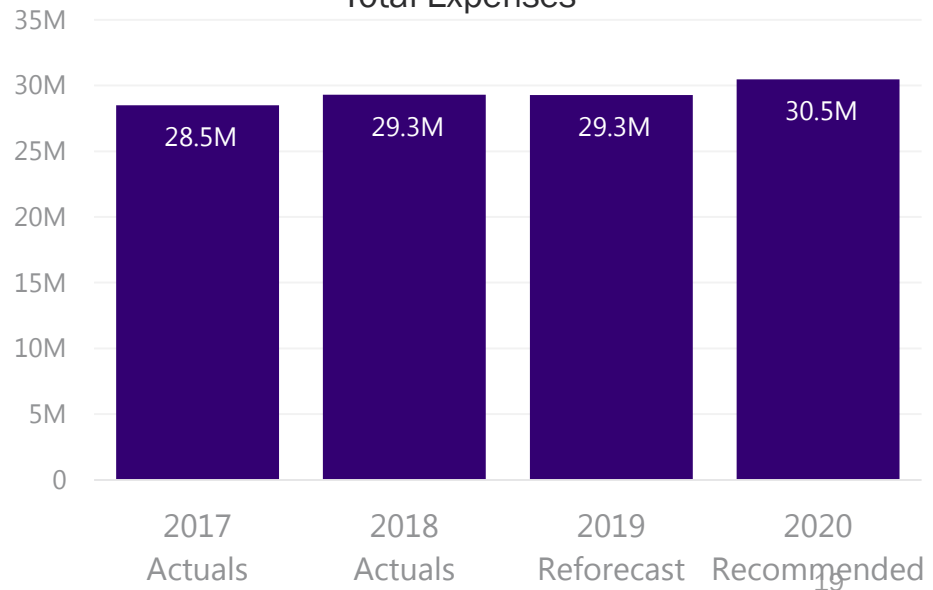
Total FTE



Total Revenues



Total Expenses



THANK YOU!