

April 22, 2026

TIVOLI REIMAGINED

TIVOLI STUDENT UNION PROGRAM PLAN

ZGF

TABLE OF CONTENTS

The Tivoli is a differentiator in student experience, a Denver icon, and Auraria’s crowning jewel.

I.	Acknowledgment	
II.	Executive Summary	01
1.	Context	12
	1.1 Project Summary	13
	1.2 Affected Activities & Programs	20
	1.3 Site History	24
	1.4 Relationship to Auraria Campus Framework Plan	30
2.	Justification	32
	2.1 Tivoli’s Overall Performance & Needs	33
	2.2 Tivoli’s Performance by Space Type	48
	2.3 Site & Facility Conditions Considerations	56



3.	Criteria	68
	3.1 Project Vision	69
	3.2 Concept Design Strategies	70
	3.3 Concept Design	74
	3.4 Energy & Sustainability Criteria	100
	3.5 Redevelopment Scope & Schedule	104
	3.6 Project Costs	108
	3.7 Project Capital Sources & Uses	112

Appendices available Upon Request

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New Entrance, Food Vendors, and Landscape Enhancements on Larimer Street

EXECUTIVE SUMMARY

*The Facility Program Plan (FPP), for Tivoli Reimagined, developed by campus constituents (students, faculty, and staff) on the Tivoli Reimagined Steering Committee, articulates a recommended **reorganization of programming, modernizing building infrastructure systems, and renovating core building spaces** within the Tivoli Student Union to better serve students. Approval of the FPP **does not commit the campus to a specific design; rather, it is a requirement to pursue State funding**—an essential step in developing the project’s capital stack.*

The Tivoli Student Union is one of the most distinctive student unions in the nation—an interconnected complex of 14 buildings spanning more than 140 years and serving as the shared student union for over 27,000 FTE daily students across three institutions: Community College of Denver (CCD), Metropolitan State University of Denver (MSU Denver), and University of Colorado Denver (CU Denver)

While the Tivoli’s character and history remain unparalleled, its physical configuration, building systems, and

THE TIVOLI AT A GLANCE

- The student union for three higher education institutions: Community College of Denver (CCD), Metropolitan State University of Denver (MSU Denver), and University of Colorado Denver (CU Denver)
- Supports over 27,000 daily full-time equivalent students (FTE)
- A complex of 14 buildings built over 140 years, 12 of which have historic designation
- 335,000 gross square feet (GSF)
280,000 net square feet (NSF)
- Minor renovations in 2014, 2003, and 1994
- Last major renovation in 1984 when the former brewery was turned into a mall

programmatic organization largely reflect a 1980s shopping-mall adaptation and have not kept pace with contemporary student needs, operational realities, or best practices in student-centered campus environments.



The Reimagined Wintergarten Atrium is the Heart of the Tivoli and Auraria’s “Living Room”

VISION

This Facility Program Plan (FPP) establishes a **conceptual framework for reinvesting in the Tivoli**—one that balances student experience, operational efficiency, fiscal responsibility, and historic preservation. Importantly, the FPP is not a prescriptive blueprint, nor does it lock the campus into specific floor plans. Rather, it defines a shared vision, guiding principles, and programmatic direction that can be refined, phased, and adapted over time as student and institutional needs, campus priorities, and funding strategies evolve through the design process.

The FPP prioritizes the most impactful scope of work, recognizing that the Tivoli’s scale and complexity will always present more needs than available resources. The plan therefore focuses on interventions that deliver the greatest benefit to students across all three institutions, directly support Auraria’s predominantly commuter student population, and reduce long-term operational burdens. **Nearly all major building systems are at or beyond their useful life, and the structure’s physical complexity exacerbates inefficiencies and navigation challenges.**

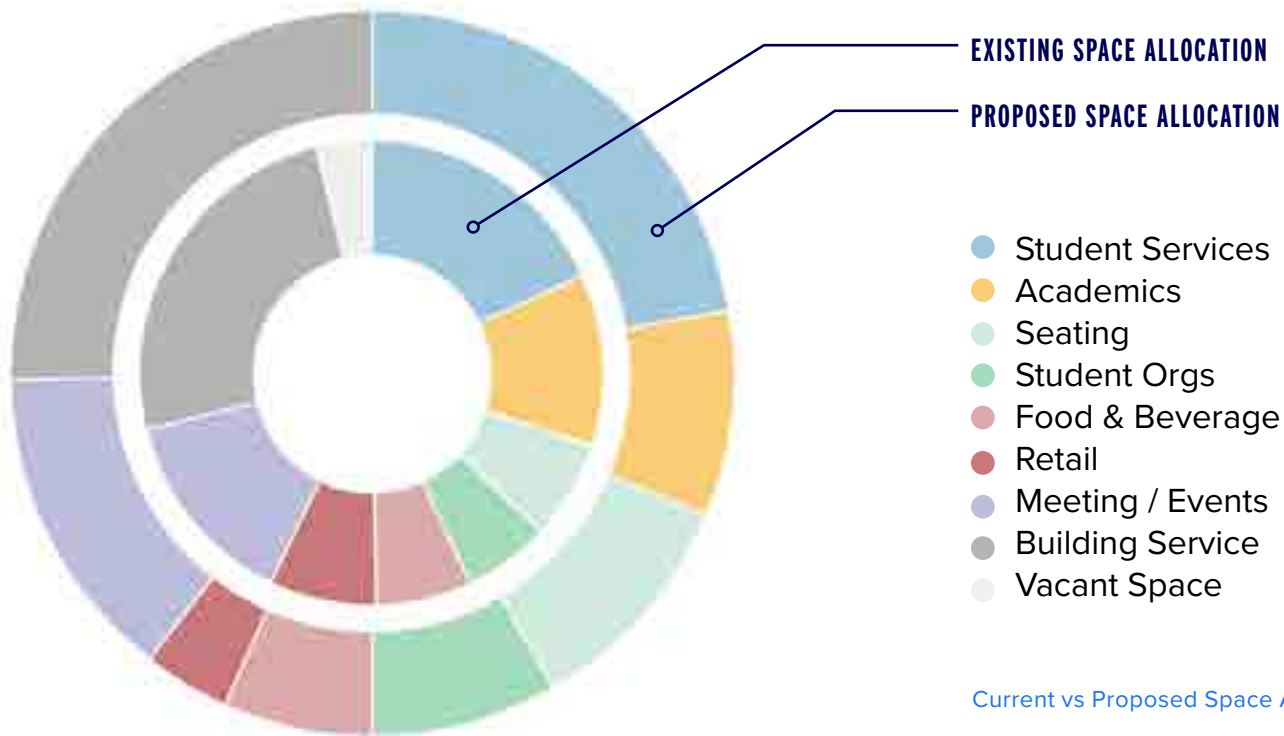
COST

The FPP outlines a reimagining of the Tivoli, with a rough order of magnitude (ROM) of up to \$85M for the project to address critical infrastructure needs, modernize accessibility and amenities, and re-imagine the programming in alignment with input during the program plan process. The project includes redevelopment of all three floors while addressing critical infrastructure needs. All elements originally submitted as part of the 2025 Capital Renewal request have been fully incorporated into this Program Plan and integrated into the forthcoming State Capital Construction Funding request, for which this FPP is being submitted.

Potential sources of funding:

CAPITAL SOURCE	EST. AMOUNT (\$M)
State Capital Construction	\$30
Student Fee-Supported Bonds	\$30
Parking-Related Bonds	\$12
Historic Tax Credits	\$8
Philanthropy, Naming Rights, and TBD	\$5
Total	\$85.0

Please note that Student Fee Bonds will not increase current student fees.



Current vs Proposed Space Allocations

PROJECT DRIVERS

Six interrelated drivers anchor the strategy:

- **Be strategic and maximize impact** by targeting investments that are student-centered, visible, and experiential.
- **Direct reinvestment** toward the spaces where students interact with the building most frequently.
- **Cluster users and services** to improve efficiency, clarity, and collaboration.
- **Make wayfinding intuitive** through clearer circulation, improved sightlines, and logical organization.
- **Expand access to daylight** to improve wellness, visibility, and connection to campus life for students.
- **Preserve and celebrate the Tivoli's** historic fabric, reinforcing stewardship and identity rather than erasing complexity.

Together, these drivers articulate a clear strategic intent: **to restore the Tivoli as the students' central "living room"**, a place of belonging, access, and shared identity.



Wintergarden Atrium



*Prioritize Students
Seeing Students*



*Create a Student
Living Room*



*Provide More
Seating*

PROGRAMMATIC THEMES

The concepts and recommendations in the FPP are derived from extensive stakeholder engagement, including surveys with more than 1,300 respondents, in-person tabling and workshops, interviews with student organizations and service providers, student town halls, and engagement with tri-institutional leadership and governance bodies. Across these efforts, strong alignment emerged around several consistent priorities: student focus, affordable and accessible food options, strong technology infrastructure, flexible and quiet study areas, clustered student services, and significantly improved wayfinding and seating.

Additionally, a core function of student unions and the Tivoli was identified. As a student union, it is a place that provides unstructured space where students can simply be—and choose how they want to use that space individually or collectively. This is

about far more than comfortable furnishings; it is about giving students permission to shape their own community and to express it visually and physically. This matters for all students but is **especially critical for commuter students who lack nearby housing between classes and activities.**

Rather than locking the campus into rigid layouts or predetermined solutions, the FPP establishes programmatic directions that can evolve. Key themes include:

- **Prioritize Students Seeing Students**
Student use and access is the primary priority
- **Create a Student Living Room**
Co-locate and expand student organization and student-dominated space to create a visible hub of student life and governance
- **Provide More Seating**
Increase general open seating and flexible study space to better serve a commuter



Improve Student Services Access



Connect the Living Room to the Campus



Keep it Affordable

population that relies on the Tivoli as its primary place to rest, study, and connect between classes

- **Improve Student Services Access**
Co-located and make student services visible and accessible, while relocating back-of-house administrative functions away from prime student areas
- **Connect the Living Room to the Campus**
Right-size food, retail, and event functions to support affordability, activation, and long-term viability without oversaturation
- **Keep it Affordable**
Prioritize projects that have the highest impact for the students, while also ensuring student costs remain low and affordable

THE TIVOLI'S NEEDS

- The Tivoli doesn't adequately support commuter students, with not nearly enough seating
- Not enough student organization space
- Difficult to find services, not intuitive
- Food options need to remain focused on affordability and convenience
- The former mall's opaque walls make much of the Tivoli dark
- Almost all mechanical systems are at the end of their useful life and need to be replaced



**STUDENTS CONNECTING
WITH INSTITUTIONS**

LEVEL 3



**STUDENTS CONNECTING
WITH COMMUNITY**

LEVEL 2



**STUDENTS CONNECTING
WITH STUDENTS**

LEVEL 1



EMERGING CONCEPTS

Based on the themes that emerged from the engagement and previous feasibility study, the program plan recommends organizing the building based on the three primary floors of the Tivoli. To create layers of student experiences, each floor will have its own programmatic driver which will guide which users and uses should be focused on in these areas.

LEVEL 1: STUDENTS CONNECTING WITH STUDENTS

- Significantly more student social space
- Study nooks and group study rooms
- Space to house and co-locate significantly more student organizations
- Expanded food pantries and kitchen
- More daylight
- Easy to find modern elevators, restrooms, and wellness rooms



Cross-section Through Wintergarden Atrium

LEVEL 2: STUDENTS CONNECTING WITH CAMPUS

- New retail and food and beverage activation concentrated along Larimer Street.
- Modernized gathering spaces
- New bathrooms, including additional all-gender and wellness options, that are stacked on each floor and easy to find
- Visual connection to/from campus
- Easy to find modern elevators and stairs

LEVEL 3: STUDENTS CONNECTING WITH INSTITUTIONS

- Highly visible, easy to find co-located institutional student services
- More efficient space usage
- Improved event spaces
- Easy to find modern elevators, restrooms, and wellness rooms



Proposed view of the Wintergarden from the Third Floor

These programmatic themes led to the following physical improvement concepts:

1. New **Wintergarden Atrium** as campus “Living Room”
2. New windows along 9th and Larimer
3. Improved accessible entrances
4. Thematic floor programming (1. Students, 2. Community, 3. Institutions)
5. Cluster student programs / commercial operations / institutional programs
6. Move food to Level 2 along Larimer for quick and easy access
7. Expand student space
 - » Meeting rooms, student club space, general open seating, study spaces, eating, relaxation, music/games, etc.
8. Create a variety of seating options
 - » Small study nooks, large gathering areas, soft furniture, durable furniture, variety of lighting and vibes, decompression/quiet room, etc.
9. Create an ongoing guidance group that discusses and makes recommendations on decisions related to space allocation, space use, and building operation.

Ultimately, the Tivoli reimagining is about recommitting the building to its role as a shared student anchor—one that reflects Auraria’s unique tri-institutional model, supports student success and belonging, and responsibly stewards a landmark asset.

The FPP requests \$30 million in State Construction funding as a foundational investment within a broader capital stack to support critical infrastructure improvements and advance the reimagining of the Tivoli Student Union as a more functional, accessible, and student-centered facility.

THE FPP AT A GLANCE

- Addresses all improvements identified for Tivoli
- Maintains the Tivoli’s overall size in terms of square footage
- Doubles seating to over 1,200 seats
- Increases student organization space by 50%
- Increases student services space by 25%
- Makes clear home for student life centered on the **Wintergarden Atrium** and Level 1
- Shifts food and beverage to the second level to activate Larimer Street and the campus with the Larimer Commons
- Recapitalizes existing mechanical systems
- All elements from the 2025 Capital Renewal request are fully incorporated into this Program Plan and are now being requested through the State Capital Construction funding.
- **All-in project budget is \$85 million**
- Construction budget of \$59 million



TIVOLI

NO PARKING



Proposed view of 9th Street Facade



1

CONTEXT

1.1 PROJECT SUMMARY

Over the course of the last 140 years, the Tivoli has sat at the heart of Auraria. It has reflected the changing landscape and times of Denver, Colorado, and America.

Originally constructed as a brewery, later adapted into a shopping complex, and since the 1990s serving as the student union, the Tivoli supports the Auraria Campus, its three constituent institutions, and their combined on-campus and in-person population of roughly 27,000 FTE students. Much of Tivoli's configuration still reflects its 1980s mall-era design and would benefit from modernization to better support today's students, particularly on a predominantly commuter campus. Program-driven capital improvements and targeted renewal will help ensure the building more fully serves daily student needs and remains a vibrant, functional hub for campus life. These improvements set the stage for reimagining this unique facility so it can continue serving the campus well into the future.

Central to this effort is the development of the Tivoli's, which is this **2026 Facility Program Plan (FPP)** for submission to the Colorado Department of Higher Education (CDHE), the Colorado Commission on Higher Education (CCHE), and the Office of the State Architect (OSA). The creation of the FPP involved historical research, broad stakeholder engagement, assessment of space needs, constructability and cost advising, and the development of a comprehensive capital financial strategy.



The Tivoli Comprises 14 Buildings Built Over 140 Years

ABOUT THE TIVOLI

The Tivoli encompasses ~**335,000 gross square feet** across **14 interconnected buildings**, with new **construction dates ranging from 1882 to 1984**. The Tivoli became a student union in 1994, yet its **most recent major renovation was the addition of the shopping complex over 40 years ago**. These inter-connected buildings vary widely in size, materials, floor heights, original uses, and architectural character. The result is a dynamic, layered environment that is unmatched for its scale and historic complexity. Yet this variety also makes the Tivoli a challenging facility to maintain, modernize, and unify as a coherent student-facing experience. Its range of needs and potential interventions is vast.

As a shared student union, the Tivoli supports the distinct cultures and communities of:

- Community College of Denver (CCD)
- Metropolitan State University of Denver (MSU Denver)
- University of Colorado Denver (CU Denver)

A key objective of the FPP was not simply to compile a comprehensive list of needs, but **to establish a shared vision across the three institutions** for addressing their common priorities.

1.11 PROGRAMMATIC THEMES & PROJECT DRIVERS



Prioritize Students Seeing Students

Given the scale, complexity, and significance of the Tivoli, project stakeholders identified **six major drivers** to guide the Facility Program Plan. These drivers serve as lenses to ensure that the above six programmatic themes and envisioned design interventions are impactful across all three institutions and their diverse student populations, while remaining grounded in financial and construction realities. Above all, they help maintain focus on the core principle that this work must be achievable.

The following represent the primary drivers shaping the project:



Create a Student Living Room



Provide More Seating

BE STRATEGIC, MAXIMIZE IMPACT

Across 140-plus years, 14 buildings, and 335,000 square feet, the Tivoli will always have more needs than resources can address. Success requires strategic decision-making—prioritizing programmatic and maintenance interventions that offer the **greatest tri-institutional impact**, support the needs of Auraria’s heavily commuter student body, and reduce the Tivoli’s operational burden. This approach ensures a responsible, realizable plan that balances needs with meaningful, visible outcomes.

FOCUS RENEWAL & INTERVENTIONS

For the Tivoli, renewal efforts must be both visible and experiential. Making investments that students can directly feel in their day-to-day use of the building reinforces the connection between what students pay for and the services and spaces they expect. Strategic, student-centered interventions help affirm Auraria and the institutions as **effective stewards of resources** and **champions of accessible, affordable higher education**. Concentrating improvements in ways that elevate the student experience strengthens both function and perception.



*This isn't just
about planning,
this is about
getting this done.*



Improve Student Services Access



Connect the Living Room to the Campus



Keep it Affordable

MAKE WAYFINDING INTUITIVE

The Tivoli’s charm—its historical quirks, unexpected corners, and shifting floor elevations—also contributes to its reputation as a confusing place to navigate. Yet accessibility and clarity are central to its mission. Improving wayfinding means enhancing sightlines, simplifying circulation, and making the overall organization of the building more intuitive. Clearer navigation and signage will help students find one another, locate resources quickly, and match their immediate needs with the right spaces.

EXPAND ACCESS TO DAYLIGHT

One of the most notable features of the 1984 addition is its opaque exterior walls, a remnant of the building’s earlier life as a shopping mall. Contemporary student unions rely on natural light and a strong connection to campus outdoor spaces to create vibrant, welcoming interiors. Expanding daylight access—bringing more natural light into the building and pushing it deeper into interior spaces—will improve wellness, visibility, and overall energy. It will also make the Tivoli’s offerings more apparent and its interior activity more connected to the surrounding campus.

CLUSTER USERS, IMPROVE EFFICIENCIES

A coherent student experience depends on more than architectural clarity; it also relies on **logical, intentional placement of programs.** Co-locating similar student services and student organizations helps students form a mental map of the Tivoli, anticipate where resources are located, and transition between activities more seamlessly. Consistent clustering improves both space efficiency (reducing duplicative spaces) and tri-institutional effectiveness, encouraging shared ideas, collaborative services, and more robust utilization of facilities.

PRESERVE & CELEBRATE THE TIVOLI

The Tivoli’s 140-year architectural and cultural history is irreplaceable. Its layered textures, distinctive forms, and historic features—from the mansard tower and chimney to the Turnhalle and former rail spur—cannot be recreated. These elements reveal the intertwined histories of the Tivoli, Denver, Colorado, and the nation, and must also honor the Displaced Aurarians and Indigenous communities connected to this place. Preserving these stories strengthens students’ sense of time, place, and stewardship, reaffirming the Tivoli as a unifying landmark for the Auraria community.

1.12 PRIOR TIVOLI PLANNING

The 2026 Facilities Program Plan (FPP) builds upon several prior studies. These have informed what is possible with the Tivoli, its limitations, and what aspirations continue to resonate.

2025 INTERNAL FOOD SERVICE STUDY

Driven by growing on-campus housing and the coming redevelopment of the adjacent Ball Arena, the Auraria Campus conducted an internal review of its food service strategy alongside the Tivoli FPP process. The study focused on maintaining student access to affordable, diverse, and appealing food options without dispersing spending so widely that it undermines commercial viability.

For the Tivoli FPP, the key takeaway is that **expanding the overall footprint or number of food venues is unnecessary** and could oversaturate the campus market. Instead, the **priority is to improve the quality, affordability, and diversity** of offerings within the existing framework, ensuring students have convenient access and strong value. Although specific vendors are outside this Plan's scope, engagement made clear that students want better variety and experience—not simply more points of sale.

2021 TIVOLI FEASIBILITY STUDY

From existing conditions to engagement to design concepts, this **2021 study formed the starting point** for much of the 2026 FPP. Care was given to discern if any drivers from the prior study were reactions to the pandemic that had faded with time, if goals had shifted, or if wholly new concepts were needed. The study advanced the two 2021 alternatives after confirming their continuing resonance and that new concepts were not desired.

Revisiting the 2021 study at the start of the FPP process confirmed strong, consistent **support for a hybrid of the concepts** explored in the Tivoli Feasibility Study—primarily the wintergarden, complemented by select indoor/outdoor elements from the courtyard option.

2018 FACILITY CONDITION ASSESSMENT

AHEC commissioned a comprehensive study to assess the Tivoli's deferred maintenance and critical needs. With a **2018 replacement value of \$152M**, the building showed major deficiencies across mechanical, electrical, plumbing, fire protection, and safety/security systems. At that time, a minimum \$10M investment over four years was identified, a figure that has since grown due to continued deterioration and significant post-2020 inflation.



"Courtyard" Concept in 2021 Study by HCM Architects



"Wintergarden" Concept in 2021 Study by HCM Architects

1.13 PROJECT SCOPE & APPROACH

In early 2025 the Auraria Campus (via the Auraria Higher Education Center or AHEC) commissioned a programming and planning team lead by ZGF Architects to conduct a 9-month study to assess needs, facilitate a durable tri-institutional vision, and complete the resulting Tivoli 2026 Facility Program Plan.

Commencing in May 2025, the project was organized in three phases:

1: DISCOVERY

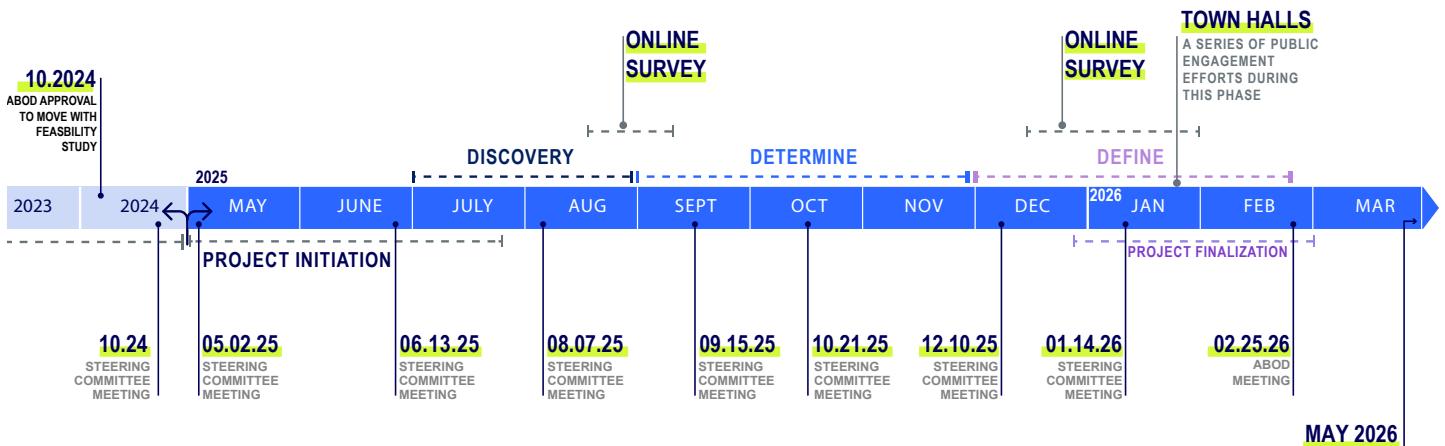
This work involved reviewing all prior studies of the Tivoli, program self-studies, deferred maintenance studies, and the Auraria Campus Framework Plan. It also launched the FPP’s extensive stakeholder engagement. From this, the Tivoli’s overall vision and space program needs were identified. This phase focused on confirming whether the vision from the 2021 feasibility study still holds and determining which of the two options is most strongly supported.

2: DETERMINE

Following strong support from the Steering Committee for the Winter Garden concept, the design team proceeded with that direction and continued to refine the design through subsequent development. With the discovery process complete, various design strategies were developed to test what would best to align existing facilities, needs, and capital resources with the FPP’s vision. Various design concepts were explored, resulting in a clear program plan strategy.

3: DEFINE

The preferred concept was optimized to align with priorities and impact. It was also refined with input from numerous engineers and a constructability and cost advisor. Visuals from renderings to plans were developed into a complete FPP submission for the state approvals process in mid-2026.



Past Planning and 2026 Program Plan Project Schedule

1.14 STAKEHOLDER ENGAGEMENT

The Tivoli’s Facilities Program Planning process included a variety of engagements that ranged from:

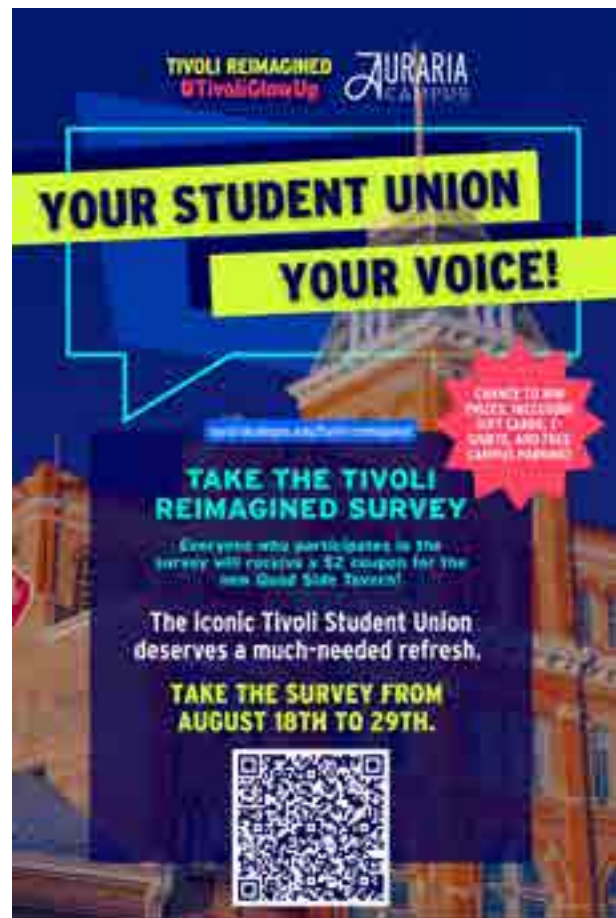
- Online surveys sent to the entire Auraria community with well over 1,300 responses across two sessions at the start and finish of the Fall 2025 term.
- Numerous in-person student tabling sessions and workshops; well beyond the Tivoli to seek out students where they were
- Stakeholder interviews with everyone from student organizations, to institutional support services, to food and beverage providers
- AHEC-led Steering Committee with representation from all three institutions, including student representatives
- Engagement with the Auraria Executive Committee, representing leadership across all three institutions, as well as the Auraria Board of Directors

Engagement outcomes had strong alignment across stakeholder groups with priorities including:

- That the Tivoli remain student-focused
- Affordable and convenient food and services (top priority for students)
- Strong Wi-Fi and support for mobile devices
- Strong desire for “institutional clustering” in order to capture institutional identity within the Tivoli
- Flexible spaces that can support a range of activities from group meetings to relaxation
- Quiet areas for study and online work
- A dedicated space for student clubs and organizations
- A hub for student social activity with lounge functions and lockers in a central location
- Improved wayfinding, visibility, and circulation



Logo of the Program Plan’s Reimagining Effort for Posters, the Website, and T-Shirts



Engagement Included Surveys with Over 1,000 Respondents

1.2 AFFECTED ACTIVITIES & PROGRAMS

*The Tivoli is the student union for all three of Auraria’s institutions. Investment in the Tivoli **positively impacts each institution’s student programs** and it further enhances the Auraria Campus’s **nationally unique tri-institutional opportunities.***



COMMUNITY COLLEGE OF DENVER

The Community College of Denver (CCD) is the third largest of Colorado’s 13 community colleges. With CCD’s relocation in 1975 into permanent purpose-built space on the newly established Auraria Campus, it became (and remains) the **only community college in the nation to be co-located with two four-year universities.** This affords CCD, its students, and Colorado a powerful education and workforce development pipeline. CCD closely coordinates 2-year to 4-year transfer opportunities with MSU Denver and CU Denver.

Many of CCD’s core activities happens on the south side of the Auraria campus, making the Tivoli an approximate 7-10 minute walk.

FAST FACTS

- Established 1967
- 11,300 student headcount
- 4,500 FTE students
- **3,300 in-person on-campus FTE students**

Source: 2025 IPEDS Data

1.21 AURARIA’S MEMBER INSTITUTIONS & THE TIVOLI

The Auraria Campus was originally established in the 1970s to accommodate 15,000 students, but today comprises a collective enrollment across the three institutions of **over 40,000 students—making Auraria the most populated higher education campus in Colorado.**

Auraria offers an innovative model for the physical co-location of three institutions with different and complementary roles in the development of Denver and Colorado’s workforce. Per Auraria’s 2024 Economic Impact Report, the campus’s institutions collectively generate over \$2.7 billion in annual economic activity, employ 13,000 people directly on campus, and the campus’s operations and visitor spending generate \$85 million in state and local tax revenue.

Auraria’s unique shared-service model results in cost savings for both the three institutions as well as the taxpayers of Colorado. Investment in Auraria, at the urban center of the state’s commercial and political heart, means **outsized impact for all Coloradans.**



METROPOLITAN STATE UNIVERSITY OF DENVER

MSU Denver was created to specifically address Denver’s workforce shortage. MSU Denver’s relocation in 1977 to Auraria Campus gave the University a unified home. Today MSU Denver is the **top transfer student destination in the state.**

Much of MSU Denver’s core activities are within a 5-minute walk to the northwest or southeast of the Tivoli, making it a **natural crossroads and exceptionally convenient for MSU Denver students.** This is reflected in the extent of student services and programs that the university houses in the facility, even including MSU Denver’s academic Beer Industry Program Lab.

FAST FACTS

- Established 1965
- 21,700 student headcount
- 13,100 FTE students
- **10,000** in-person on-campus FTE students

Source: 2025 IPEDS Data



UNIVERSITY OF COLORADO DENVER

The University of Colorado Denver (CU Denver) traces its origins as far back as 1912 and the creation of the University of Colorado’s Department of Correspondence and Extension to address the needs of Denver’s growing population. The extension service’s early physical presence was anchored on the east side of Speer Boulevard and Cherry Creek.

Today, CU Denver is housed on **both sides of Speer Boulevard**, a 7-10 minute walk from the Tivoli and is the most diverse research university in Colorado. CU Denver has the largest physical presence in the Tivoli with a wide range of student services, organizations, and academic programs such as the Film & Television program.

FAST FACTS

- Established 1973, but originated in 1912 as an extension
- 23,700 annual student headcount
- 13,100 annual FTE students
- **10,300 annual** in-person on-campus FTE students

Source: 2025 IPEDS Data

1.22 AHEC AS OPERATOR

Auraria Higher Education Center (AHEC) is a separate state entity whose role is to provide and manage shared services, facilities, and property to support the campus' three institutions in achieving their goals.

In the early 1990s, students approved a self-leveled fee to support the buyout of the former 1980s shopping mall lease and to fund initial renovations that helped transition the facility into its current role as a student union. The building itself has remained under AHEC ownership.

AHEC is governed by a Board of Directors composed of leadership from each institution, along with additional governor appointed members. Separately, AHEC's day-to-day operations are organized into several internal divisions, some of which generate revenue through auxiliary income streams, while others function as administrative and operational support services.

AHEC's auxiliary division is the primary unit for managing revenue-generating operations. Among many responsibilities, this includes leasing and managing space occupied by the Auraria's for agencies as well as non-profit institutions as well as for-profit entities such as the stores and food and beverage operations that help activate the Tivoli and campus. This unit also manages the Tivoli's conferencing and events spaces such as the Turnhalle and Ballroom.



1.23 DENVER & THE TIVOLI

Auraria's Tivoli is one of the most historic structures in Denver and its silhouette is iconic when viewed from the east and the Rockies as a fitting backdrop. As the core of the region continues to develop, Speer Blvd. has proven a formidable physical obstacle for not just the Auraria Campus, but the growth and expansion

of Downtown Denver. However, with the redevelopment of the parking areas surrounding Ball Arena and the River Mile, as well as efforts to reimagine Speer and Cherry Creek—the Auraria Campus will eventually find itself more physically integrated into a cohesive civic core where the Tivoli is a vibrant hub amongst many.



Auraria Campus and Downtown Denver

1.3 SITE HISTORY

The site of the Tivoli is rich with history. In one form or another, the land and its eclectic collection of brewery buildings have stood witness to the entire 168-year span of contemporary Denver history.

1.31 AURARIA, DENVER, AND THE START OF A CITY

The story of the Tivoli is a testament to **adaptation and resilience**.

With each period of expansion and prosperity came phases of challenge, retrenchment, and re-evaluation. Waves of immigration, economic booms and busts, shifts in technology, war, prohibition, and urban renewal all shaped its evolution. The Tivoli has stood at the confluence of these historic forces, adapting and bouncing back. This legacy of resilience remains vitally important today.

INDIGENOUS HISTORY

The contemporary Native American presence in the region began in the 18th century with the migration of Ute and Apache peoples into what is now Colorado. Over the following decades, alliances and conflicts shaped intertribal relations until the Cheyenne and Arapahoe arrived in the 1820s from the northwest plains. These allied tribes became the predominant cultural presence along the Front Range.

PIONEER HISTORY

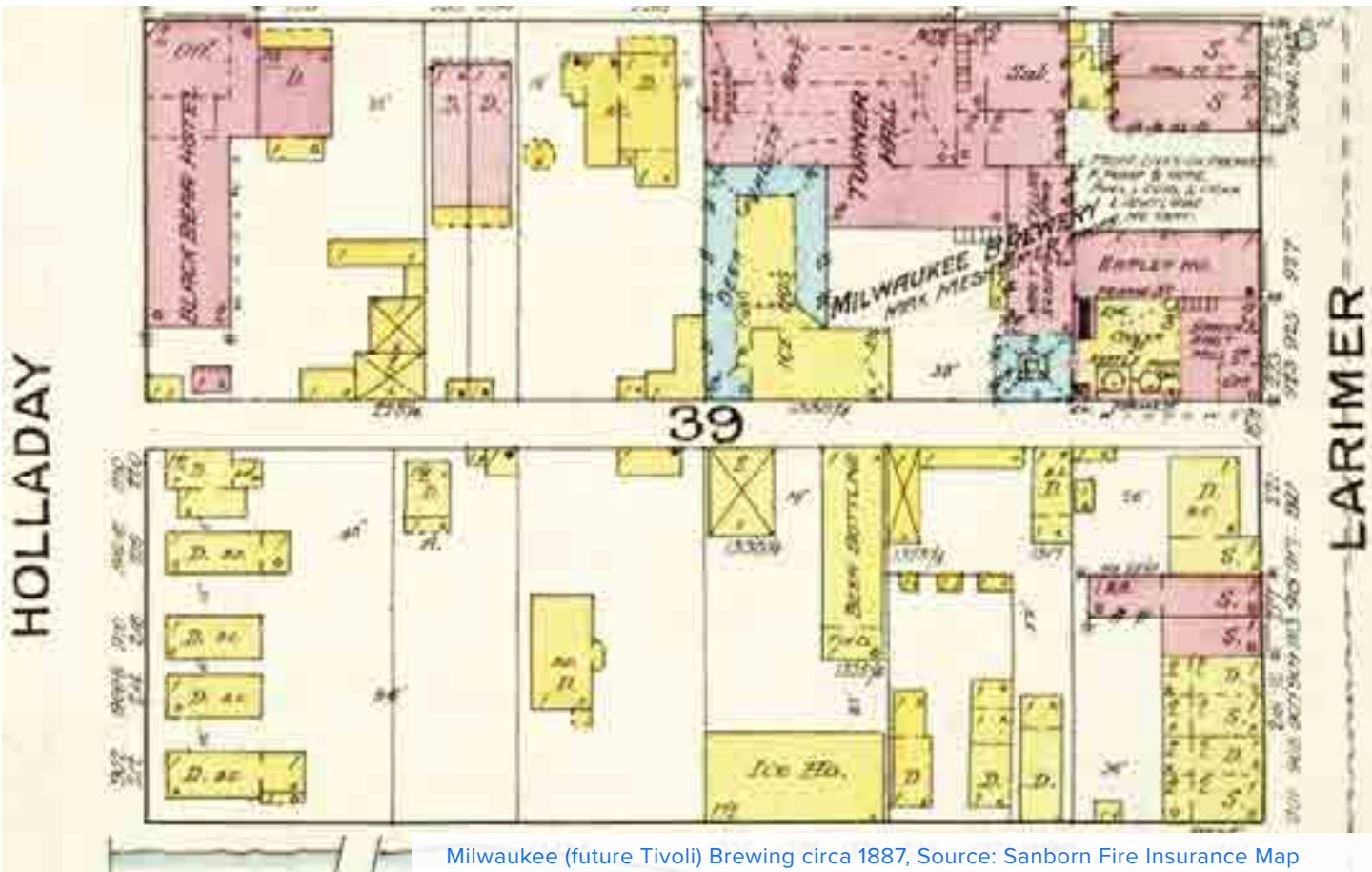
Although the Spanish had explored the region and left trace settlements two centuries before, significant contemporary European settlement did not occur until the mid-nineteenth century.

Two major events in January of 1848 served as catalysts for increased settlement in the area. First, the discovery of gold at Sutter's Mill in California ignited the California Gold Rush, which in turn drove a dramatic surge in westward migration. Second, widespread revolutions against entrenched monarchies erupted across Continental Europe, resulting in persecution and substantial waves of immigration to the United States, especially from the Germanic states.

The confluence of Cherry Creek and the South Platte River—long a traditional meeting place for the Cheyenne and Arapahoe—naturally drew pioneer encampments. In 1858, one pioneer and prospector, William Green Russell, discovered gold deposits near the confluence. The resulting excitement sparked the Colorado Gold Rush, attracting a wave of fortune seekers who came to be known as the “Fifty-Niners.”



Early Denver and Auraria Communities circa 1874



Milwaukee (future Tivoli) Brewing circa 1887, Source: Sanborn Fire Insurance Map

1.32 THE TIVOLI ACROSS THE DECADES

1850S TO 1870S: IMMIGRANTS TO FOUNDERS

Amid this rapid growth, immigrant and pioneer Charles Endlich founded the Rocky Mountain Brewing Company—Auraria and Denver’s first brewery—in a modest timber building near the future Tivoli site. Its inaugural batch was delivered to the Rocky Mountain News on November 24, 1859.

Early brewing in Denver, Auraria, and Highland was marked by frequent partnerships, mergers, and reorganizations. In 1864, German immigrant and baker Moritz Sigi constructed the first buildings that would become the heart of the Tivoli.

Sigi’s Colorado Brewery and the adjoining Colorado Brewery Hall quickly became lively community hubs until Sigi’s death in 1874. Max Melsheimer subsequently acquired the brewery, renaming it the Milwaukee Brewing Company in honor of the city where he had honed his craft.

1880S TO 1910S: EXPANSION & CONSOLIDATION

Significant expansion began in 1880 under John Good, a prominent figure in Denver’s



Drawing of the Original On-site Rocky Mountain Brewing in 1859

brewing history. After acquiring the Milwaukee Brewery, Good oversaw major developments, including construction of the Turn Hall for the Denver Turnverein, replacing earlier structures. The iconic tower was added in 1891, and Sigi’s original wooden buildings were replaced with brick and stone.

By the 1890s, Tivoli Beer had become a popular presence at festivals and in household ice boxes. The brand’s association with the brewery was solidified in 1901 when Good and William Burghardt merged several smaller breweries



Brewery Tower circa 1940



The “Turnhalle” circa 1940

under the Tivoli-Union banner, spurring another wave of construction in the early 20th century. Comparison of Sanborne fire insurance maps from 1887 and 1903 highlight the dramatic transformation—from a largely residential block anchored by the Milwaukee Brewery to a bustling complex featuring the tower, stone vaults, bottling works, and stables.

1920S TO 1950S: RESILIENCE & THE PEAK YEARS

In the early 20th century, two pivotal events reshaped Auraria's identity and tested the resilience of the Tivoli Brewery.

The first was the Mexican Revolution, which began in 1910 and lasted a decade, bringing a significant influx of Hispanic immigrants to Denver. Many settled in Auraria, enriching its already diverse immigrant European community. The second was the introduction of statewide Prohibition on January 1, 1916, which abruptly halted brewing operations across Colorado.

Adapting quickly, John Good and William Burghardt shifted Tivoli's operations. They started producing a cereal-based soft drink called "Dash" and, under the temporary name "United States Distillery No.1," manufactured

grain alcohol to support the nation's efforts during World War I. They even experimented with processing oil shale from Routt County.

Despite facing additional challenges during the Great Depression, Tivoli was one of only four large Denver breweries to survive Prohibition. After its repeal in 1933, the brewery experienced its final and most significant period of growth in the 1930s and 1940s, adding new facilities such as a truck fleet garage, mechanic's shop, and a large bottling warehouse.

1960S TO 1980S: DISPLACEMENT & RENEWAL

After World War II, sweeping federal policies, including the Housing Act of 1949 and the expansion of the interstate highway system, contributed to the deterioration of many historic urban neighborhoods throughout the United States—often those with substantial minority populations.



The Tivoli and the new Auraria Higher Education Campus following late 1970s "Urban Renewal"

Auraria was no exception. During the 1950s, local zoning and public works decisions imposed significant obstacles to new housing development, discouraged residential investment, and increased the enforcement of code violations for structures labeled as “blighted.”

Auraria’s outlook worsened in 1959 when the Colorado Legislative Committee on Education Beyond High School designated the area as the preferred site for a future higher education campus. This policy initiative, together with mounting economic pressures, led to rapid disinvestment and depopulation, fundamentally altering a vibrant neighborhood that once supported over 800 families and 250 businesses.

The Tivoli Brewery endured additional setbacks, including severe flood damage in 1965 and the impact of a teamsters strike in 1966. By early 1969, persistent financial difficulties forced the brewery to close its doors.

Over the next four years, extensive business buyouts and the displacement of long-standing Auraria residents followed the narrow approval of a bond issue in November 1969 to acquire land for the campus—despite strong opposition from the Hispanic community. By 1973, Auraria was largely emptied of its population.

1970S TO PRESENT: RENEWAL AND THE CAMPUS YEARS

The campus era for Auraria officially began in January 1977, following the completion and consolidation of three higher education institutions on the newly designated site. This milestone marked a pivotal turning point for the area, as its character shifted from a declining residential and commercial neighborhood to a vibrant, multi-institutional academic hub.

Over the ensuing decades, the campus underwent several transformations. During the 1980s, the addition of new amenities—including a shopping mall, theater, and nightclub—brought renewed

activity and social energy to the district, while local initiatives to preserve and restore historic buildings—notably the 9th Street Historic Park—gained momentum and recognition.

The revitalization of the area not only enhanced campus life but also deepened the connection between the university community and



Denver's broader cultural landscape. In the 1990s, the Tivoli Brewery building, having endured decades of adversity and standing as a symbol of Auraria's rich heritage, underwent a significant transformation. After students purchased a developer's lease in 1991, the Tivoli was repurposed as a student union, multi-purpose event center, and administrative hub.

This adaptive reuse preserved the building's historical significance and confirmed its place at the heart of campus life.

Today, the Tivoli remains a focal point for students, faculty, and visitors, and continues as a witness to Denver's history.



Aerial view of new the new Auraria Higher Education Campus, circa 1973.

1.4 RELATIONSHIP TO AURARIA CAMPUS FRAMEWORK PLAN

“Create a thriving and active campus to support student success and institutional identities in order to enrich our collective experiences, strengthen campus cohesion, and achieve financial sustainability.”

- Vision of the 2024 Auraria Campus Framework Plan

The 2024 Auraria Campus Framework Plan (CFP) identifies the Tivoli Student Union as the heart of campus and the central shared hub for student life, gathering, study, and recreation across all three institutions. The plan calls for reinvestment in the Tivoli core to advance campus-wide goals by providing high quality educational and community spaces, a distinct and cohesive campus character, and an inclusive environment reflective of Auraria’s diversity. Renovation priorities emphasize addressing deferred maintenance, accessibility, and navigability through modernized systems, code compliance, and universal design.

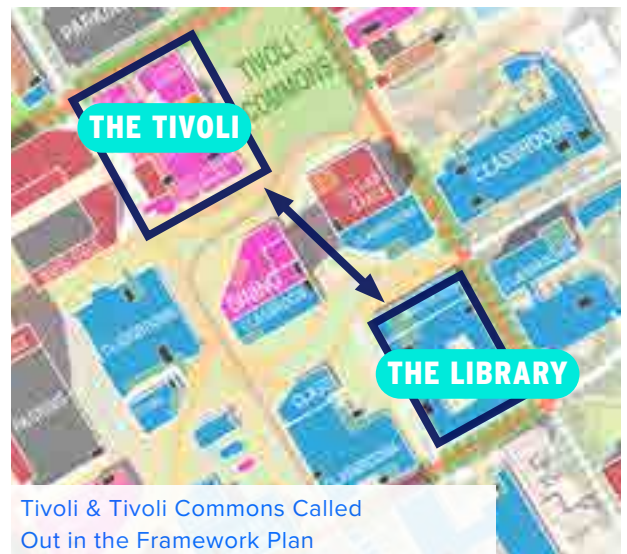
The CFP also designates the Tivoli Quad as a signature student space supporting outdoor learning, events, shade, landscape enhancements, and public art. It serves as a key component of a pedestrian first campus core, supported by the Learning Loop, active ground floor uses, improved mobility and wayfinding, expanded dining and student amenities, and future connections to downtown via the 5280 Trail.

Together, the Tivoli and Tivoli Quad anchor the CFP’s high energy academic core. They are easily reached via the pedestrianized

Larimer Corridor, 10th Street, and a proposed new diagonal greenway, strengthening connections to the existing campus and to future surrounding high-density housing and mixed-use commercial development planned on both the Auraria Campus and the Ball Arena district.

The CFP also envisions redevelopment of the existing parking lot west of the Tivoli with maker spaces and commercial activity, introducing new creative and entrepreneurial uses to the area. This programming is topped with possibly two new housing towers.

The CFP proposes redevelopment of the existing PE/Events Center as a facility offering additional dining, collaboration, and academic space. The CFP shapes this new building as a campus centerpiece. With a portal opening onto 11th Street, the Tivoli and the Library are visually framed as complementary anchors—symbolic counterpoints representing student life and student study.



Tivoli & Tivoli Commons Called Out in the Framework Plan



2024 Auraria Campus Framework Plan



2024 Auraria Campus Framework Plan with Possible Vertical Mixed-Use Development

2

JUSTIFICATION



2.1 TIVOLI'S OVERALL PERFORMANCE & NEEDS

Student unions are unique and powerful platforms for students to socialize, connect, and grow as members of their institutional, campus, and civic communities in ways that are distinct from and complementary to academics.

As noted in Section 1, there is no campus in the nation like Auraria, and no student union like the Tivoli. Originating in the 1880s, it has seen lasting and transformative renovations and expansions. Tivoli's last major physical renovation occurred in 1984 with the former brewery's expansion into a shopping complex. Its last major building systems upgrade was in 2003 with almost all equipment at the end of their useful lives. These investments were 42 and 23 years ago, respectively.

Since then, contemporary life has been reshaped by profound changes in technology, media, and communication. The ways people form affinities and build community have transformed. **Without modernization, the Tivoli risks reduced student belonging and access to services, operational inefficiencies for staff, and higher long-term costs and energy use.**

The people who work in the Tivoli every day have kept pace with these changes. The building itself has not, neither in the flexibility or wellness orientation of its interior spaces, nor in its aging building systems which were designed for a less sustainable era and now at the end of their useful lives.

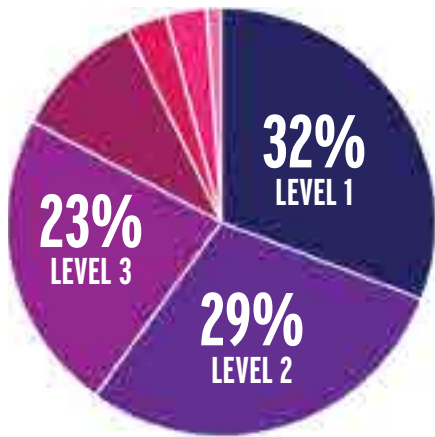
NEEDS AT A GLANCE

- Oldest building sections date back to 1880s
- Space uses are highly fragmented, driving major inefficiencies
- Difficult to understand where things are located or how the Tivoli is organized
- Needs at least 50% more general seating
- Almost all building systems need replaced
- Last major renovation was in 1984

Even so, the Tivoli's historic charm endures. The Reimagining Tivoli Facilities Program Plan is a chance to renew this Denver and Colorado icon and recharge the hub of Auraria's institutions—**while making the building more comfortable, efficient, and reliable for the long term.**

This section first examines organizational and space needs by space type and user group, then assesses the Tivoli's physical condition and critical building system needs. It builds on prior studies, including the 2018 Facility Conditions Assessment, the 2021 Tivoli Feasibility Study, and the 2025 Capital Construction–Capital Renewal request.

SPACE BY LEVEL	EXISTING TOTAL NSF	
Level 7	2,200 NSF	1%
Level 6	7,800 NSF	3%
Level 5	7,100 NSF	3%
Level 4	23,600 NSF	9%
Level 3 (and Mezzanine)	62,900 NSF	23%
Level 2	80,500 NSF	29%
Level 1	87,900 NSF	32%
272,000 NSF		



84% of the Tivoli's NSF is dominated by the lower three floors

A RICH QUILT OF PEOPLE AND BUILDINGS

As the shared student union for three institutions, the Tivoli's value proposition has evolved alongside its constituents. It has long served as a "third place" for students and a natural home for tri-institutional collaboration. But as institutional missions have shifted and newer buildings have introduced easier-to-manage spaces, the Tivoli's role has become less obvious.

The Tivoli's complexities make it distinctive and full of character, but they also challenge its adaptability. Composed of **14 different buildings**, no floor has a consistent elevation. Horizontal movement requires navigating stairs and ramps, sometimes shifting multiple feet between adjacent spaces. Vertical movement is equally challenging, as no elevator bank connects the entire complex. Wayfinding is difficult.

Additional inconsistencies, such as restroom location, add to user frustration. While all of

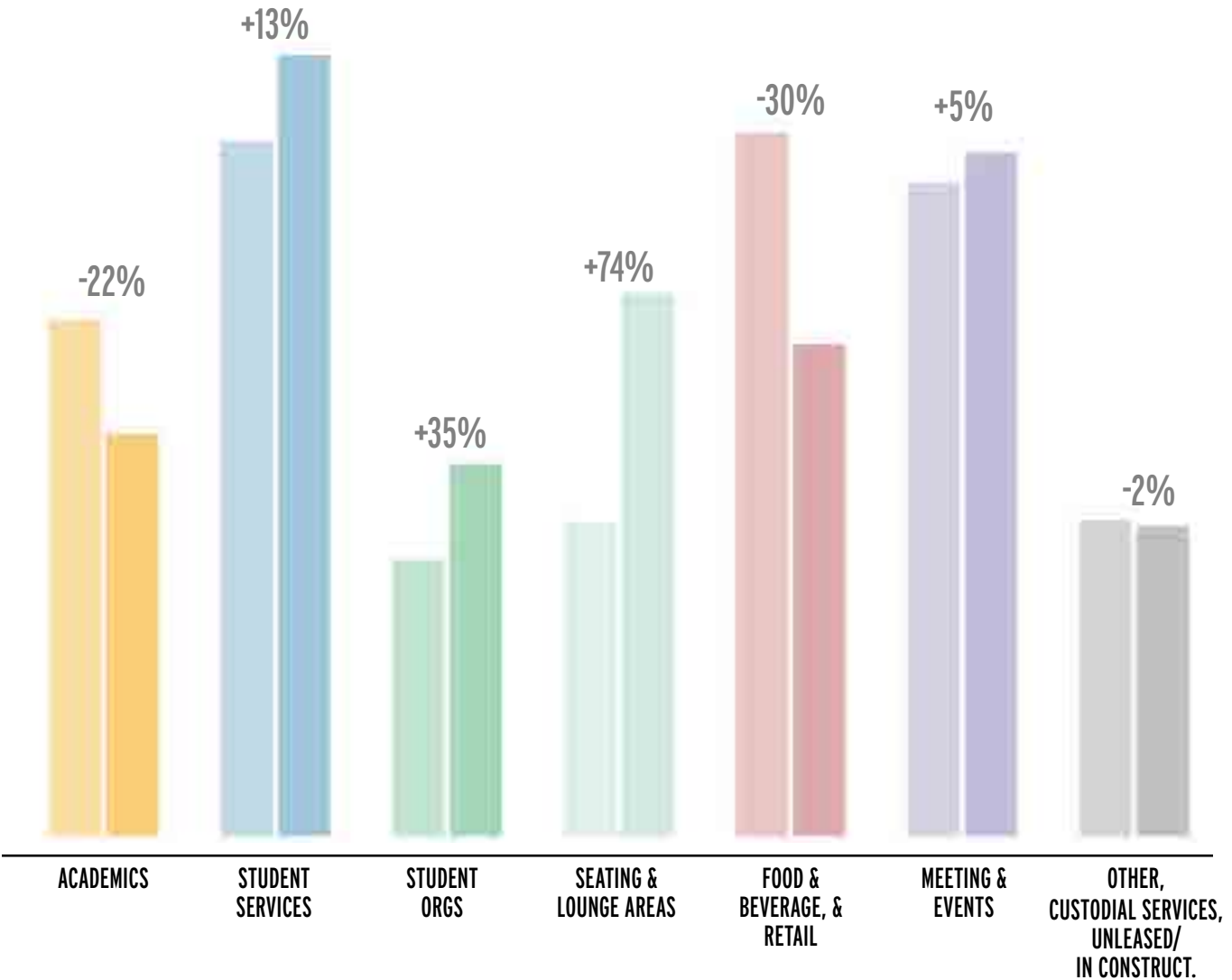
the Tivoli's spaces were built to the current code at the time, the building could serve all users better by creating universal access paths that are intuitive and comfortable.

Addressing these challenges is compounded by difficult-to-modify, load-bearing historic masonry walls. Because these walls can only connect at limited existing points, visibility across the building is often restricted.

Navigating the building is one challenge; navigating its uses is another. As the student union for three institutions, the Tivoli continually raises the question: **What should be institution-specific, and what should be tri institutional?** No other student union in the nation presents this question, let alone so explicitly. It is a powerful opportunity, but only if the Tivoli can physically offer the flexibility required to support the many ways everyone on the Auraria Campus might answer this question.

SPACE BY TYPE		EXISTING NSF		RECOMMENDED NSF	
Assignable	Academics	30,400 NSF	11%	23,700 NSF	9%
	Student Services	40,900 NSF	15%	46,000 NSF	17%
	Student Orgs	16,200 NSF	6%	21,900 NSF	8%
	Seating & Lounge Areas	18,400 NSF	7%	32,000 NSF	11%
	Food & Beverage & Retail	41,400 NSF	15%	28,900 NSF	10%
	Meetings & Events	38,500 NSF	14%	40,300 NSF	14%
	Other	18,600 NSF	7%	18,200 NSF	7%
	Subtotal NSF	204,400 NSF	75%	211,000 NSF	76%
Non-Assignable	Circulation, Restrooms, Building Services & Systems	67,600 NSF	25%	67,300	24%
	Subtotal NSF	67,600 NSF	25%	67,300	24%
Total NSF		272,000 NSF		278,300 NSF	

Total NSF and Percentages of the NSF are of the total occupiable floor area use for all of Tivoli



Space by Type, Existing vs Recommended

A FRAGMENTED PLATFORM

With more than **270,000 net square feet** across the 14 buildings, keeping related functions proximate and enabling change will always be challenging. Those historic brick walls really do get in the way.

The organizational structure created during conversion of the mall to a student union in the mid-1990s has long been overwritten by incremental changes and institutional churn. Today, space use is often a reflection of necessity and available space rather than strategic placement.

The building's abundance of lounges, meeting rooms, and club spaces, spread irregularly, creates a sense that there is no singular "it space" for students, no true campus living room. This is a significant gap on a largely commuter campus where students often study or rest in their cars due to the lack of comfortable seating and work surfaces. Only 6% of Tivoli space is open seating; best practice suggests **10% or more**.

Even so, the Tivoli performs admirably. **Seventy five percent** of its space is devoted to active programming, departments, and seating—far above many peer student unions. And while the iconic tower tops the complex from seven stories above, **83% of activity occurs within the three floors closest to street level**, helping students, faculty, and staff naturally encounter each other.

A REIMAGINED, AND RECOMMITTED, TIVOLI

Programming adjustments in the Tivoli can have outsized impact:

- Improved food and beverage offerings can meet student needs and enliven the facility without over-saturating overall dining on campus.
- The existing bookstore is oversized; a smaller, more focused operation can activate the building and free space for other uses.
- Greater co-location and visibility of staffed student services—both

institution-specific and tri-institutional—can increase access and impact.

- Co-locating student organization spaces can strengthen visibility, agency, and interconnection.
- The 1984 shopping center addition, with its flexible open structural system, offers opportunities for fewer view-blocking walls and longer sightlines.
- **A clearly defined "campus living room," paired with improved wayfinding and circulation, can provide a central anchor for belonging and simplify navigation.**
- More seating increases convenience and invites more students to stay.

The Tivoli's fundamental promise is clear: **getting walls out of the way, letting sunlight in, and creating comfortable places for students** will restore the Tivoli as one of the nation's great student unions.



The Historic Turnhalle, the Tivoli's Oldest Section

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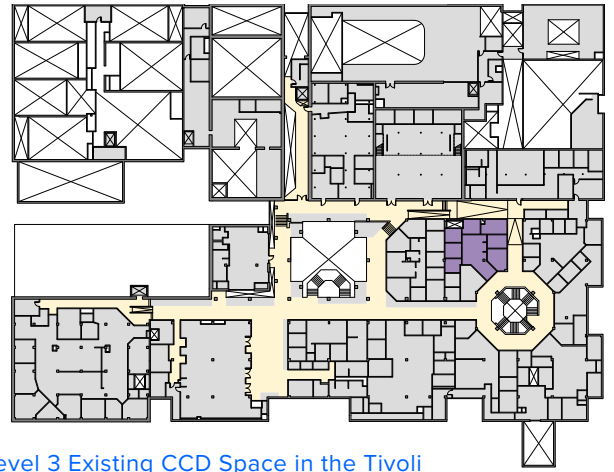
2.11 COMMUNITY COLLEGE OF DENVER



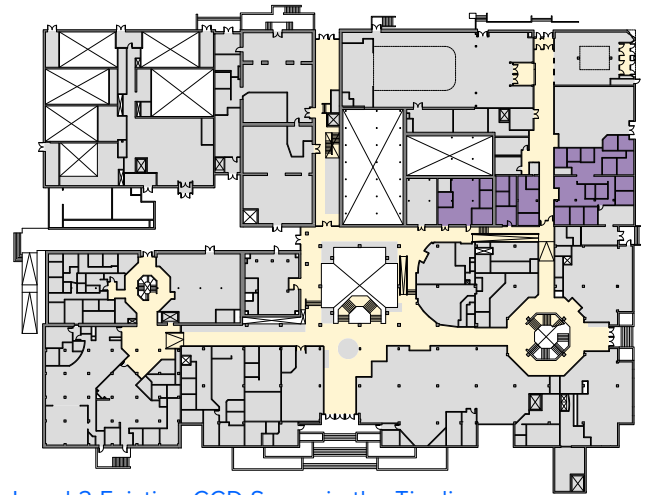
CCD space today includes key student-facing services, but it does not feel welcoming, accessible, or meaningfully representative of CCD students, particularly given Tivoli's distance from their primary classroom locations.

Today, CCD's presence in the Tivoli is a relatively small in footprint, but with significant impact. CCD needs significantly more space and equal visibility to attain a critical mass of services for CCD's students.

Today, CCD's space includes key student-facing services consolidated in a limited cluster, including student conduct and support, counseling, student government functions, and the CCD food pantry. However, CCD leadership consistently notes that Tivoli feels more like a "placeholder" than a true home for their students, with limited sense of belonging, poor building conditions, and barriers that discourage commuter students from choosing Tivoli as a place to spend time. This challenge is compounded by the distance between Tivoli and CCD's primary academic buildings, making it especially important that students feel drawn to Tivoli as a welcoming and worthwhile destination—something the building does not currently achieve



Level 3 Existing CCD Space in the Tivoli



Level 2 Existing CCD Space in the Tivoli

PRIORITIES

Looking forward, CCD's highest priority is for the Tivoli to become a more student-centered, and more equally shared space, one that actively draws CCD students in, reflects their identity, and supports basic needs and student success without placing additional financial burden on a population that is highly cost-sensitive.

Across CCD interviews, the most consistent themes include:

- Meaningful visibility and belonging for CCD students
- Affordability and equity in access
- The need for a welcoming and well-maintained environment
- Expanded basic needs support
- Improved shared student-facing amenities that encourage commuters to stay on campus

CCD also emphasizes that Tivoli should prioritize campus-focused entities and student-serving food businesses.

ACADEMICS (FICM 100/200)

CCD does not have any academic programs in the Tivoli.

STUDENT SERVICES (FICM 300)

CCD currently relies on Tivoli for multiple student-facing support offices clustered in one area, including conduct and support and counseling-related functions. CCD sees value in stronger consolidation and interconnected suites that reduce fragmentation and make it easier for students to access multiple resources in one trip.

MILITARY & VETERAN STUDENT SERVICES

CCD's Military & Veteran Services are located in a small location elsewhere on the Auraria campus. The current location has created visibility and access challenges, limiting student connection and impact. There would be benefits to co-locating with the other Veteran Services within Tivoli.

STUDENT ORGANIZATIONS (FICM 650)

CCD FOOD PANTRY - SWOOPERMARKET

CCD's food pantry is a growing and essential student success resource and has been recently updated. CCD leadership stresses that basic needs services must remain dignified, reliable, and well-supported as CCD serves some of the most vulnerable student populations on campus.

CCD also expresses interest in expanding shared basic needs infrastructure, including the potential for a tri-institutional kitchen or stronger adjacencies between food access and other support services, while maintaining CCD's distinct identity and commitment to its student population.

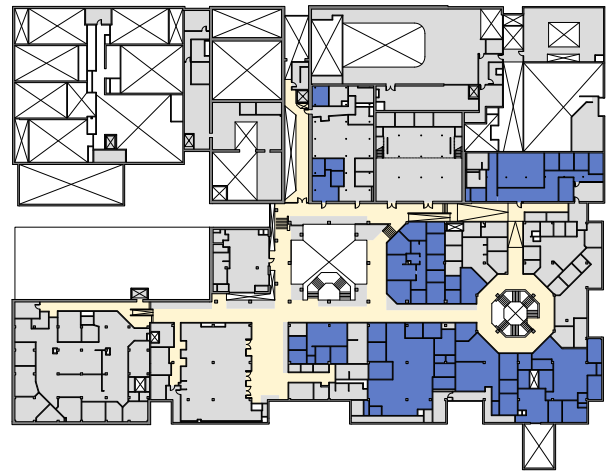
2.12 METROPOLITAN STATE UNIVERSITY OF DENVER



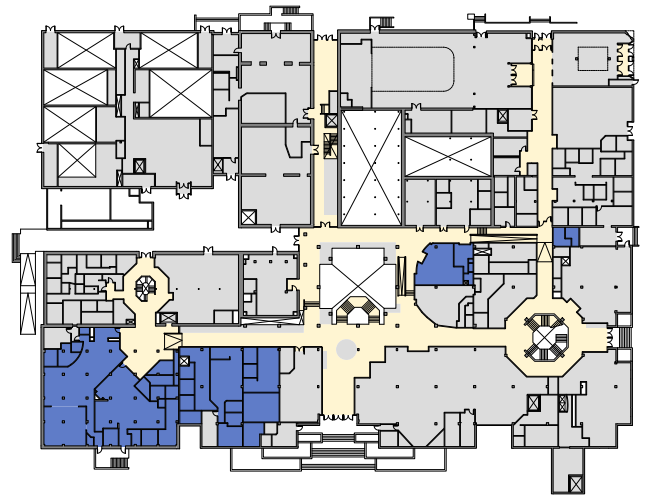
The Tivoli is core to the MSU Denver student experience, but its energy needs to be rekindled. Overall MSU Denver doesn't need much more space, but it would benefit from a modestly increased allocation for student organizations such as its student government, food pantry, etc.

MSU Denver views the Tivoli Student Union as one of its most important environments for strengthening student belonging, engagement, and retention on a commuter-heavy campus. For MSU Denver, the Tivoli should be the Auraria campus's "sticky center," a place that draws students in, encourages them to linger between classes, and builds a sense of shared identity across the entire Auraria community.

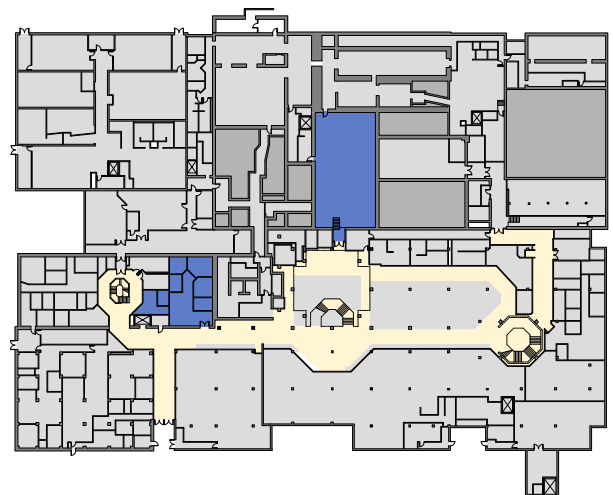
MSU Denver's long-term aspiration is for the Tivoli to rekindle the energy it once held as a vibrant social destination, with stronger food offerings, more active student-facing space, extended hours, and clear, welcoming circulation.



Level 3 Existing MSU Space in the Tivoli



Level 2 Existing MSU Space in the Tivoli



Level 1 Existing MSU Space in the Tivoli

PRIORITIES

MSU Denver identifies the Tivoli as central to student engagement and recruitment strategy, particularly as new housing and campus investments come online Fall 2027. The Tivoli is expected to play a defining role in making Auraria more residential and socially active, but today it is perceived as too segmented, dark, and under-activated, especially after hours and on weekends. There is a strong desire amongst MSU Denver stakeholders for the Tivoli to become brighter, cleaner, and more obviously programmed around food, gathering, and student-facing services. This includes emphasizing informal collaboration zones, stronger campus identity, and spaces that support both planned and unplanned student interaction.

Key future opportunities identified by MSU Denver include a student showcase or gallery presence, improved event visibility, and a more intentional “institutional neighborhood” approach that allows MSU Denver students to see themselves reflected within a shared tri-institutional hub.



Entry for MSU Denver's MetMedia Student Journalism Space

NEEDS AT A GLANCE

- **Improve wayfinding and accessibility**, including elevators and clear circulation
- Strengthen **Tivoli as an inviting place** to gather and study
- **Expand seating, study, and social space** beyond the Garage Lounge
- **Increase visibility of counseling** and wellness resources
- **Expand affordable and diverse food options** and extend service hours
- Consider **small-scale convenience** or rotating vendors
- **Improve temperature control**, maintenance responsiveness, and coordination
- Reevaluate **affordability of meeting and event spaces**
- Modernize the facility while **preserving historic character**
- Maintain **ongoing student engagement** in the reimagining process

Across all MSU Denver stakeholders, the most consistent needs include:

- Improved accessibility and wayfinding
- Modernization of building infrastructure
- Expanded student-centered amenities
- Improved technology and AV
- Re-balancing the Tivoli away from administrative storefronts toward spaces that prioritize student life, wellbeing, and community.

For MSU Denver, the Tivoli's current architecture and circulation patterns—particularly entry sequences that force students up steps with poor sightlines—actively limit its potential as a welcoming student hub.

ACADEMICS (FICM 100/200)

MSU Denver has two major academic programs in the Tivoli: the “Beer Lab” and an open computer lab. These are described in section 2.21. Both serve their purpose and constituents effectively in size and location.

STUDENT SERVICES (FICM 300)

MENTAL HEALTH & COUNSELING SERVICES

MSU Denver Counseling identifies significant barriers in its current Tivoli location on the sixth level, which is difficult to access, hard to find, and not “ADA friendly” despite technical compliance. The Counseling Center emphasizes that mental health support is a primary driver of student retention and that the Tivoli must better support student wellbeing through improved accessibility, privacy, and a more modern, welcoming environment. Current challenges include inconsistent HVAC conditions, outdated interiors, inadequate soundproofing, unreliable safety systems, and insufficient space for expansion.

The Center anticipates growth and outlines a need for approximately 20 private offices, group rooms for 8–10 people, larger meeting/training capacity, storage, and a proper reception/lobby

experience. MSU Denver notes that counseling should ideally be co-located with other student support services in a more accessible zone of the Tivoli, potentially as part of a broader wellbeing hub that could even include the Health Center.

MILITARY & VETERAN STUDENT SERVICES

Veteran services across all three institutions share a similar model: benefits processing, advising, community-building lounges, kitchenettes, and study/computer support. MSU Denver (similar to CU Denver) has an established center of roughly 1,900 NSF.

Stakeholders expressed strong interest in improved adjacency between the three veteran communities, with shared amenities (such as an enhanced kitchenette) while maintaining institution-specific identity. Growth projections suggest increased certification volumes and staffing over the next five years.

ATHLETICS PRESENCE & STUDENT-ATHLETE SUPPORT

MSU Denver Athletics maintains a partial footprint in Tivoli, with men's basketball and women's volleyball coaching staff located near practice facilities. Athletics views Tivoli as a natural home for student-athlete support but notes that space is currently insufficient for departmental cohesion, recruiting needs, and team collaboration. Key future needs include additional offices (particularly for women's basketball), access to conference rooms, and a dedicated multipurpose film room seating 20–30 students that could also serve broader MSU Denver uses.

STUDENT ORGANIZATIONS (FICM 650)

BASIC NEEDS & FOOD SECURITY (ROWDY'S CORNER - MSU DENVER FOOD PANTRY)

MSU Denver's food access point, Rowdy's Corner, is currently located in Tivoli 271 in a highly visible, prime “corner market” setting. Students self-select groceries, snacks, and prepared meals, with microwaves and communal seating supporting commuter student needs.

MSU Denver is hiring additional professional staff and identifies operational growth needs including improved officing, expanded storage, and more direct access to backstock without requiring travel to basement cages.

MSU Denver emphasizes that food access services must remain closely tied to other student support systems, noting that even small physical separations can prevent students from using critical resources. Future program opportunities include shared cooking classes or a tri-institutional kitchen, though MSU Denver acknowledges that maintenance and ownership would require careful planning.

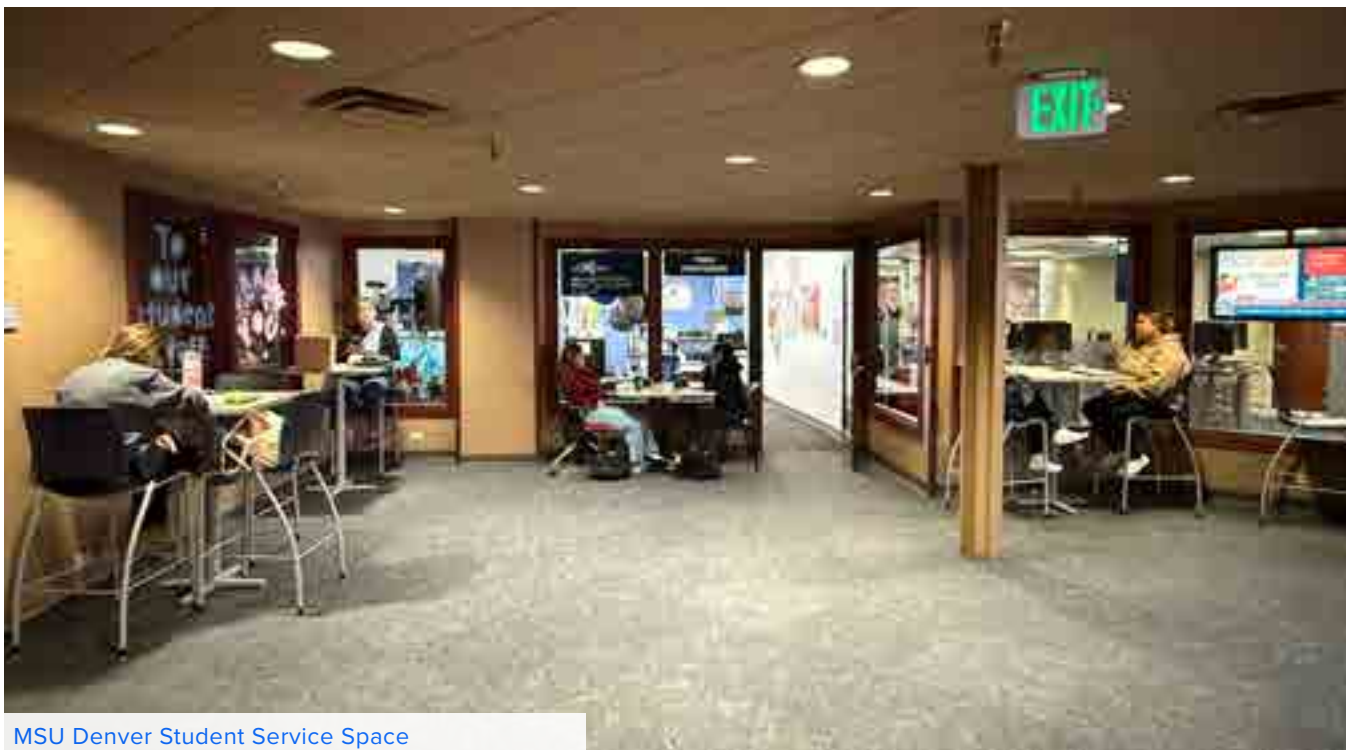
STUDENT MEDIA & EXPERIENTIAL LEARNING (MET MEDIA)

Met Media operates as a professional practice environment for MSU Denver students in journalism, broadcasting, radio, podcasting, and creative production. Tivoli provides essential studio infrastructure, but the group identifies key facility needs including reduced HVAC noise for recording quality, improved after-hours access control, better ADA door functionality, and expanded meeting capacity beyond their undersized conference room.

Met Media also expresses interest in a modest kitchenette and break space to support long production nights, reinforcing Tivoli's role as an active student workplace beyond the traditional academic day.

LGBTQ+ STUDENT RESOURCE CENTER: A IDENTITY-BASED TRI-INSTITUTIONAL RESOURCE

The LGBTQ Student Resource Center currently occupies approximately 1,500 SF and provides tri-institutional community-building, advocacy, and campus-wide training. While centrally located in Tivoli, the Center notes that its space is too small to host major annual events such as Lavender Graduation or Trans Day programming, requiring reliance on larger Tivoli venues. Future needs include a larger suite with multiple offices, student workstations, a conference room, storage, and a front-of-house reception zone balanced with privacy. Visibility and inclusive design features, particularly improved signage and additional all-gender restrooms, are emphasized as essential to student comfort and belonging.



MSU Denver Student Service Space

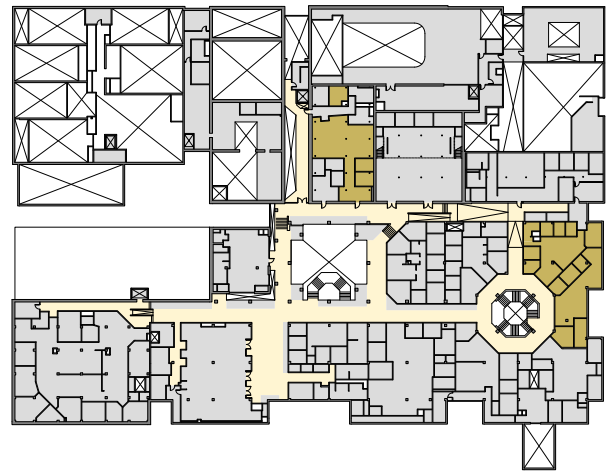
2.13 UNIVERSITY OF COLORADO DENVER



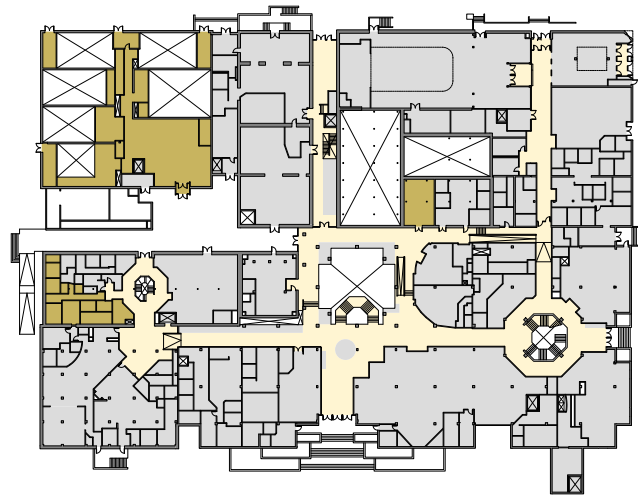
The Tivoli houses several critical CU Denver student-facing functions: including counseling, LynxConnect and career services, veteran and advocacy services, and tri-institutional support entities. CU Denver leadership emphasizes that the building lacks a clear student union identity, coherent branding, and a welcoming “front door” experience.

Going forward, CU Denver’s primary expectation is that Tivoli must function first and foremost as a true student-centered hub, with foundational improvements to accessibility, wayfinding, and building performance before any expansion of secondary uses. CU Denver also stresses that future reinvestment must be grounded in transparency and student value, given the significant role of student-backed bonds and growing sensitivity to additional fees.

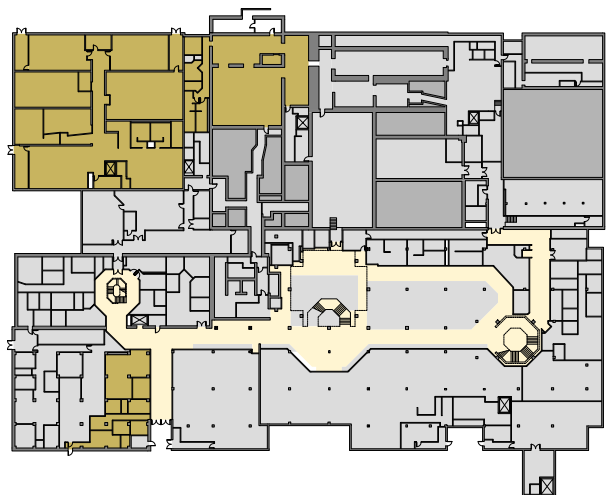
Across CU Denver interviews, the most consistent priorities include: establishing a clear purpose and governance model for Tivoli, modernizing aging infrastructure, improving the experience for vulnerable student populations, strengthening visibility and access to CU Denver services, and ensuring that student contributions are directly reflected in measurable improvements.



Level 3 Existing CU Denver Space in the Tivoli



Level 2 Existing CU Denver Space in the Tivoli



Level 1 Existing CU Denver Space in the Tivoli

PRIORITIES

CU Denver stakeholders note that Tivoli's long-term success will require addressing deferred maintenance, strengthening the tenant mix, and establishing a more sustainable operational and capital management approach.

They note that Tivoli historically had a clearer identity, but today students are often confused about which spaces belong to them, and branding is inconsistent across tenants and organizations. CU Denver leaders emphasize that Tivoli must feel aspirational, welcoming, and student-owned, rather than a scattered collection of offices and vendors.

Tivoli functions like a commercial asset but has historically been managed as a historic gem without the entrepreneurial structure



Entry for CU Denver's Student Government

needed to sustain it. CU Denver voices suggest that private-sector partnership may be necessary to bring professional leasing, investment capacity, and operational discipline, though such models require careful governance and institutional backstops.

At the same time, CU Denver notes that future planning must clearly demonstrate student benefit, financial stewardship, and equitable institutional value.

ACADEMICS (FICM 100/200)

CU Denver has one major academic program in the Tivoli: the Film & Television program which is in the Tivoli Annex and the former purpose-built AMC cinema. CU Denver also uses space in the bottom of the Tower building for its Music program.

STUDENT SERVICES (FICM 300)

MENTAL HEALTH & COUNSELING SERVICES

The CU Denver Student & Community Counseling Center represents one of the most urgent facility-driven needs within Tivoli. The Center currently serves approximately 14,000 students and includes a large but hidden clinical footprint with 25 offices and a supervision training suite. Demand is increasing, and new funding will support additional staff hiring. However, the Center identifies barriers that directly limit student access: extremely poor wayfinding and difficult ADA accessibility. The space is difficult to locate (Suite #454 in a confusing tower), and vertical circulation is described as the single biggest obstacle for vulnerable students seeking care.

Future needs include expanded offices, a functional waiting and reception zone, group and training rooms, staff support space, improved daylight, and alternative exit routes to ensure clinical safety. Counseling stakeholders emphasize that Tivoli's renovation must prioritize accessibility and circulation as essential health and equity infrastructure.



Tivoli Annex Lobby

LYNXCONNECT, CAREER SERVICES, AND ACADEMIC SUPPORT

CU Denver’s LynxConnect functions include career services, advising, experiential learning, undergraduate research, global education, and student employment, form a CU-focused cluster within Tivoli. While recently renovated interior space performs well programmatically, stakeholders consistently note that students struggle to locate these services.

Career Services also highlights major building infrastructure deficiencies that affect both operations and external perception. The former Career Center space was considered too small and created an unprofessional impression for industry partners, contributing to the relocation of career fairs out of Tivoli entirely.

MILITARY & VETERAN STUDENT SERVICES

Veteran services across all three institutions share a similar model: benefits processing, advising, community-building lounges, kitchenettes, and study/computer support. CU Denver (similar to MSU Denver) has an established center of roughly 1,900 NSF.

Stakeholders expressed strong interest

in improved adjacency between the three veteran communities, with shared amenities (such as an enhanced kitchenette) while maintaining institution-specific identity. Growth projections suggest increased certification volumes and staffing over the next five years.

STUDENT ORGANIZATIONS (FICM 650)

CU DENVER STUDENT GOVERNMENT

CU Denver’s student government is outgrowing its footprint, forcing larger meetings offsite. This group and its contemporaries at the other Auraria campuses have a desire for more welcoming, student-centered environments rather than sterile office layouts, including lounge space, visibility along main corridors, and access to larger council chambers with modern AV. They might also benefit from better proximity.

CU DENVER’S FOOD PANTRY

CU Denver’s food pantry, Milo’s Market, is not located in Tivoli but instead operates within the CU Denver Wellness Center. CU Denver intentionally designed its pantry as a more private, dignity-centered space in response to student feedback, and while demand has increased dramatically, CU

Denver is planning expansion within its own facilities rather than relocation to Tivoli.

PHOENIX CENTER

The Phoenix Center is one of the most critical tri-institutional support services in Tivoli, providing confidential advocacy for survivors of violence, stalking, harassment, and abuse, as well as prevention education and a 24/7 crisis call line. The Center is funded through tri-institutional fees and offers services to all three institutions. It currently operates with five closed-door offices, limited meeting space, insufficient student worker stations, and growing storage constraints. Long-term staffing is projected to nearly double, with a future need for additional offices, private call booths, volunteer training rooms, and improved access to restrooms and secure circulation.

Privacy and daylight are essential design drivers, and the Center strongly emphasizes remaining in Tivoli as the campus's only truly neutral and accessible location for this work.

NEEDS AT A GLANCE

- **Expanded student-focused space** to better support CU Denver student needs and daily use
- **Improved wayfinding and institutional branding**, including stronger identity and visibility within the Annex
- **Accessible, ADA-compliant spaces** that support equitable student access throughout the facility
- **Reduction of deferred maintenance backlog** through targeted infrastructure and building system improvements
- **Facility upgrades that attract and support student-serving tenants**, strengthening services available to CU Denver students

2.2 TIVOLI'S PERFORMANCE BY SPACE TYPE

This section evaluates the Tivoli's space needs by space type, independent of which institution owns or operates the space. It is organized according to the **Facilities Inventory and Classification Manual (FICM)** codes developed by the National Center for Higher Education Statistics, enabling consistent cross institutional comparison.

The analysis in this section focuses on shared space types that are relevant to multiple user groups, including CCD, MSU Denver, CU Denver, and AHEC. These include:

- Academic Space (FICM 100 and 200)
- Student Services (FICM 300)
- AHEC Offices (FICM 300)
- Student Organizations (FICM 652)
- Open Seating (FICM 650)

Additional Tivoli spaces, including food and beverage, retail, meetings and events, and central operations, primarily serve specific organizational user groups and are therefore evaluated separately according to their operational needs and performance considerations.

2.21 ACADEMIC SPACE

In addition to student-focused amenities, the Tivoli hosts a small set of MSU Denver and CU Denver academic programs that are **located here due to space suitability and the historical development of the facility.**

These functions fall into three FICM-categories:

- Instructional Space (FICM 100)
- Open Computer Labs (FICM 200)
- Faculty Offices (FICM 300)



CU Denver's Film & Television Program within the Tivoli "Annex".

MSU DENVER ACADEMIC SPACE

BEER INDUSTRY LABS

The MSU Denver “Beer Lab” is both an instructional environment and a public facing asset that echoes the Tivoli’s original life as a brewery. Part of MSU Denver’s **Beer Industry Program** (which also includes the Charlie Papazian Brewing Education Lab elsewhere on campus) the Beer Lab:

- Supports hands-on student learning
- Provides industry-grade testing for alcohol content, nutritional composition, water quality, and other product characteristics
- Works in tandem with the Sensory Analysis Lab to evaluate flavor profiles
- Bridges multiple MSU Denver disciplines, including hospitality and chemistry

Its location within the Tivoli enhances **tri-institutional visibility** and positions it well for public engagement. Additional exposure could be achieved through future adjacent renovations. While the program has expanded to newer facilities, the existing Beer Lab continues to meet foreseeable programmatic needs.



MSU Denver’s ‘Beer Lab’ Classroom

COMPUTER LAB

MSU Denver’s open computer lab benefits from the Tivoli’s highly central location. Because the facility sits at a crossroads of MSU Denver student movement patterns, the lab’s placement here is especially convenient and well-utilized.

CU DENVER ACADEMIC SPACE

CU Denver’s academic space in the Tivoli is mainly for its Film & Television program and dates back to the facility’s transition from a shopping and entertainment complex to a student union. These unique spaces also contribute meaningfully to the Tivoli’s role as a **vibrant, mixed use campus center**.

FILM & TELEVISION

CU Denver’s Film & Television program is located in the former AMC Cineplex, an area now commonly referred to as “**the Annex**”. The tiered theaters of the former cineplex offered a natural fit for film instruction and production courses during the Tivoli’s conversion from a shopping and entertainment complex to a student union.

The Annex features its own entrances, lobby, and relatively self-contained circulation, making it a **distinct zone within the broader building**. While CU Denver may eventually relocate the program, there are no current plans to do so. The tiered configuration limits options for reuse, particularly given increasing demand for flat floor learning studios for large undergraduate classes.

MUSIC

CU Denver’s Music program is located in the lowest level of the Tivoli Tower. The program was drawn to this location in part due to the building’s thick historic walls, which provide favorable acoustic separation and sound containment.

2.22 STUDENT SERVICES

Placing student services more intentionally in relation to student-facing areas could enhance the student experience while still meeting operational needs.

(Note: Space for student organizations such as the various student governments and student journalism are addressed in the following section 2.23. This section is for institutionally staffed spaces that provide professional services to students.)

The Tivoli houses a wide range of student support services across the three institutions, including counseling, veteran services, multicultural engagement, and student conduct.

Reorganizing offices and workplaces based on **visibility, accessibility, and direct service to students** would help clarify the building's layout and enhance student navigation, comfort, and engagement.

FORWARD-FACING SERVICES

Visibility and convenient access are critical for high-engagement student services. Programs such as CCD's SPARC, MSU Denver's Multicultural Engagement, and Veteran Services units for both MSU Denver and CU Denver can benefit from being located in high-traffic, high-visibility areas. Co-locating similar forward-facing services can strengthen program outcomes and contribute to the Tivoli's vibrancy.



Existing Office Space



Existing Office Space



Existing Office Space

REDUCING FRAGMENTATION & STRENGTHENING SERVICE VISIBILITY

Interviews with CCD, MSU Denver, and CU Denver revealed that student services are spread across Tivoli's seven levels and interconnected buildings, creating inefficiencies and making it difficult for students—especially first-time visitors or those navigating between institutions—to find the support they need.

Stakeholders expressed a **strong desire to cluster institutional functions into clearer, more identifiable zones** to improve visibility, wayfinding, and **operational coordination**. Consolidation also enables higher-quality shared spaces: today, many small, scattered offices maintain their own underused conference rooms, break areas, and print stations.

By organizing each institution into cohesive suites, Tivoli can offer better-equipped shared amenities—modern meeting rooms, staff support spaces, reception areas, and resource hubs—while reducing duplication and reclaiming square footage for more impactful student life and gathering areas. Ultimately, clustering services strengthens the student experience and allows Tivoli to function as a more coherent, efficient student union.

DISCREET SERVICES: MENTAL HEALTH & COUNSELING

Over time, space assignments within the Tivoli have tended to follow expedience rather than intentionality, and the distinction between public facing and discreet functions has blurred. Groups involved in counseling, mental health, and conduct require locations that balance **discretion, accessibility, and safety**. These programs need enhanced privacy, improved egress, and adjacency to compatible uses. They could also benefit from co-location and stronger coordination. Current challenges include:

- Noisy or incompatible neighboring uses
- Difficult access to upper floors
- Difficult to create controlled-access zones

Stakeholders express strong support for a tiered access strategy, including:

- Public program areas on lower floors
- Semi public spaces on the third floor
- Controlled-access areas on upper floors

2.23 STUDENT ORGANIZATIONS

*The Tivoli offers a significant opportunity to expand spaces that are not only technically student-owned, but functionally and experientially student-owned. **Increasing and co-locating these student dominated areas is a major need for the building and would have an outsized, positive impact on the overall campus experience.***

Across tri-institutional interviews, a consistent theme emerged: Tivoli's greatest value lies in its potential to serve as a campus-wide center of belonging, where advocacy groups, identity-based organizations, student leadership, and shared amenities coexist in a visible and welcoming environment.

Within this context, it is important to distinguish between **staff-led student services spaces**, which support students operationally, and **student-driven organizational spaces**, such as student organization offices, journalism, performance and maker spaces, and areas for relaxation and recreation.

STUDENT GOVERNANCE

Student government organizations across CCD, MSU Denver, CU Denver, and Auraria's SACAB face similar challenges: undersized offices, limited meeting capacity, poor acoustical privacy, and outdated or unreliable technology.

COMMUTER STUDENT SUPPORT & CAMPUS BELONGING

Auraria Campus is uniquely defined by its commuter student population, with more than 90% of students traveling to campus daily from across the Denver metro region and beyond. Many drive long distances, use multi-transfer routes, or have limited-time windows between personal responsibilities and coursework. As a result, the student union plays an outsized role in supporting daily student life: **Tivoli is not simply an optional amenity, but the primary place where commuter students can rest, refuel, study, access services, and build a sense of connection between classes.**

Though there is a growing residential population, Auraria's 90% commuter population means the Tivoli **must function as the central "living room"** that makes commuting sustainable and student life possible. This includes providing welcoming and accessible spaces to linger, reliable food options, clear wayfinding, supportive basic needs resources, and an easy to use environment. A reinvestment in Tivoli is therefore directly tied to student success, retention, and belonging, particularly for students who may only be on campus for limited hours each day.

By strengthening Tivoli's role as a commuter-supportive hub, through improved amenities, clustered services, intuitive circulation, and vibrant gathering space, the campus can better meet the realities of its student population and create a more inclusive, functional, and engaging experience for all three institutions.

There is widespread interest in transitioning from sterile, office-like layouts to more student-centered and welcoming environments that include:

- Lounge or informal gathering space
- Visibility along primary corridors
- Access to larger council chambers equipped with modern AV
- Proximity to a central campus “living room” space
- Closer adjacency to one another to support collaboration

STUDENT JOURNALISM

Student journalism represents one of the largest program areas in the student life portfolio, with MSU Denver’s Met Media and CU Denver’s Sentry News together comprising roughly 15% of student organization space. Providing these organizations with higher visibility would:

- Create more student engagement opportunities
- Reinforce the Tivoli’s role as Auraria’s “town square”
- Highlight student voice and storytelling at the heart of campus life

STUDENT ORGANIZATIONS AND STUDENT CLUBS

Currently, many student organizations meet in classrooms outside of the Tivoli rather than within the student union itself. Providing dedicated space for student organizations within Tivoli would help bring this activity back into the building, supporting a stronger student presence and creating a critical mass of student-oriented experience that reinforces Tivoli’s role as the campus living room.

AFFINITY ORGANIZATIONS

The Tivoli already supports a diverse ecosystem of affinity groups, from Hillel to MSU Denver’s LGBTQ Center and CU Denver’s Phoenix Center. These organizations help ensure that students have places of connection and identity regardless of background.

There is strong potential for the Tivoli to co-locate programs, expand space for existing affinity groups, and accommodate more affinity-based groups, thereby enhancing support for student belonging and wellbeing.

FOOD PANTRIES & NUTRITION

Students have expressed interest in expanding shared basic needs infrastructure. One emerging opportunity is the creation of a tri-institutional kitchen that could **feature refrigerated food lockers** and would strengthen operational adjacencies between food access and other student support services.

Similar to some other leading student unions, this kitchen could also be equipped for domestic-scale food preparation (i.e., without commercial hood or grease trap requirements) would:

- Expand existing food pantry functions
- Support educational cooking and nutrition programming
- Strengthen access to basic needs resources across all institutions

AURARIA SUSTAINABLE CAMPUS PROGRAM

Auraria Sustainable Campus Program—the largest student life program—supports environmental initiatives as well as operating a robust used goods exchange function.

Relocating the program closer to high visibility, street level space would:

- Increase access to and visibility of reuse activities
- Improve logistics for moving goods in and out of the space
- Support the program’s mission of sustainability
- Enhance public engagement with sustainability initiatives
- Create a true storefront presence with enhanced visibility, welcoming transparency, and stronger day-to-day interaction with students

2.24 STUDENT SEATING & STUDY

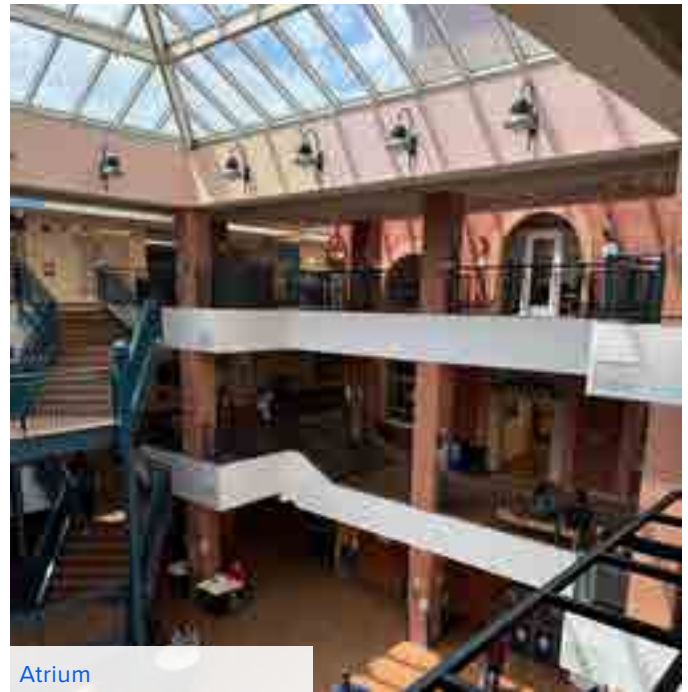
*The Tivoli neither has enough seating, nor enough variety. In this respect it is significantly not aligned with the needs of Auraria's students and places pressure on other facilities in ways they were not designed to accommodate. **Seating needs to increase from ~600 to ~1,200 seats.***

As a primarily commuter campus, the Tivoli must offer compelling reasons for students to stay at Auraria beyond class time. Beyond the engaging activities happening on campus:

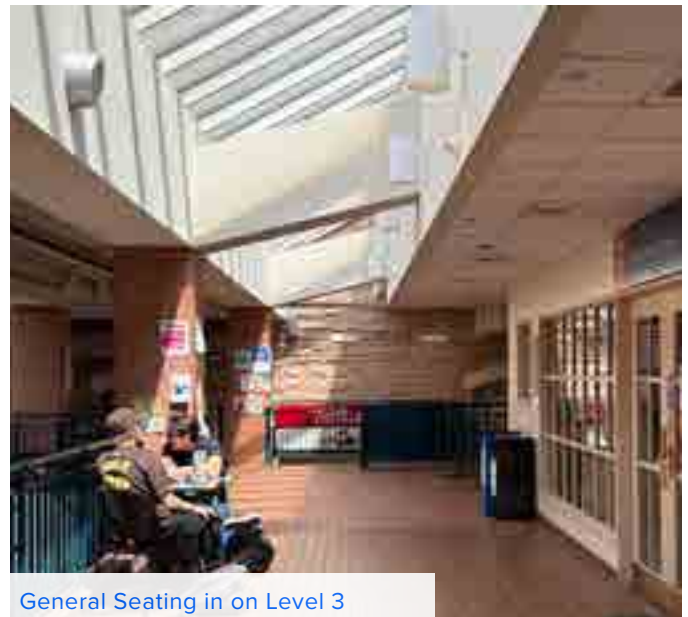
- It is essential for there to be a place for students to be in between classes and activities, this means seating
- And there must be a wide range of choice in that seating, both regarding seat type (soft and loungey, ergonomic and task-focused with a work surface), but also in environmental context (café-like or cave-like)

These must be integrated into the Tivoli's design in a way that is easy for students to know where to go depending on the seating and environment they are seeking.

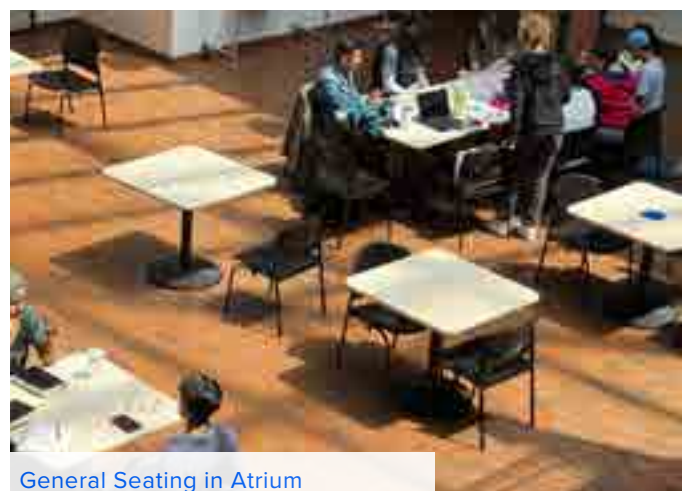
Today the Tivoli is the student union for over 60,000 individual students and a full-time equivalent (FTE) student population of over 35,000 which includes hybrid and fully-remote learners. According to each institution's most recent Institutional Research (IR) and 2025 IPEDS data, **Auraria's effective in-person FTE (full-time equivalent) population is 27,500 students.**



Atrium



General Seating in on Level 3



General Seating in Atrium

Additionally there is no clear-cut benchmark for how large a student union should be or how many seats it should have. Needs vary by urban versus rural and residential versus commuter campuses. But for an urban, commuter campus without a lot of food and retail on any edge other than to the east, Auraria should aim for a **student union ratio of seats to students of 1:8 to 1:12 or approximately 2,300 to 3,400 seats, far more than the approximate 600 seats that exist currently.**

Using a median seat target of 2,800 seats at 30 NSF/seat yields a need of 84,000 NSF. This should fall into broad behavioral categories and ranges:

- **30–40% social/collaborative** (840-1,120 seats or 25,000-33,600 NSF)
- **20–30% mixed/transition zones** (560-840 seats or 16,800-25,200 NSF)
- **30–40% quiet/focused** (840-1,120 seats or 25,000-33,600 NSF)

This is a campus-wide need, so not all of it has to be or even should be in the Tivoli. Also, similar to other comparable industry benchmarks (such as how academic libraries attempt to determine the need for library study seats) these targets are almost never achieved by any campus other than the most well-resourced.

The Tivoli’s program clearly needs to increase seating and envisions a target of 1,000 to 1,200 seats—almost doubling existing capacities and comprising ~40% of the overall campus seating target. This balances existing conditions, the needs of other Tivoli stakeholders, and **ensures critical mass while not sapping** other Auraria resources of their vibrancy or commercial viability.



Study Zones on Level 2

2.3 SITE & FACILITY CONDITIONS CONSIDERATIONS

*The Tivoli’s exterior setting and surrounding public realm represent an important opportunity to strengthen **arrival, identity, and student life**, even as the most urgent needs remain life-safety and building infrastructure.*

The Tivoli is a complex facility that has undergone numerous additions and renovations over its more than 100-year history. As a result, building systems and materials are highly layered, with varying lifespans and deferred maintenance requirements.

A Facility Condition Assessment (FCA) completed in 2018 documented existing deficiencies and identified recommended maintenance and system upgrades. Many of these recommendations have not been implemented, resulting in an increase in high-priority maintenance needs and an elevated risk of system failure. The Tivoli Reimagined project seeks to mitigate these risks by addressing critical building systems and extending the overall useful life of the facility.

2.31 SITE CONDITIONS

GENERAL LANDSCAPE CONDITIONS

The surrounding site landscape will remain largely unchanged, with only limited, targeted interventions. However, the minor improvements proposed, are viewed as an important component of Tivoli’s long-term transformation.

Denver’s climate supports meaningful outdoor student life from approximately late April through late October, and Tivoli’s exterior spaces could better accommodate shaded seating, informal gathering, and outdoor study environments. Strengthening these public realm conditions would reinforce Tivoli’s role as a true campus living room and extend student union activity beyond the building envelope.

Several campus-facing edges currently lack clarity and cohesion. Ninth Street, pictured on page 57, presents a confusing mix of back-of-house functions and primary entry activity, with service elements disrupting what should be a more legible and celebratory approach into the building. That same facade, serves as the primary entry sequence for many visitors arriving from the parking garage and approaching Tivoli.

Tivoli Quad-facing 10th Street frontage is generally in good condition and was renovated in 2016. Minor improvements such as creating clearer demarcation of the primary entry points would benefit wayfinding.

Larimer Street would benefit from



The Tivoli's West Facade Includes a Main Entry (left), waste pickup (center), and freight deliveries (right)

significant landscape enhancement, stronger entry definition, and major improvements to ADA accessibility.

The Walnut Street side functions most clearly as a service-oriented edge and should remain primarily back-of-house, though improvements to alley access, wayfinding, and operational clarity are still needed. The plaza accessible from Walnut Street has deteriorating paving and would benefit from finish upgrades, improved wayfinding, and enhanced lighting.

GENERAL ACCESS & SERVICING CONDITIONS

The Tivoli Building has four primary entrances, one on each facade, along with several secondary entrances. Existing entries lack clear hierarchy and consistent identification, which can create confusion for first-time visitors. While most entrances provide accessible access, accessible routes, signage, and entry locations are not always clear.

The 9th Street facade's main entry currently does not provide an accessible means of

entry, requiring visitors to use secondary or alternate primary entrances.

Operational servicing is similarly inefficient. Several exterior edges blur the boundary between public entry and back-of-house functions, particularly along Ninth Street, where waste bins, deliveries, and service activity disrupt primary pedestrian access.

Main loading areas are on the north and west sides of the building. These service areas are also located adjacent to building entrances and currently have minimal visual screening. Both docks support waste removal and deliveries. The 9th Street loading dock accommodates larger vehicles and receives the majority of food service deliveries, while the north loading dock is used less frequently and primarily serves smaller box trucks, waste, and other service deliveries.

These conditions underscore the need for clearer entry hierarchy, improved servicing strategies, and exterior organization that supports both campus activation and building operations.

2.32 BUILDING CONDITIONS

The Tivoli is an aging and structurally complex facility made up of 14 interconnected buildings, 12 of them historic, that were never conceived as a unified whole. Its evolution from brewery to mall to student union left behind a patchwork of structures, systems, and circulation patterns that do not support the needs of a modern Student Union.

GENERAL ARCHITECTURAL CONDITIONS

While the Tivoli has served the campus for decades, it has never undergone a comprehensive transformation that would position it as a true student-serving facility. Instead, it has absorbed layer upon layer of incremental fixes and adaptive reuse, leaving behind a fragmented environment that cannot meet today's standards for accessibility, sustainability, performance, or student experience. Addressing these deficits is not simply about improving a building; it is directly tied to the institutions' mission of supporting student success and to strengthening long-term recruitment and retention.

As the primary student union for a largely commuter campus, the Tivoli should function as a place of convening, interaction, and shared campus life; instead, its current configuration has limited opportunities for students to linger, gather, and use the building as a social hub. Compounding these challenges, many areas of the building remain underutilized or poorly aligned with student needs, representing significant opportunity for reinvestment and program repositioning.

These conditions are further exacerbated by the dispersed distribution of institutional services across multiple levels and interconnected buildings. Programs from all three institutions are scattered throughout the six-story

complex, creating an environment that feels maze-like and difficult for students to navigate, particularly for first-time visitors and those relying on accessible routes.

The building struggles at the architectural and experiential level:

- Vertical and horizontal circulation is highly challenged, with ramps, stairs, elevators, and corridors inserted over time without a coherent spatial strategy.
- Wayfinding is confusing and unintuitive, the product of decades of piecemeal adaptation rather than purposeful planning.
- Interior layouts and finishes still reflect the remnants of the former mall, resulting in awkward floor plates, irregular geometries, and outdated material palettes that do not support student use patterns or institutional identity.
- Poor access to daylight, resulting in interior spaces that feel enclosed, dated, and misaligned with contemporary expectations for wellness and student-life environments.
- The accumulation of independently added ramps, stairs, elevators, and restrooms has created a labyrinth rather than a cohesive student environment.
- Lack of environments that celebrate institutional identity, leaving the building without a clear sense of place or a strong connection to the character and mission of the tri-institutional campus.
- Insufficient lounge spaces, study zones, and multifunctional areas that draw students in, especially given that more than 90 percent of the campus population consists of commuter students who rely on the student union for social connection, respite, daily needs, and academic support.
- Limited spaces that authentically support student life, resulting in an underperforming student union that does not provide the types of vibrant, adaptable, community-building environments expected on a modern urban campus.



Existing Food Court on Level 1

One-off improvements are expensive and rarely impactful: isolated elevators, patched-in bathrooms, and ad hoc accessibility solutions that fail to address the underlying architectural issues. Constant repairs drain operational resources, diverting funding away from student-focused improvements, programming, and long-term planning.

GENERAL INFRASTRUCTURE CONDITIONS

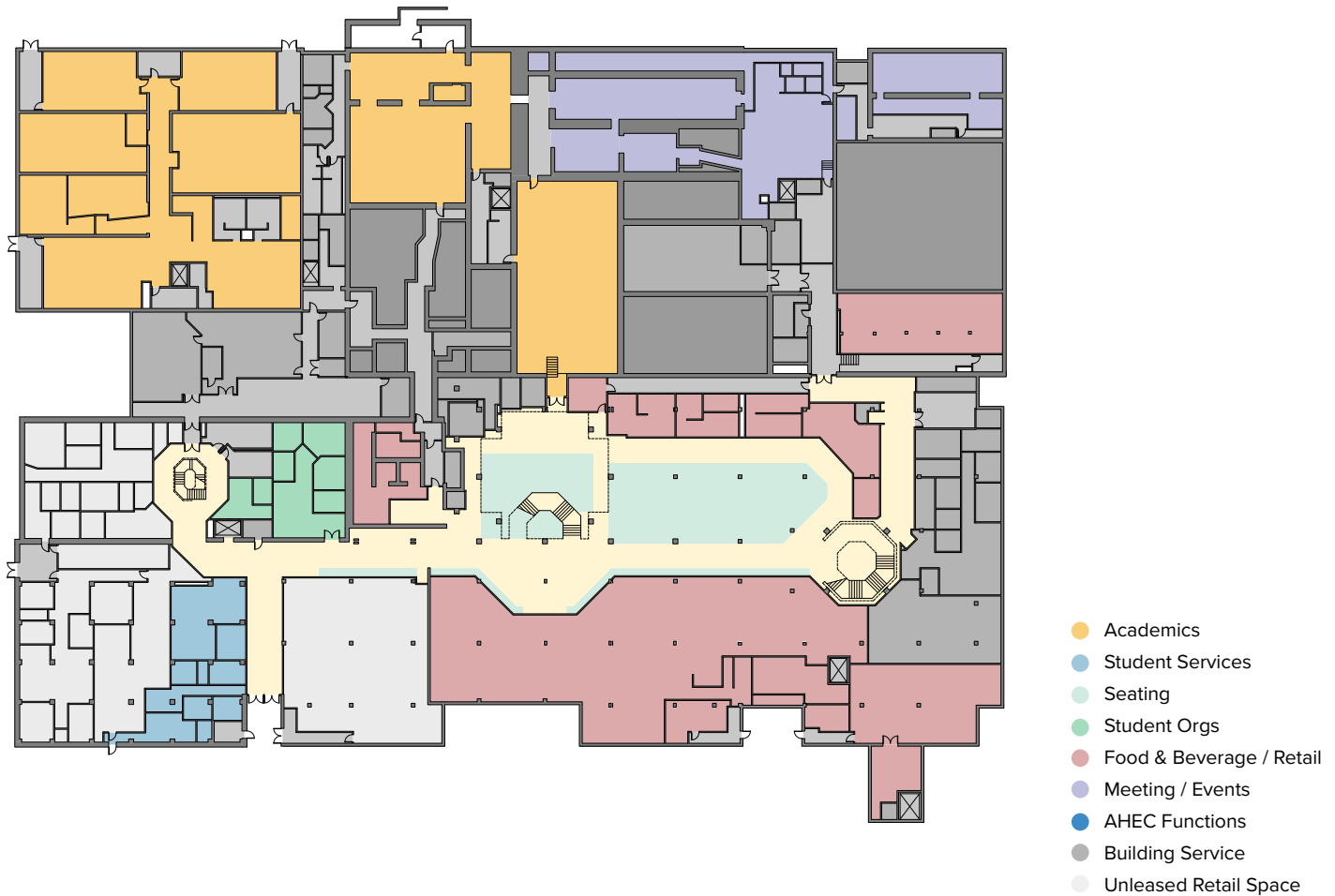
While some mechanical and electrical upgrades were implemented around 2001, these systems have now reached the end of their useful life. Tivoli faces systemic deficiencies across all major building systems that can no longer be addressed through isolated repairs. As a conglomeration of fourteen interconnected buildings, constructed over more than 140 years, Tivoli operates with layered legacy infrastructure that creates extraordinary operational inefficiencies and long-term maintenance burdens.

Key infrastructure and building performance challenges include:

- Life-safety deficiencies, including outdated fire detection, alarm, and emergency notification systems that are difficult to modernize across the multi-building configuration.

- Aging HVAC infrastructure that cannot reliably support healthy indoor air quality, thermal comfort, or modern controls.
- Electrical system limitations that constrain student-focused space upgrades and the integration of long-term energy-efficient technologies.
- Vertical circulation and egress constraints, with elevator access and code-compliant pathways complicated by the building's interconnected structure and historic fabric.
- Structural and code upgrade triggers, as major renovations will require significant lateral system improvements to meet current seismic and wind requirements.
- Hidden and unknown existing conditions, driven by incomplete documentation across all fourteen buildings and the likelihood of aging systems and materials concealed behind finishes and walls.
- Deferred maintenance risks, including water mitigation issues at plaza deck conditions, deteriorating exterior stairs, and ongoing masonry repair needs.

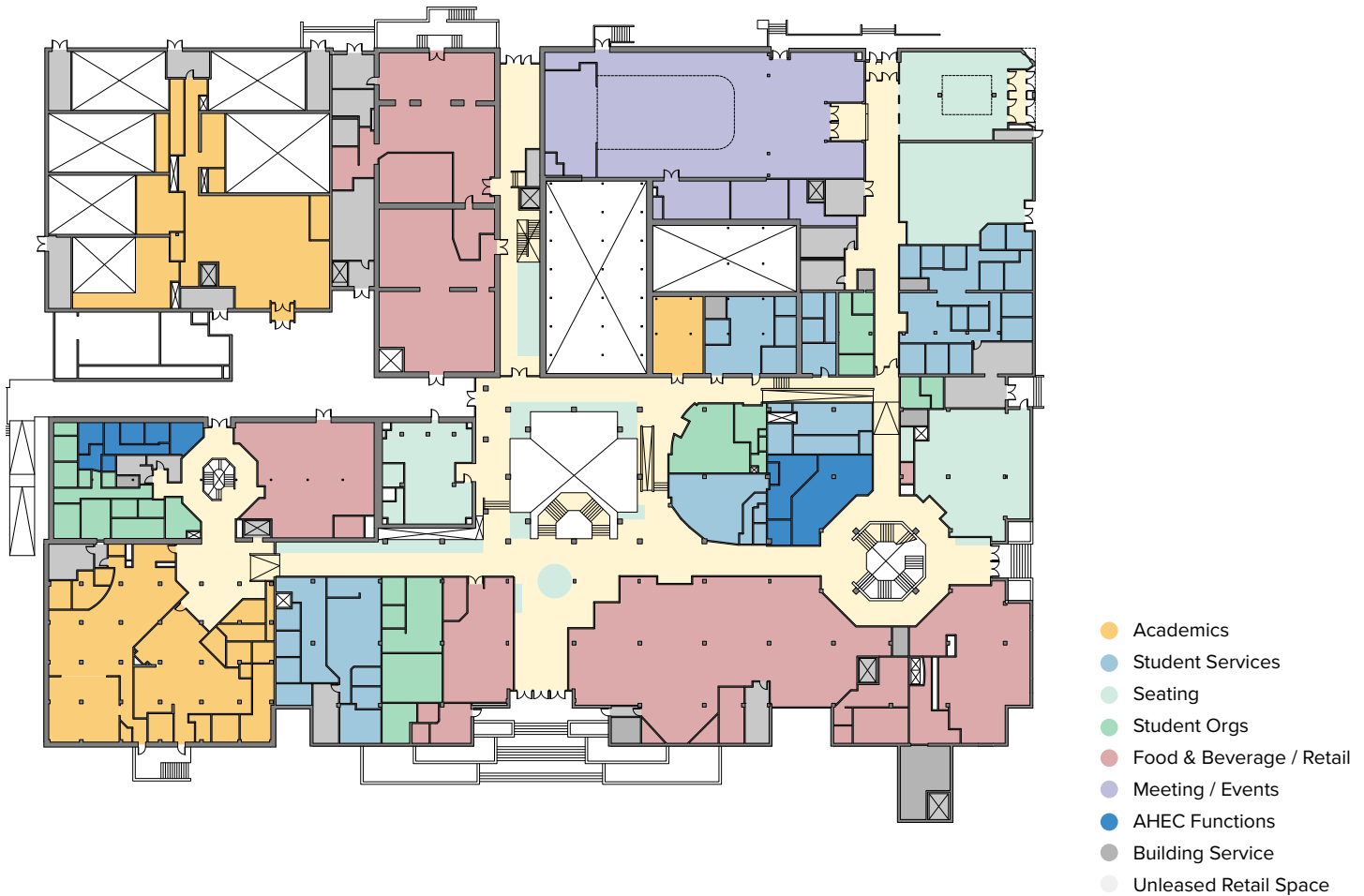
Maintenance costs continue to escalate because no system has ever been fully modernized; each repair is layered onto past interventions, creating an environment where the building is continually draining resources simply to remain operational.



Level 1 Existing Floor Plan

LEVEL 1

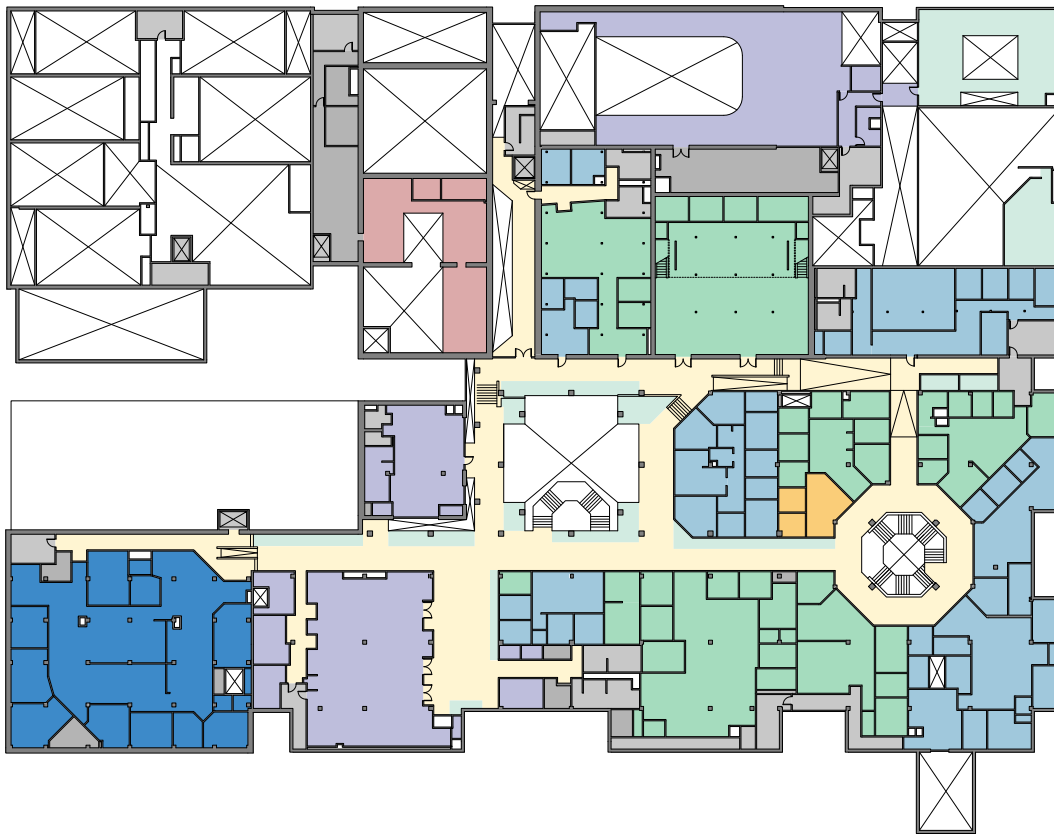
1. One of the most heavily trafficked public floors, supporting dining and student-facing programs across all three institutions
2. Overall environment is perceived as outdated and uninviting, reflecting the building's former mall configuration
3. Characterized by low ceiling heights, limited daylight, and dark, enclosed interior conditions
4. Highly fragmented floor plan with maze-like and unpredictable circulation
5. Lacks a clear sense of arrival or intuitive flow, resulting in confusion for first-time visitors
6. Many areas function as leftover corridors or under-activated study spaces rather than destinations for student gathering
7. Dining is currently concentrated on this level; stakeholders expressed interest in relocating or elevating food and social activity to Level 2 to take advantage of increased daylight, visibility, and Quad connection
8. Restrooms are difficult to locate and there is a lack of All Gender restrooms
9. A significant portion of Level 1 is dedicated to back-of-house functions, including mechanical/electrical equipment rooms and operational support space, limiting the amount of active student-facing area on this floor
10. Contains a notable amount of underutilized space currently used for storage



Level 2 Existing Floor Plan

LEVEL 2

1. Serves as the primary street-facing entry level and should function as Tivoli's most legible and welcoming arrival floor
2. Currently experienced as confusing and intimidating, with a back-of-house character rather than a true student union entry
3. Low ceilings, fragmented interiors, and exposed mechanical infrastructure create a compressed and visually cluttered environment
4. Wayfinding challenges are significant, including:
 - a. Restrooms that are difficult to locate
 - b. Unclear circulation paths and vertical connections
 - c. Limited intuitive understanding of stairs, corridors, and destinations
5. Annex tenants have reported ongoing wayfinding and room-numbering challenges, as the Annex is primarily accessible only via the Walnut Street alley entrance.
 - d. Program spaces are distributed across institutions without a clear organizational framework
 - e. Frequently described by stakeholders as one of the most intimidating floors in the building

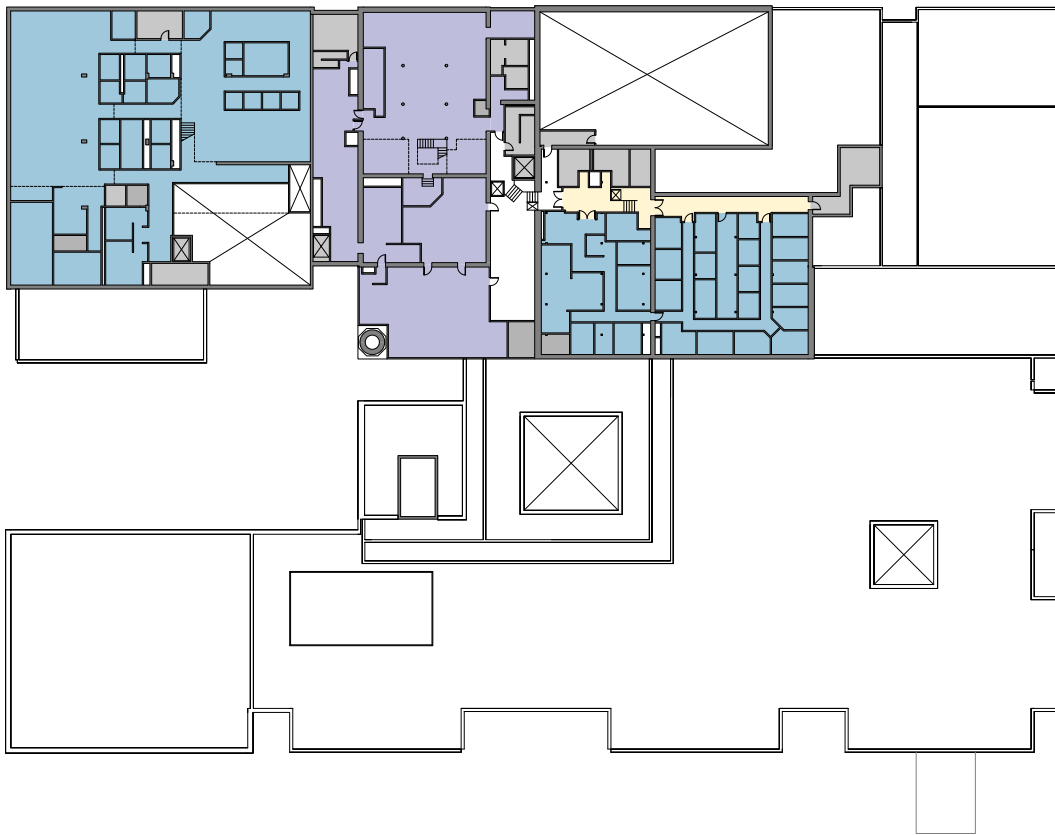


- Academics
- Student Services
- Seating
- Student Orgs
- Food & Beverage / Retail
- Meeting / Events
- AHEC Functions
- Building Service
- Unleased Retail Space

Level 3 Existing Floor Plan

LEVEL 3

1. Provides improved spatial clarity compared to lower levels, with generally less disorienting navigation
2. Key architectural asset is the presence of skylights, which introduce significantly more daylight and create a brighter, more open atmosphere
3. Daylighting demonstrates the potential for healthier, more contemporary interior environments
4. Ongoing challenges include:
 - a. Confusing wayfinding
 - b. Restrooms that are difficult to locate and there is a lack of All Gender restrooms
 - c. Inconvenient vertical circulation, particularly for ADA access and elevator connectivity
5. Occupied primarily by CU Denver and MSU Denver tenants
6. Tenants identified a need for more functional and modern workplace environments, including:
 - a. Improved office layouts
 - b. Increased storage
 - c. Staff break rooms
 - d. Conference and training spaces
 - e. Private meeting rooms to support student services and professional operations
7. The Ballroom is located on this level and supports a wide range of academic programming, student-facing activities, and campus events.



- Academics
- Student Services
- Seating
- Student Orgs
- Food & Beverage / Retail
- Meeting / Events
- AHEC Functions
- Building Service
- Unleased Retail Space

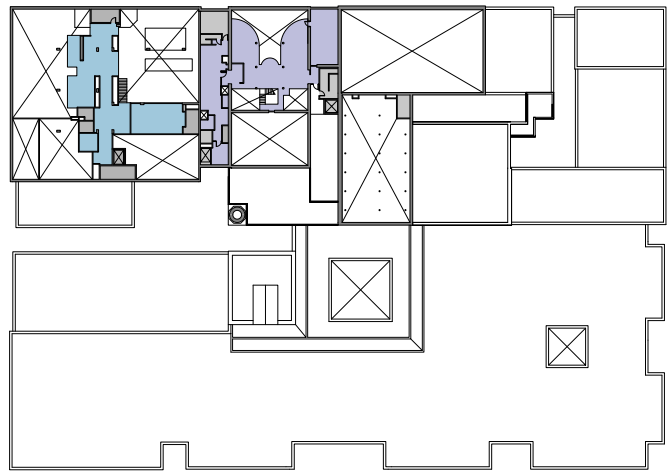
Level 4 Existing Floor Plan

LEVEL 4

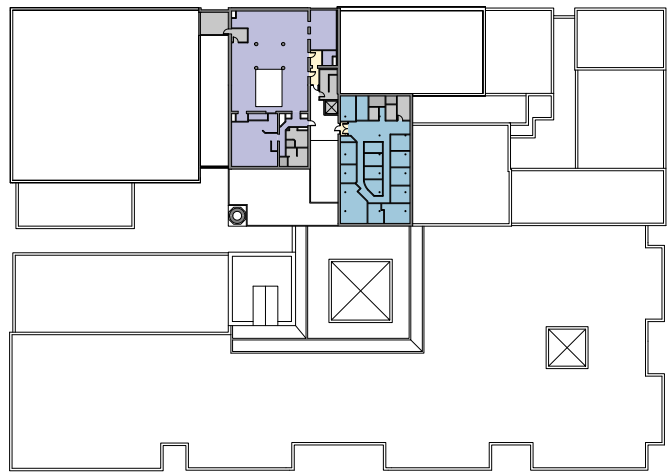
1. Circulation complexity and wayfinding challenges continue on Level 4, particularly for first-time visitors.
2. ADA accessibility remains difficult, with vertical circulation relying on two separate open-air elevators that connect the three buildings, creating confusion and limited intuitive access.
3. Overall building infrastructure is in need of renovation and modernization, including upgrades to:
 - a. Finishes and materials throughout
 - b. HVAC systems
 - c. Electrical systems
 - d. Plumbing systems
 - e. Restroom facilities (significant upgrades needed across all restrooms)
4. Event and gathering spaces feel dated and require a comprehensive face lift to better support campus use.
5. Major improvements are also needed in audiovisual (AV) equipment and technical capabilities to meet current event and performance expectations.

LEVEL 5 & 6

1. For Level 5 and Level 6 the navigation and internal circulation remain unintuitive, particularly for first-time users.
2. Vertical circulation and ADA access continue to feel indirect, with limited clarity around elevator connections and accessible routes to key destinations.
3. The level reflects many of the same deferred maintenance and modernization needs seen elsewhere in the facility, including comprehensive upgrades to:
 - a. Interior finishes and material quality
 - b. HVAC performance and distribution
 - c. Electrical infrastructure
 - d. Plumbing systems
 - e. Restroom facilities, which require significant renovation to meet current expectations and accessibility standards
4. Level 6 includes key event and convening spaces, but these areas feel outdated and are not currently performing at the level expected for campus and public-facing programming. Interior finishes, lighting, and overall atmosphere require modernization to create more welcoming and functional gathering environments.
5. Significant upgrades are needed to support contemporary event use, including:
 - a. Improved audiovisual (AV) systems and technical infrastructure
 - b. Enhanced acoustics and sound performance
 - c. Updated lighting and controls



Level 5 Existing Floor Plan



Level 6 Existing Floor Plan

- Academics
- Student Services
- Seating
- Student Orgs
- Food & Beverage / Retail
- Meeting / Events
- AHEC Functions
- Building Service
- Unleased Retail Space

- d. Modernized furnishings and support spaces

Building systems on this level also reflect broader facility needs, with improvements required to mechanical, electrical, and restroom amenities to better serve large-group occupancy.



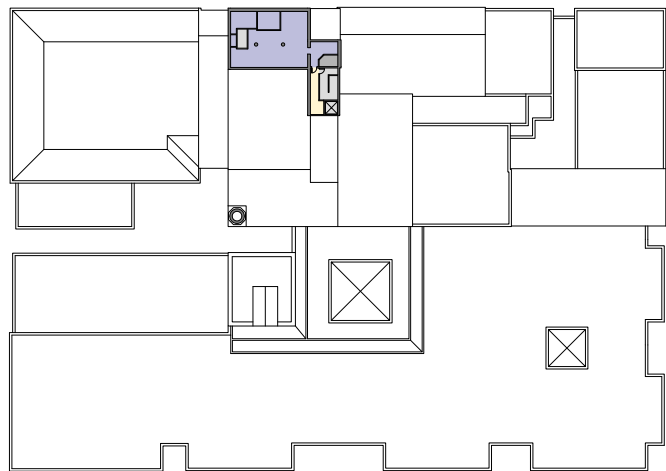
Level 4 Includes the Main Connections Between Three Buildings



Atrium Connects Level 1 Through Level 3

LEVEL 7

Level 7 is a meeting space. Compared to the lower floors, this level is much smaller, only 2,630 GSF (gross square feet), and therefore is more straightforward in use and requires fewer major architectural interventions. However, the spaces would benefit from targeted upgrades to support a more modern and welcoming environment. Needed improvements include refreshed finishes and furnishings, updated plumbing fixtures, new wall paint, and minor repairs throughout. Overall, Level 7 represents an opportunity for cost-effective modernization that enhances functionality and comfort without significant reconfiguration, but is not seen as high priority.



Level 7 Existing Floor Plan

- Academics
- Student Services
- Seating
- Student Orgs
- Food & Beverage / Retail
- Meeting / Events
- AHEC Functions
- Building Service
- Unleased Retail Space

EXISTING STRUCTURAL CONDITIONS SUMMARY

The 2018 Facility Conditions Assessment and subsequent limited FPP review indicate that the Tivoli’s overall structural system is generally in fair condition, but notable caution is warranted. Because the 14 interconnected buildings were constructed over approximately 140 years, during which construction practices evolved significantly, and because original drawings are incomplete or unavailable for most structures, many existing conditions remain concealed. Aging materials, obsolete systems, and unknown conditions present substantial risk, particularly regarding compliance with modern building codes. None of the buildings appear to have current, code-compliant lateral load-resisting systems, and major modifications—such as re-roofing—may trigger required upgrades.

Deferred maintenance concerns include water intrusion at the courtyard plaza deck, necessitating removal of existing surfacing, installation of new waterproofing, and subsequent concrete repair. Exterior steel stairs show deterioration and require replacement along with a high-performance protective coating. Load-bearing masonry walls exhibit areas needing tuck-pointing and localized repair.

Structural observations from the December 9, 2025 site walk were limited to visible, unobstructed areas, with no testing or demolition. The Tivoli’s buildings encompass a wide range of structural systems, including stone and multi-wythe brick bearing walls, cast-in-place concrete slabs, dimensional lumber and timber framing, glulam balcony elements, and selective structural steel. Later additions, such as the 1984 expansion, incorporate drilled piers, concrete superstructures, and steel connections. Collectively, the Tivoli reflects a complex blend of historic and modern construction requiring careful consideration during future renovations.

EXISTING MECHANICAL CONDITIONS SUMMARY

The Tivoli underwent a major revitalization in 2003 that replaced most mechanical systems, with the exception of the cinema. Seven of the cinema’s 18 rooftop units were replaced in 2014. As a result, most mechanical equipment is now about 23 years old, while the newer cinema units are about 12 years old. According to the 2023 ASHRAE Handbook, typical HVAC equipment lasts 15–25 years, meaning nearly all Tivoli systems are at or beyond their expected service life, and maintenance quality will significantly affect remaining performance.

The heating plant includes three gas-fired cast iron boilers and a primary/secondary hydronic system serving coils throughout the building. While the boilers themselves may have a 30-year life, associated equipment is aging, and maintenance staff reports frequent failures and rising repair costs. The cooling plant consists of two 350-ton screw chillers, cooling towers, and a refurbished heat exchanger; most components are 23 years old and at end of life. Air delivery systems—including four RTUs, one AHU, seven MAUs, and numerous exhaust fans—are similarly aging, with deteriorated ductwork and increasing maintenance needs. The building’s DDC controls system is also outdated and requires full replacement.



Almost all of the Tivoli’s mechanical equipment has passed its useful life.

EXISTING ELECTRICAL CONDITIONS SUMMARY

The Tivoli Building is currently powered by Xcel Energy through a main switch cabinet that feeds five transformers. Two 1000 kVA, 480/277V pad-mount transformers on the northwest side supply Switchboards 1, 2, and 3 in electrical room P100M. These 1983 switchboards range from 2,000A to 2,500A, with 2006 NEC-calculated loads between 869A and 1,792A. A 500 kVA, 208/120V transformer on the southwest side supplies equipment in room P100B, while a 750 kVA transformer provides power to Switchboard 4 in room P200B. Transformer 5—a 500 kVA, 480/277V unit—is located in an underground vault on the northeast side and feeds Switchboard 5. A 400 kW diesel emergency generator serves critical systems including the fire pump and emergency lighting.

Much of the electrical distribution equipment is 25–40 years old and has reached or is nearing the end of its useful life. Documentation for electrical coordination, arc-flash assessment, and PPE labeling appears limited. While some receptacles have been replaced during renovations, many remain original and aging. Similarly, electrical connections serving mechanical equipment reflect end-of-life conditions. A separate campus project will replace existing Xcel transformers with campus-owned medium-voltage equipment and relocate Transformer 5 above grade for improved safety.

Lighting systems vary widely, including incandescent, HID, fluorescent, and LED fixtures, controlled by outdated switches, dimmers, and relay panels. Emergency lighting and exit signs are inconsistent in type and condition, with some non-compliant units. The existing fire alarm system is an Edwards EST3 with a Notifier panel, supporting detectors, pull stations, and control modules tied into the building's smoke control systems.

EXISTING PLUMBING CONDITIONS SUMMARY

The Tivoli's domestic cold and hot water systems have been modified over many decades, with the last major renovation in 2003. Most domestic water piping is soldered copper, while older areas still contain galvanized steel, which is heavily corroded and prone to leaks and valve failures. Numerous system changes have resulted in dead-legs and oversized piping, creating stagnant water conditions that can reduce water quality and increase legionella risk. Hot water is primarily produced by aging electric tank heaters, many beyond their service life. Older fixtures show wear, possible leaks, and may not meet current lead-free requirements. Insulation throughout the system is inconsistent and deteriorated. Overall, the domestic water system has exceeded its useful life and requires full replacement.

The sanitary waste and vent system consists mainly of original cast iron piping, now leaking extensively. Underground piping sections and brick grease traps are reported to be collapsing and allow groundwater intrusion, causing maintenance issues and improper grease system function. Long grease waste piping runs also lead to frequent clogs. Replacement of the entire sanitary system is recommended.

Stormwater drainage uses roof drains and cast iron piping but lacks consistent overflow separation, leaving parts of the system out of code. Insulation conditions vary.



*Sanitary waste
piping...is reported
to leak extensively.*

3

DESIGN CRITERIA



3.1 PROJECT VISION

The Tivoli exists for the students.

Steeped in 140 years of history, the Tivoli is one of the most memorable student union facilities in the nation. This reputation stems from the building's unique character and the exceptional services within. Yet, as the previous sections highlight, that historic legacy is often in tension with the needs of today's students.

The Tivoli Reimagined Facility Program Plan (FPP) is an opportunity to clarify and to align necessary capital renewal with student belonging and success. It is a chance to fully commit the Tivoli to students—not as a former brewery, nor as a former mall, but as the student “living room” for the Auraria Campus.

Central to this vision is determining how future design moves support student success.



Key programmatic themes include:

- Prioritizing space for students to engage with each other
- Co-locating and expanding student and student organization spaces into an easy to find, student dominated “living room”
- Improving visibility and accessibility of student services
- Increasing the amount and variety of general seating
- Right sizing complementary functions such as food, retail, and events—and leveraging them to connect the student “living room” to the broader campus community
- Maintaining a clear-eyed focus on affordability

These goals have a wide range of design implications, some of which are depicted in this section of the FPP.

3.2 CONCEPT DESIGN STRATEGIES



***Prioritize Students
Seeing Students***



***Create a Student
Living Room***



***Provide More
Seating***

Translating programming themes into tangible design strategies:

PRIORITIZE STUDENTS SEEING STUDENTS

Students should see themselves the moment they enter the Tivoli—everywhere, engaged in a variety of programmatic offerings, evoking a feeling of belonging. This means providing strong visibility into the building before entry, and long sightlines throughout once inside. Interior spaces should be filled with students interacting in varied ways, such as:

- Socializing casually
- Student organizations collaborating
- Activities and fun
- Informal performances
- Supporting other students through services
- Working as interns or employees
- Students connecting with their institutions

Where possible, students should be on the frontline of Tivoli activity, supported behind the scenes by staff who guide, train, and mentor. This approach need not dominate every space, but its spatial expression must be intentional and visible. It sets the tone of the facility and must feel present, accessible, and meaningful.



Improve Student Services Access



Connect the Living Room to the Campus



Keep it Affordable

CREATE A STUDENT “LIVING ROOM”

A core function of a student union is to provide unstructured space where students can simply be—and choose how they want to use it individually or collectively. This is about far more than comfortable furnishings; it is about giving students permission to shape their own community and to express it visually and physically. This matters for all students but is especially critical for commuter students who lack nearby housing between classes and activities.

This sense of agency should occur across scales—from individuals and small groups to major events that mark the campus’s annual rituals. With 27,000 FTE students on campus, there will be 27,000 ideas of what this looks and feels like. At its best, the environment invites students to navigate and negotiate these possibilities with each other, with staff providing discreet support.

A key aspect is allowing student-initiated “hackability” in how the “living room” functions:

- Furniture that is easily moved and adaptable to individual or large-scale needs
- Walls, partitions, and spaces that open or reconfigure throughout a day or term
- Spaces with student-forward oversight that are easy for groups and teams to reserve
- Ample opportunities for customization—poster displays, “speakers corners”, student art work, sculptures, photos, cultural showcases, and more

These strategies help the “living room” feel self-governed while remaining connected to the larger Tivoli (and supported appropriately). Locating this space at the heart of the complex, one level below the main public Level 2, balances independence, visibility, and operational oversight.

A Tivoli “museum” will also be incorporated into the design highlighting the building’s history, the campus history, and institutional history.



Town Hall Meeting Presenting the FPP

PROVIDE MORE SEATING

The Tivoli should feel comfortable whether a student knows exactly how they want to spend their time or not. This means offering a wide range of seating for all kinds of activities, and additional choice in whether students want to be in the middle of the bustle or far from it.

While much of this seating should be immediately accessible upon entry, it is equally valuable to sprinkle “easter egg” type spaces throughout—surprising, delightful pockets that invite exploration and discovery.

IMPROVE STUDENT SERVICES ACCESS

Student services at the Tivoli range from highly visible, energetic programs to those where privacy and psychological safety are essential. The physical locations for student services need to respond to this range. If the primary thing that students see upon entering the Tivoli are other students, student services can be a step back; often visible, always findable but at a remove. The easiest way to accomplish this is by introducing the need to change floor levels, ideally up one level from the Tivoli’s main public Level 2.



Tri-institutional Student Workshop

CONNECT THE “LIVING ROOM” TO THE CAMPUS

Most of the Tivoli’s primary entry points arrive at Level 2. With the student “living room” one level down and student services one level up, Level 2 becomes the connector—to the building itself and to the wider Auraria Campus. Programmatically, this connection is made through food.

Rather than the existing dark, enclosed food court, the new marché style food hall features small, visually open, and highly permeable venues that serve as 360-degree activators. They connect as much to the “living room” below as to Larimer Street and 9th Street beyond.

The former mall’s opaque exteriors, remnants of the Tivoli’s partial 1994 transition into a student union, are replaced with windows, creating sightlines that draw people in, foster ongoing activation, and make Level 2 a vibrant mixing zone where students connect with the broader campus and city.

The food hall also introduces extensive indoor and outdoor seating (with numerous terrace doors) that support social visibility, casual gathering, or simply stepping outside for sunshine or snow.

KEEP IT AFFORDABLE

None of these program goals work if the reimagined Tivoli becomes financially inaccessible. Maintaining a clear-eyed focus on cost management and affordability is essential from programming through conceptual design and ultimately into the complete student union. In addition, this FPP intentionally created a project that can be funded without an increase the current student fee.

3.3 CONCEPT DESIGN

*The Tivoli's **building systems are all at the end of their useful lives** and need replacement.*

*The Facility Program Plan recognizes that instead of ripping the Tivoli apart without improving the student experience, there is the **opportunity to solve decades old issues** by moving walls out of the way, organizing things better, and putting **the student experience first.***





THE FACILITIES PROGRAM PLAN AT A GLANCE

- Addresses all improvements identified for this project
- Maintains the Tivoli's overall size in terms of square footage
- Doubles seating to over 1,200 seats
- Increases student organization space by 50%
- Increases student services space by 25%
- Makes clear home for student life centered on the **Wintergarden Atrium** and Level 1
- Shifts food and beverage to the second level to activate Larimer Street and the campus with the Larimer Commons
- Recapitalizes existing mechanical systems
- All elements from the 2025 Capital Renewal request are fully incorporated into this Program Plan and are now being requested through the State Construction funding.
- **All-in project budget is \$85 million**
- Construction budget of \$57 million



The Tivoli Along Larimer Street Today

3.31 SITE NARRATIVE

The experience of the Tivoli starts the minute one sees it, whether from the east side of the Tivoli Quad or the far end of one of the west side parking lots. The 2024 Auraria Campus Framework Plan recognizes this, and furthermore begins to draw a direct programming and physical relationship between the Auraria Library and the Tivoli. These two building typologies are often at the experiential heart of an academic campus, the library being a place students go to study (but which might bend toward the social), and the student union being a place students go to be social (but which might bend toward study).

The Framework Plan suggests replacing the adjacent and aging Plaza Buildings with a mixed-use facility that features a pass-through portal framing this connection between the library

and the union. This further underscores the dominance of the Tivoli’s edge along Larimer.

So, while the Tivoli Student Union occupies a central position within the Auraria Campus and has no official “back-side”, its four distinct edges have different relationships to campus



Tivoli & Tivoli Commons called out in the Framework Plan



A Reimagined Tivoli and Larimer Street

circulation, history, student life, and prominence. Strengthening the Tivoli’s relationship to the surrounding public realm, including clearer entry hierarchy, modernized accessibility, improved wayfinding, and better differentiation between public-facing and operational zones, is essential to creating a more welcoming and legible campus environment. The Quad side with the Tower flanked by some of the Tivoli’s wings looks like the dominant facade (it is ceremonially), but it is the Larimer Street side that features in a student’s daily experience of the Tivoli. Due to this, prioritizing improvements to the Larimer Street edge will have the most impact for students and the Tivoli’s connection to the rest of campus.

The site strategy focuses on strengthening the experiential and operational performance of these key facades through placemaking interventions that improve arrival experience, comfort, and campus connectivity. Landscape enhancements such as tree arcades, shaded seating areas, and a balanced mix

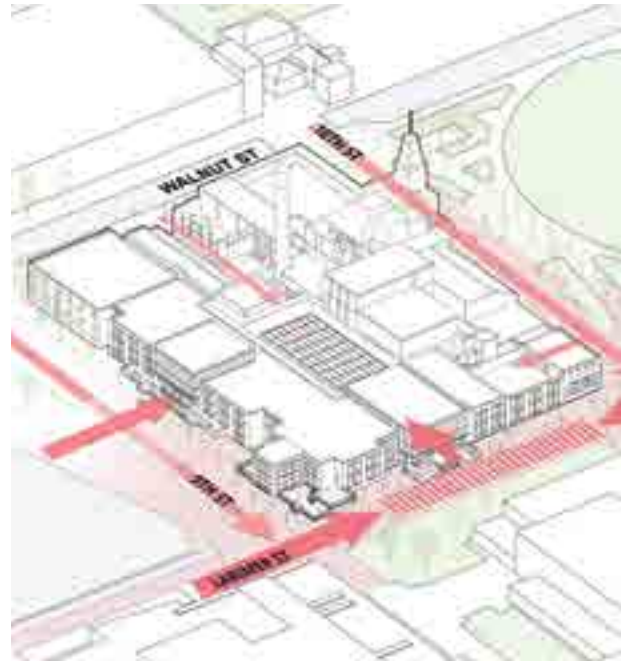
of hardscape (terraces, walkways, and streetscapes) and planting can help soften building edges, introduce human scale, and create environments where students naturally gather rather than simply pass through.

Activating the perimeter also supports the needs of Auraria’s largely commuter student population by providing comfortable outdoor spaces for informal study, social interaction, and respite between classes under the sunny Coloradan sky. As reinvestment progresses, the site should be understood as an extension of the student union experience, reinforcing campus identity while providing accessible, welcoming outdoor environments that complement interior building improvements. By reinforcing Tivoli’s edges as destinations rather than transitional zones, the campus can extend student life beyond the building envelope while strengthening Tivoli’s role as the shared heart of an urban campus.



BE INTENTIONAL ABOUT THE PERIMETER

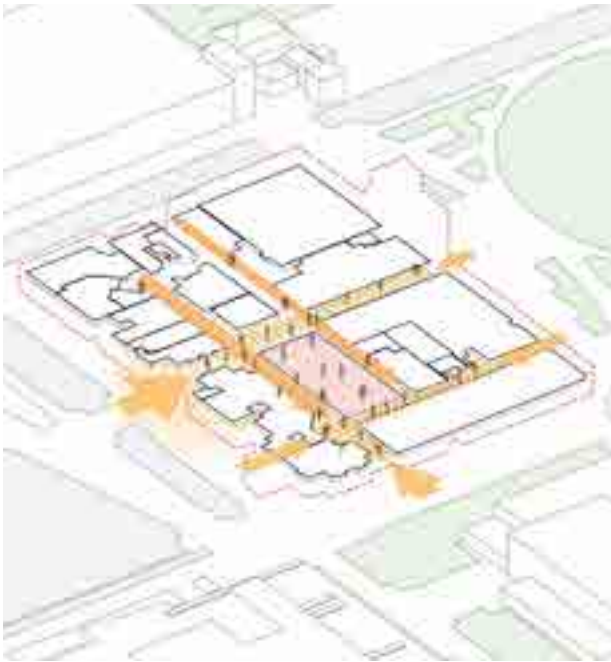
Presently the perimeter of the Tivoli responds to whatever needs happen to be proximate, whether pedestrian entry points, mechanical needs, or servicing. Rationalizing the perimeter with three clear public edges on the Quad, Larimer, and 9th Street allows for targeted landscape upgrades such as additional trees for shade, comfortable seating, durable paving, improved lighting, and clearer entry cues. It also provides the chance to create meaningful terraces and plazas with intentional outdoor furnishings that don't feel residual. Together these create a welcoming place for students to pause, gather, and connect rather than simply pass through.



CREATE CLEAR ENTRY POINTS

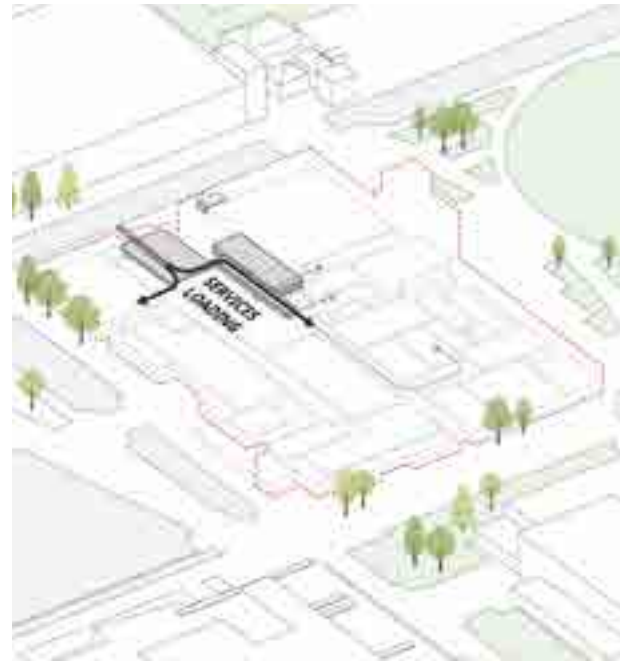
The main visual entries of the Tivoli don't actually align with the entries most used. This has implications beyond confusing casual visitors. There should be one main and obvious entry on each of the three main facades. These entries should be obvious both facing the Tivoli and in looking down its length. This means introducing elements such as marquees or architectural bump-outs that help people know where to enter when looking south along 9th Street from near the Tivoli Garage, or in making a strong entry point that recognizes the primacy of the Larimer Street edge.

Additionally, the Tivoli Quad side's main entry is the entry near the Turnhalle and the Tivoli's southeast corner, not the Tivoli Tower entrance which appears more prominent and leads to confusion. Respect of the Tivoli's historic character precludes a major architectural intervention at this spot. Large-format signage can be introduced so that the primacy of this entrance is apparent from across the Quad.



CONNECT ENTRY & PROGRAMMING

Even before one steps through doors and into the Tivoli, it should be obvious what one will find. This means adding windows so that internal programming and activity is evident from the outside. And upon entry, there should be long sightlines of 100 feet or more into the facility, as well as views up and down so that circulation and wayfinding is intuitive. This strategy is achievable because it builds on having only one main entry per building edge.



CENTRALIZE BACK-OF-HOUSE FUNCTIONS

Back-of-house functions at Tivoli are currently fragmented, with deliveries, waste handling, and service activities occurring along multiple building edges. In coordination with the Facilities team, the plan consolidates primary delivery operations along Walnut Street while maintaining the existing ramp through the alley. A secondary loading and receiving function is introduced at the 9th Street lower-level entry to support operational flexibility. Smaller waste handling will remain along Walnut, while larger bins are removed from prominent facades to improve the public realm. Freight deliveries along 10th Street are proposed to occur during off-peak hours, reducing conflicts with pedestrian activity while improving operational clarity and efficiency.

3.32 ARCHITECTURAL NARRATIVE

*The Tivoli as a student union has always been as much a **legacy of its past lives** as it has been about the lives of the students it serves today. There is value to be found in that recognition. **It informs what to physically carry into the future and what to shed.***

With project drivers to replace building systems and improve programmatic themes that put students first, it's clear that the new construction, renovations, and mechanical investments of 1984, 1994, 2003, and 2014 never positioned the Tivoli as a true student union.

The architectural legacy of the Tivoli's brewery past gives it character, makes it a place that's exciting for students to explore and find their favorite spot to connect with friends, work on a project, or take in a view. No amount of money can replicate the Tivoli's first 100 years of character.

The 1984 mall addition, however, has a completely different value—a more modern structural system that will allow for flexibility. Recognizing this value, and understanding that this is the extent of its value, helps to prioritize how Tivoli reimagined can have the most impact.

The following concepts were generated by students, faculty and staff as part of outreach during the 2026 Tivoli Program Plan and the prior 2021 Tivoli Reimagines Feasibility Study. These collectively come together to ensure that the Tivoli is a cherished place and elevates the student experience.





“

No amount of money can replicate the Tivoli's first 100 years of character.





WINTERGARDEN ATRIUM AS THE ORGANIZER

Building on the 2021 Feasibility Study’s “wintergarden” concept, the FPP proposes opening the heart of the Tivoli with an atrium nearly three times the size of the existing one.

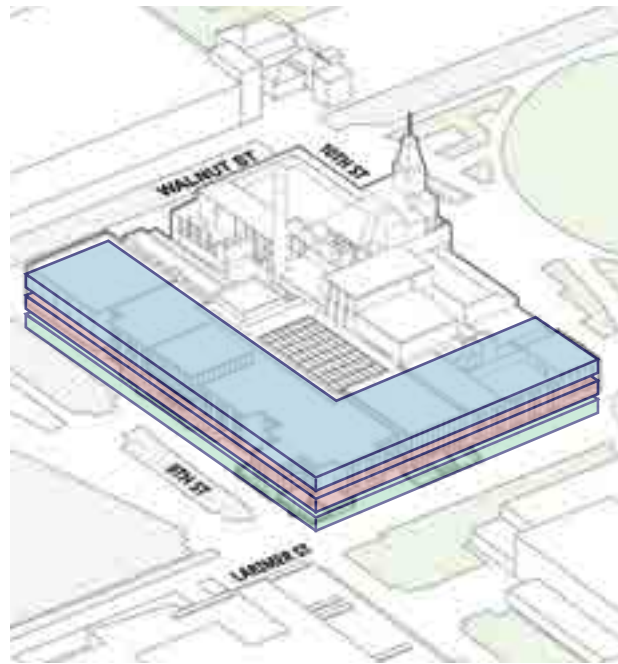
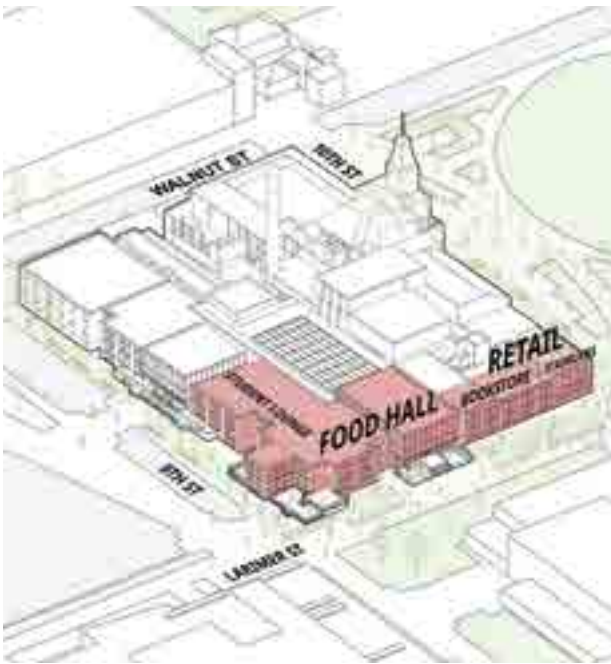
Most importantly, it highlights the pre 1984 historic buildings, eliminates much of the building’s maze like circulation by shifting pathways to the atrium perimeter, and creates 100 to 200 foot sightlines through the center of the Tivoli. These extended views are essential. Students entering Level 2 from 9th Street or Larimer travel only 70 to 100 feet before reaching the atrium, where natural light draws them in. From this vantage point, they can easily look up, down, and across the building—quickly identifying services and intuitive paths of travel.

The atrium also enhances mutual awareness among the Tivoli’s many functions and student groups, while still maintaining distinct zones organized by floor.



DAYLIGHT ACROSS THE TIVOLI: GET RID OF THE FORMER MALL’S WALLS

Limited daylight was one of the most consistent concerns voiced by building occupants and students, particularly within the heavily trafficked 1984 addition, where blocked windows and mall-like interiors create dim, inward-facing spaces. Expanding the central skylight will introduce daylight deep into the building core, while reopening non-historic perimeter walls allows new windows to improve visibility and comfort. Additional entry-focused architectural interventions along Larimer and 9th Street further enhance light and orientation. These entry projections prioritize transparency, expand student programming space, and help accentuate the building entries. Access to daylight supports well-being, focus, and belonging, while windowless environments can feel discouraging, particularly in a building dedicated to student life. Increased natural light also improves perception of safety by enhancing visibility, openness, and passive oversight. These improvements help transform Tivoli into a brighter, healthier environment that better reflects its role as the campus’s primary shared gathering place.



LARIMER STREET AS THE ACTIVATOR

Imagine a campus-focused interpretation of the energy and vibrancy found at Denver’s beloved historic Larimer Square, just three blocks east of Tivoli. Much like Larimer Square, Tivoli possesses a distinctive architectural character that lends itself naturally to placemaking and street activation. Given that Larimer Street already functions as one of the most heavily trafficked pedestrian corridors on campus, it presents an ideal opportunity to serve as Tivoli’s primary campus storefront.

Activating this edge with the bookstore, café, food court access, and other retail and food-and-beverage uses would allow these spaces to extend outward into the public realm. Thoughtful entries, seating, and storefronts with modest stoop-like transitions could create a more intimate street experience, supporting everyday students, staff, and faculty needs while encouraging lingering, connection, and campus vitality.

LOGICALLY ORGANIZE THE TIVOLI’S PROGRAMMING

One of the most persistent challenges identified through stakeholder interviews and building observations is the fragmented distribution of student serving services across Tivoli’s multiple floors and interconnected building segments.

The FPP addresses these issues through a deliberate clustering strategy that organizes similar functions together while prioritizing intuitive access to student-facing services. The first three floors follow a clear hierarchy: the first floor supports peer connection and informal student life; the second floor focuses on engagement with the broader campus community through shared amenities and services; and the third floor consolidates institutional offices where students connect directly with their respective colleges, simplifying navigation and strengthening identity.

Beyond improving the student experience, clustering also enhances operational efficiency and workplace morale by enabling offices to share higher quality common amenities and reducing redundant support spaces.



IMPROVE VISUAL & PHYSICAL ACCESSIBILITY

Improving physical and visual accessibility is a core goal of the Tivoli reinvestment. Years of incremental changes have created complex circulation, inconsistent vertical connections, and limited sightlines that make navigation difficult for students, staff, and visitors. Hidden corridors, unclear vertical circulation, and a lack of intuitive cues further complicate wayfinding. Two moves have outsized impact in achieving visual and physical accessibility:

- The Wintergarden Atrium's larger size makes almost all of the heart of the Tivoli visually accessible from almost anywhere in this one space. It is easy for a person to point out where someone should go, and for that person to easily discern the appropriate path of travel.
- The reason this is easy is the second move—the introduction of a new elevator and all-gender restroom facility immediately adjacent to the Wintergarden Atrium and highly visible from almost all of the Tivoli's main entry points. Previous accessibility challenges have been removed and now utilize ramping and a new elevator.



LEVERAGE FLOOR LEVEL CHANGE AS SOCIAL THRESHOLDS

The Wintergarden Atrium visually connects the Tivoli's three primary floor levels and intentional program clustering helps improve wayfinding and efficiency. There are, however, advantages to creating subtle transitions between these otherwise unified blocks.

Physically moving between floor levels can subtly shift student expectations on who they can expect to encounter in space, behavior, and sense of privacy. This should be leveraged to help make the Tivoli's three levels distinctive destinations.



PLAN FOR LONG-TERM FLEXIBILITY

Given the Tivoli's historic complexity, evolving institutional needs, and the changing nature of student life, long term flexibility is a core principle of the Facility Program Plan. The aim is not only to solve today's challenges but to create an adaptable framework that can respond to future enrollment shifts, program growth, student expectations, and technological change.

This is achieved through several space strategies:

- Eliminating the still existing demising walls from former mall's stores
- Introducing parallel front-of-house and internal private circulation routes
- Clustering front-door student service reception functions at spots that connect the two parallel circulations, allowing for space to be reallocated as needed without undue renovation



STREAMLINE OPERATIONS

Decades of incremental changes across the Tivoli's 14 buildings has created significant operational complexity. Dispersed support spaces, inconsistent service access, and fragmented back of house functions increase maintenance demands, complicate logistics, and divert resources from student focused improvements.

The proposed strategy consolidates service zones, clarifies back of house access, and eliminates duplication of storage, break areas, and equipment rooms. Better organized delivery, waste, and facilities routes reduce conflicts with student circulation and support safer, more efficient operations.

Ultimately, greater operational efficiency improves building reliability and minimizes disruptions, allowing resources to shift toward programming and amenities that directly support student success.



STUDENTS CONNECTING
WITH STUDENTS



STUDENTS CONNECTING
WITH COMMUNITY



STUDENTS CONNECTING
WITH INSTITUTIONS

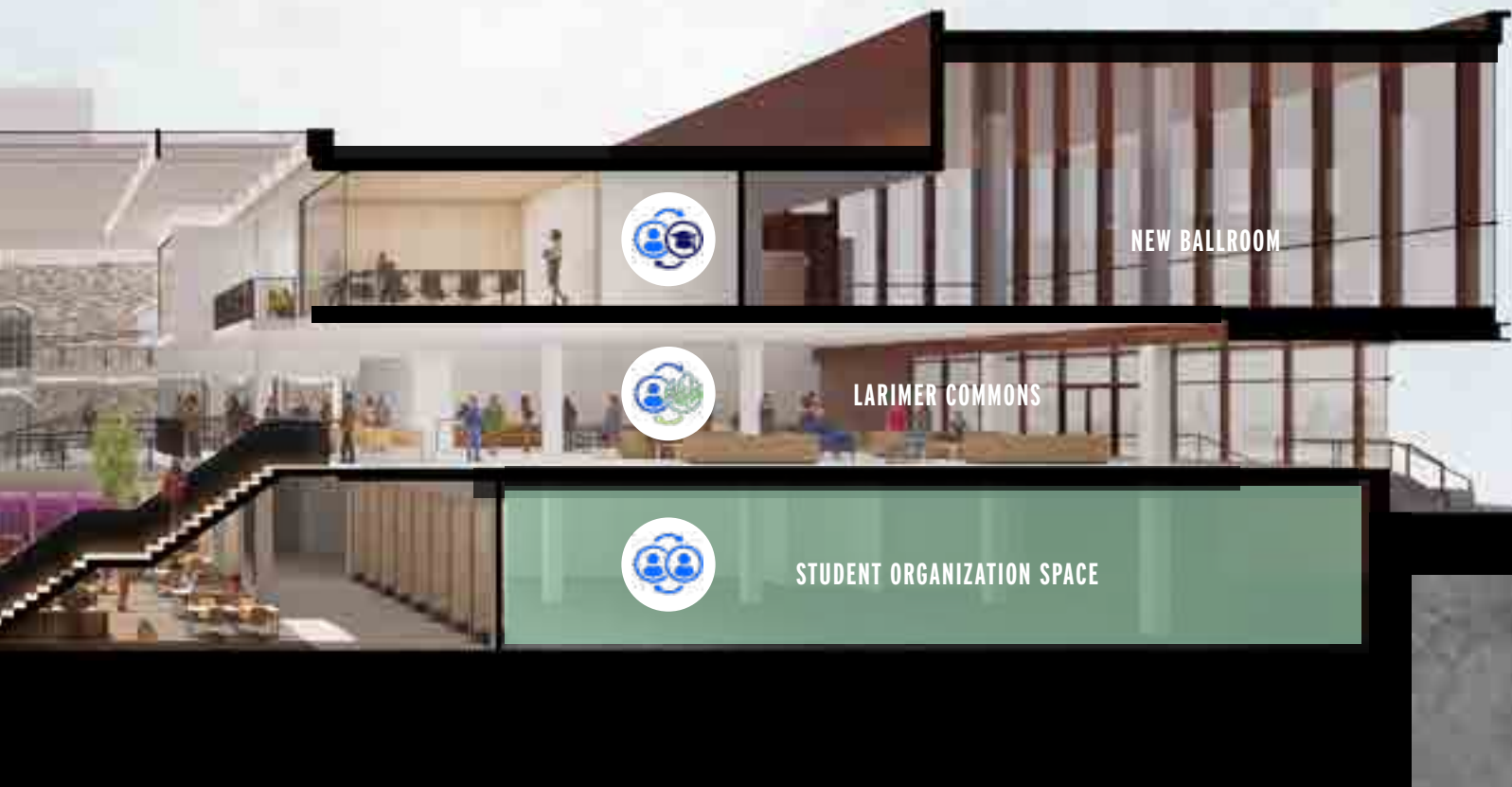


WINTERGARDEN ATRIUM

Cross-section Through Wintergarden Atrium

LEVEL 1: STUDENTS CONNECTING WITH STUDENTS

- Significantly more student social space
- Study nooks and group study rooms
- Space to co-locate almost all student organizations for the first time
- Expanded food pantries and food preparation
- More daylight
- Easy to find modern elevators, restrooms, and wellness rooms

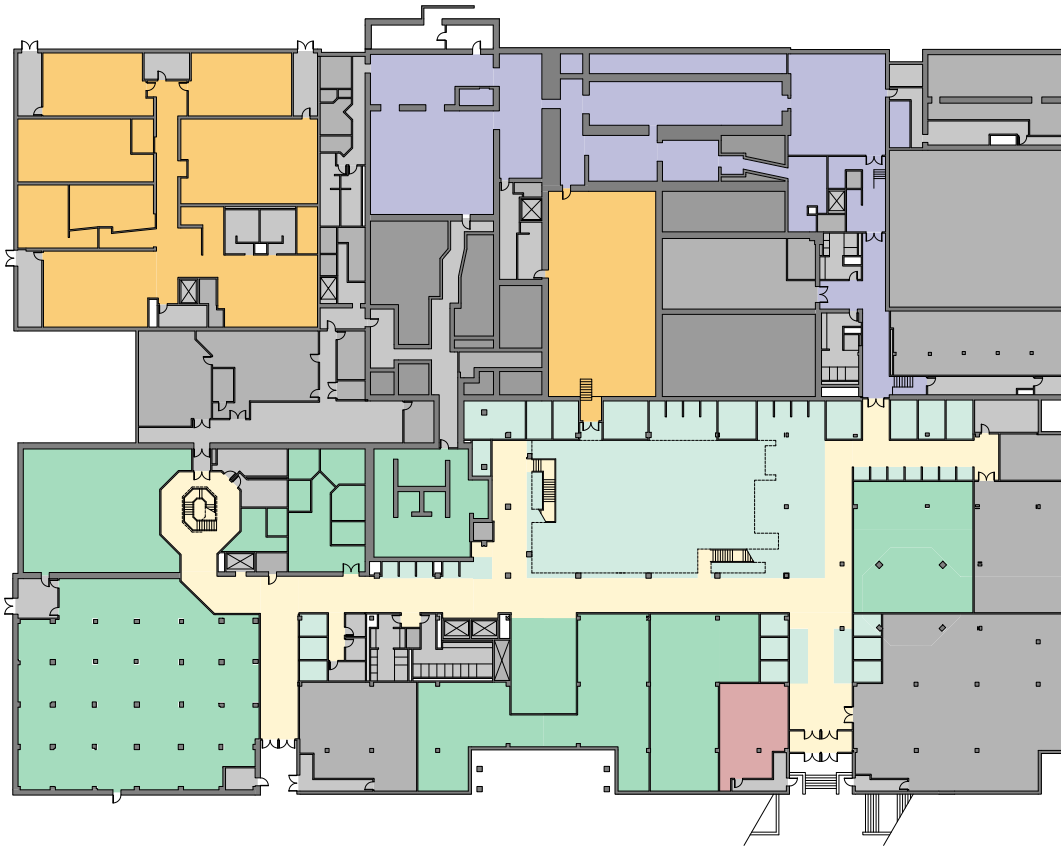


LEVEL 2: STUDENTS CONNECTING WITH COMMUNITY

- New retail and food and beverage activation concentrated along Larimer Street.
- Modernized gathering spaces
- New bathrooms, including additional all-gender and wellness options
- Visual connection to/from campus
- Easy to find modern elevators, restrooms, and wellness rooms

LEVEL 3: STUDENTS CONNECTING WITH INSTITUTIONS

- Highly visible, easy to find co-located institutional student services
- More efficient space usage
- Improved event spaces
- Easy to find modern elevators, restrooms, and wellness rooms



Level 1 Concept Design

LEVEL 1: STUDENTS CONNECTING WITH STUDENTS

The first floor is intentionally organized as the Tivoli’s primary student-to-student connection level, focused on student use, student organizations, peer interaction at multiple scales, and everyday campus life. A large student lounge anchored beneath the daylight-filled atrium—the **Wintergarden Atrium**—is the central gathering space and “**living room**” for students. It supports informal study, socializing, and respite between classes. It is a flexible, hackable space.

Beyond student governance and student organizations, Level 1 is where students offer support for other students with basic-needs resources. Food pantries, a shared kitchen, refrigerator lockers, and areas to warm up home-packed meals provide practical daily support for Auraria’s largely commuter student population. These amenities reflect strong student feedback emphasizing convenience, affordability, and the

need for comfortable places to pause between commitments.

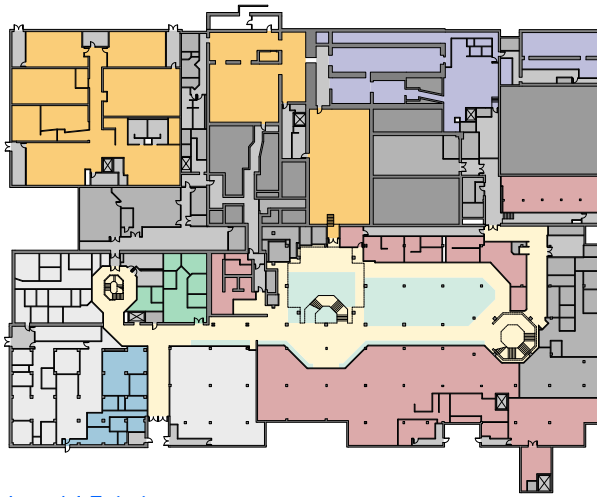
Additional student-focused amenities include study nooks, small meeting rooms for group work, game rooms, and quiet meditation and reflection rooms. There are also spaces for student organizations to meet and hold events.

One of the campus’s largest student organizations, the Auraria Sustainable Campus Program is located in the northwest corner of the level where it benefits from improved visibility, easier public engagement, and a dedicated storefront entrance from 10th Street. Its proximity to the delivery ramp significantly improves storage access and operational efficiency compared with its current Level 3 location.

Overall, the first floor becomes a highly accessible, student-centered environment designed to strengthen connection, belonging, and day-to-day campus life.



Wintergarden Atrium from Level 1

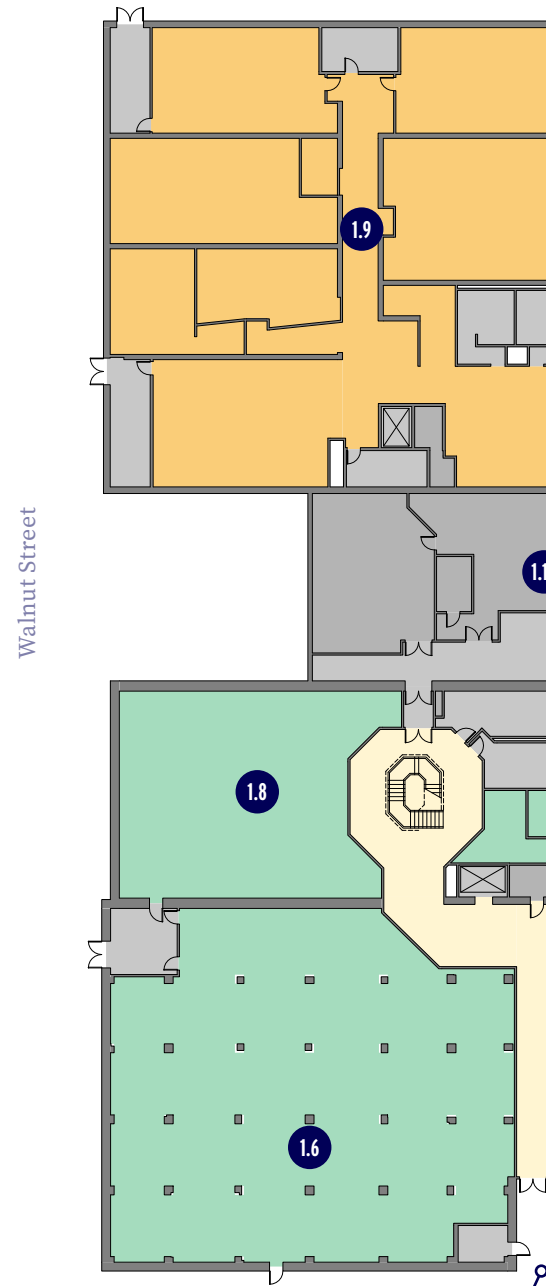


Level 1 Existing

- 1.1 Tivoli Winter Garden
- 1.2 Open Lounge Seating
- 1.3 Group Study Seating
- 1.4 Quiet Lounge Seating
- 1.5 Food Service Venue
- 1.6 Student Org Space
- 1.7 Student Pantries & Kitchen
- 1.8 Army/Navy Recruitment Center
- 1.9 CU-D Film & Television
- 1.10 MSU-D Beer Lab
- 1.11 Turnceller
- 1.12 Custodial Operations
- 1.13 Central Loading
- 1.14 F&B Storage
- 1.15 Tenant Storage
- 1.16 Mechanical

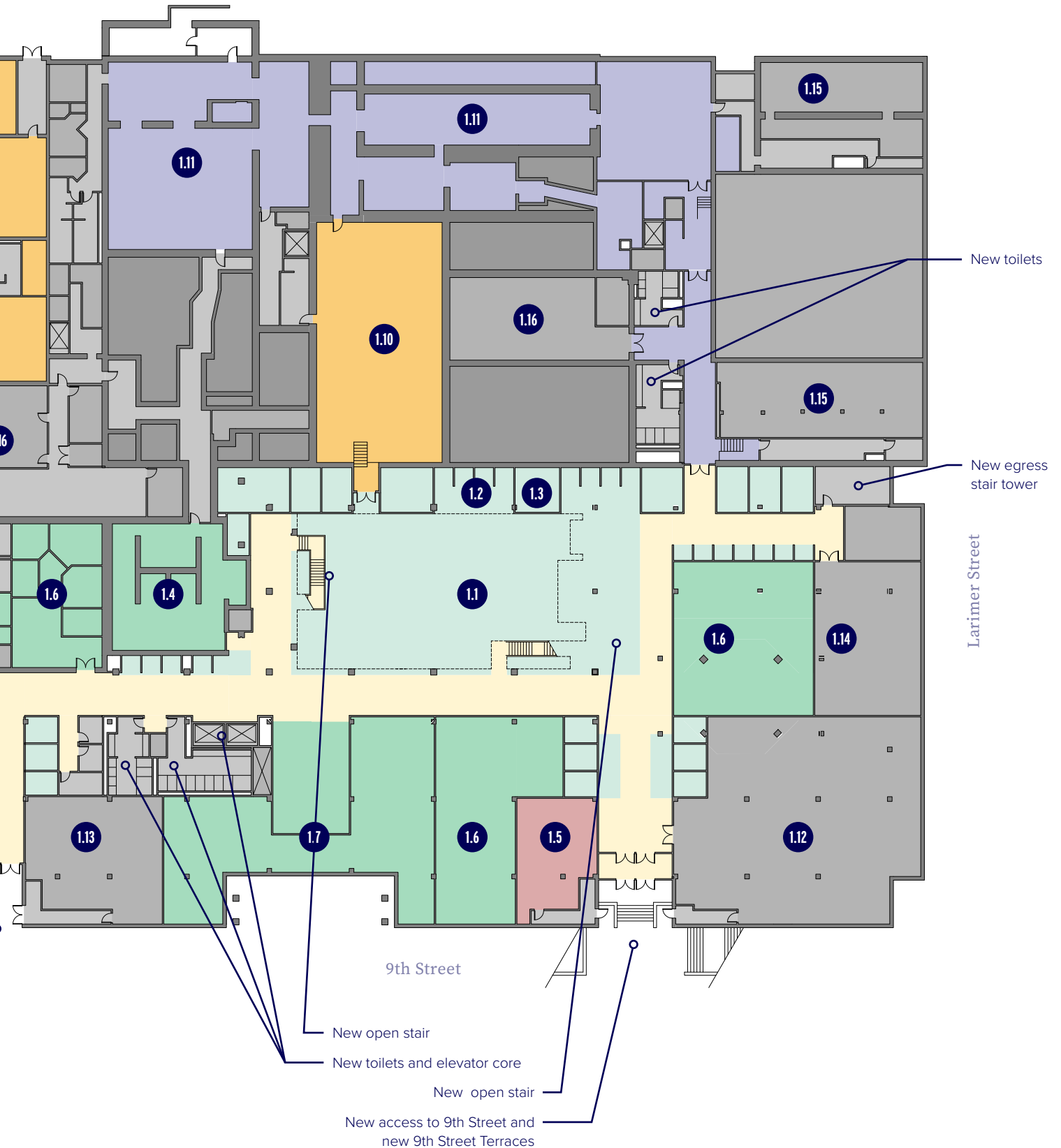
- Circulation
- Academics
- Student Services
- Seating
- Student Orgs
- Food & Beverage / Retail
- Meeting / Events
- AHEC Functions
- Building Service
- Unleased Retail Space

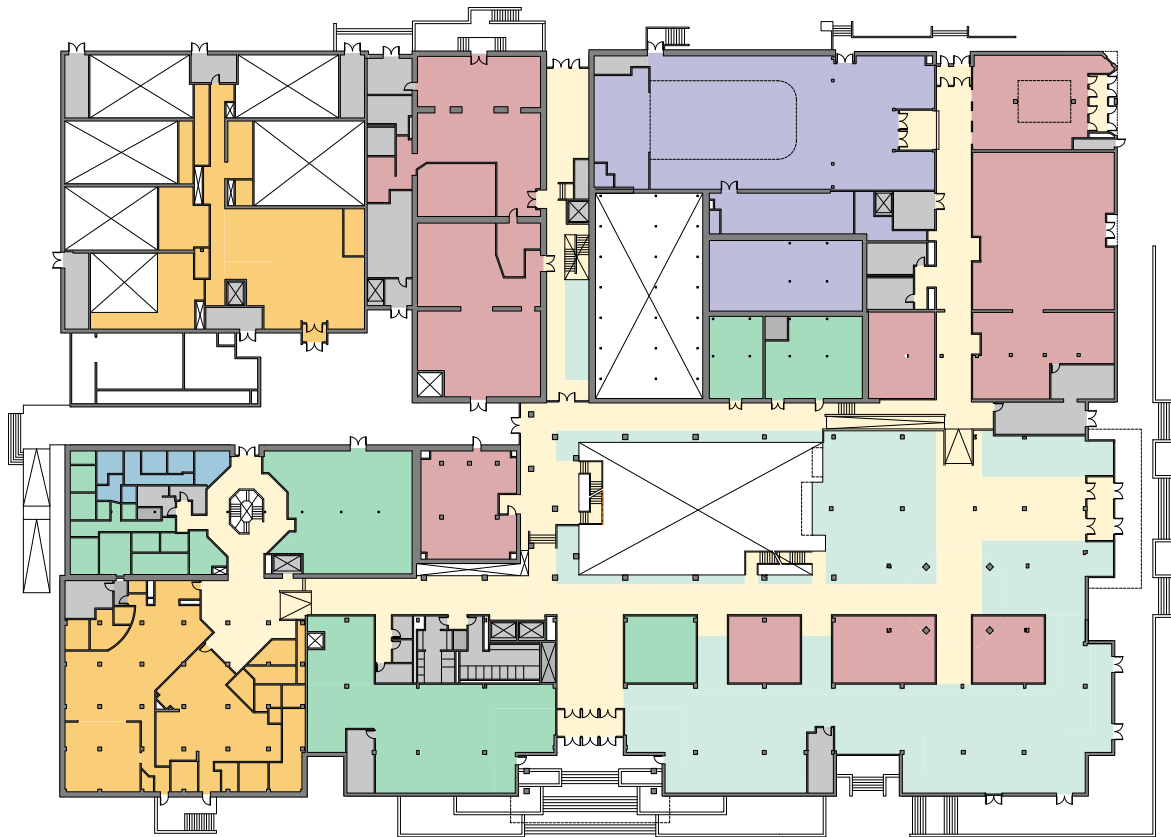
Level 1 Concept Design



New loading / servicing area

10th Street / Tivoli Quad





Level 2 Concept Design

LEVEL 2: STUDENTS CONNECTING WITH COMMUNITY

The second level is the Tivoli’s primary arrival and main public floor, serving as the central interface between the building’s programs, student organizations, support services, and the broader campus community. Students access key daily services here—retail, food, and essential campus functions—in a setting that is open, welcoming, filled with natural light, and clearly public in character.

Primary entrances along Larimer Street and 9th Street align with established circulation patterns, while the heavily used Tivoli Quad entries remain essential. Strengthened visibility, wayfinding, and arrival clarity make the approach to the building more intuitive.

Responding directly to student feedback, food and beverage offerings are consolidated into an active food hall—Larimer Walk—inspired by market style destinations. Extensive indoor and outdoor

seating encourages social engagement, studying, and chance encounters. Anchoring the corner of 9th and Larimer, it helps activate Larimer Street.

Retail opportunities expand as well, providing the practical, everyday amenities students have requested.

Student organization space on this level provides a place to hold meetings and events, a natural complement to Level 2’s role as a connector between students and the campus community.

A new kitchen supporting the Turnhalle improves operational efficiency and expands flexibility for campus events.

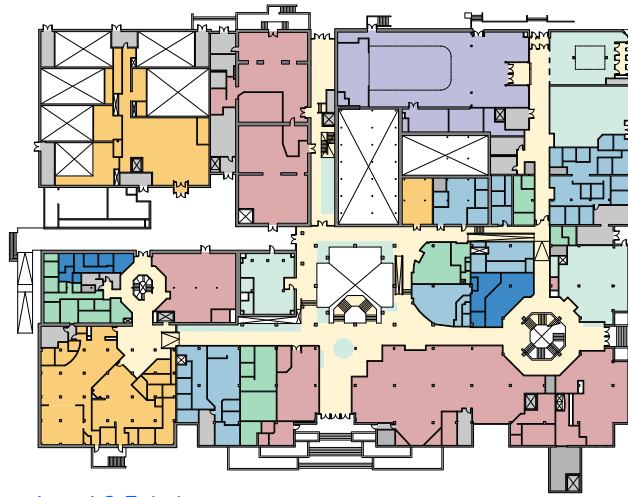
Overall, this level supports daily student life through clarity, accessibility, and activation—integrating services, dining, social connection, and informal academic activity while reinforcing the Tivoli’s role as a vibrant campus hub.



Cross-section of Wintergarden Atrium



New Coffee Shop at Tivoli's Southeast Corner

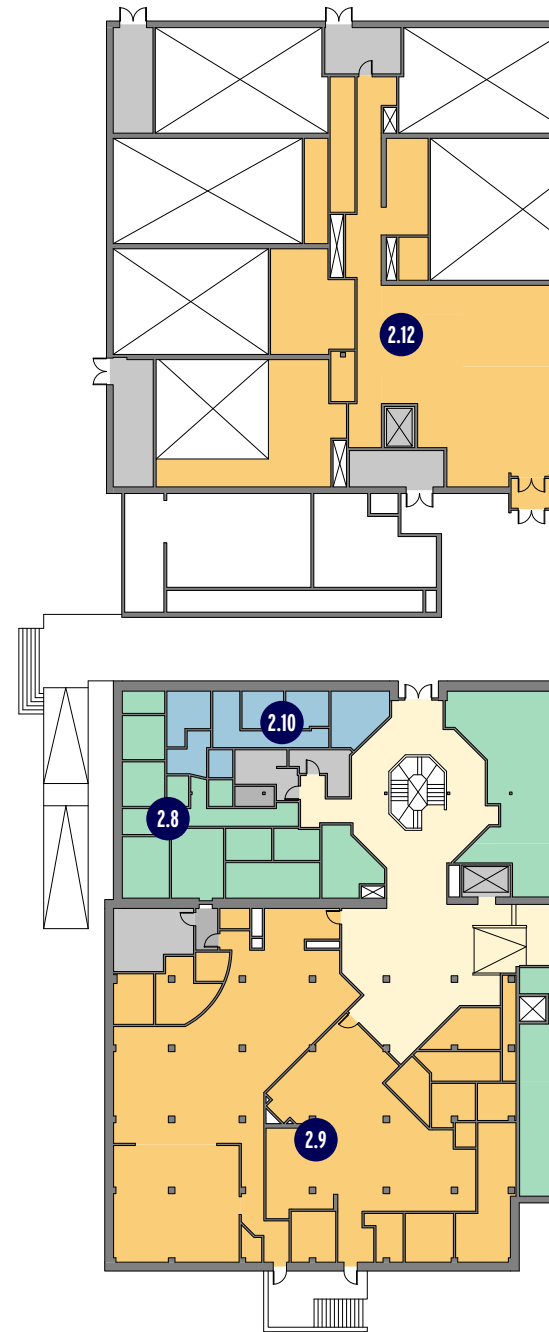


— Level 2 Existing

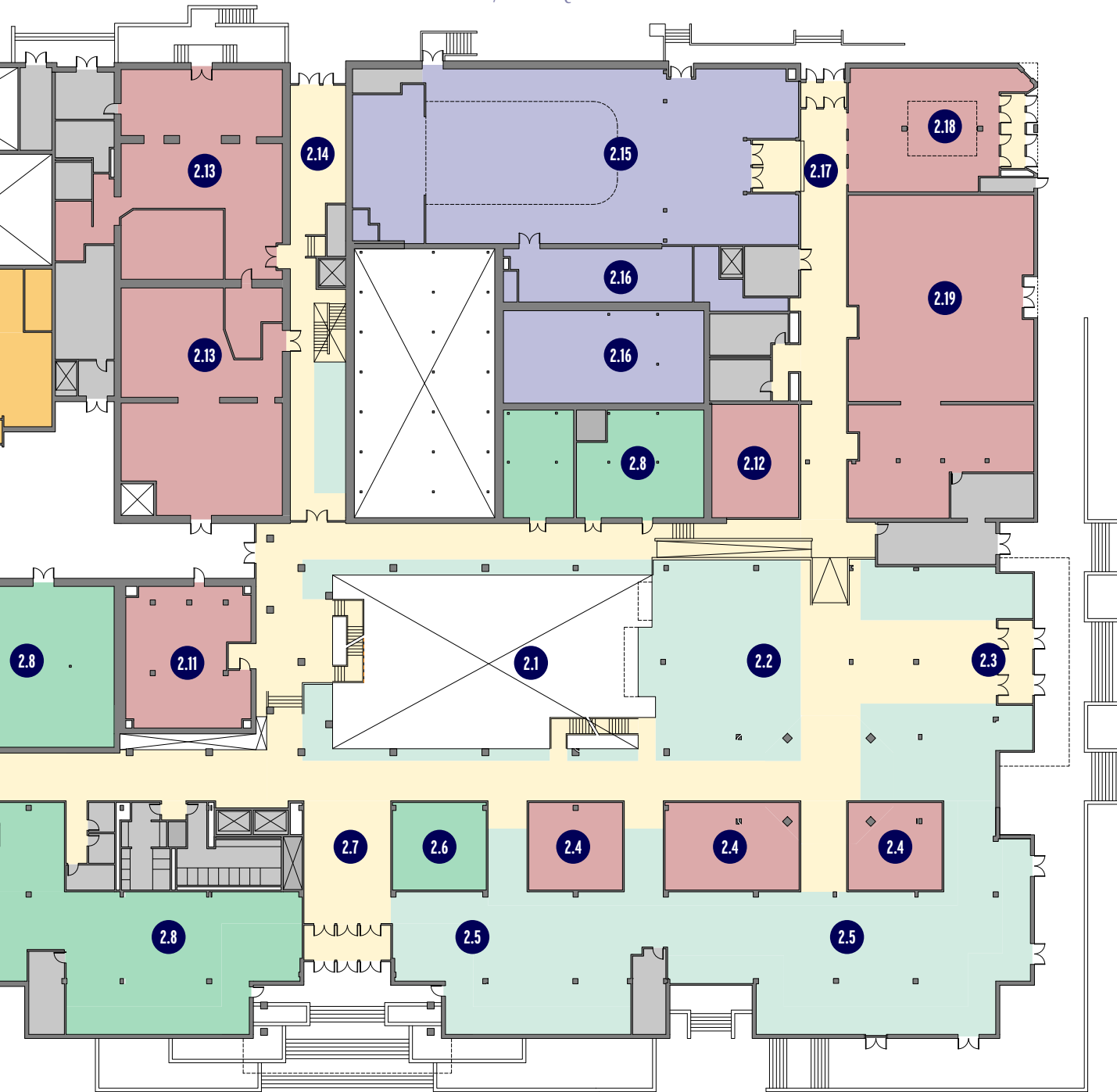
- 2.1 Tivoli Winter Garden
- 2.2 Open Lounge Seating
- 2.3 Larimer Street Lobby
- 2.4 Food Service Venue
- 2.5 Larimer Street Commons
- 2.6 Multicultural Lounge
- 2.7 9th Street Lobby
- 2.8 Student Org Space
- 2.9 MSU-D Computer Labs
- 2.10 Campus Safety
- 2.11 Retail Venue
- 2.12 CU-D Film & Television
- 2.13 Tivoli Brewing
- 2.14 Tower Lobby
- 2.15 Turnhalle
- 2.16 Turnhalle Kitchen
- 2.17 Turnhalle Lobby
- 2.18 Coffee Shop
- 2.19 Campus Bookstore

- Circulation
- Academics
- Student Services
- Seating
- Student Orgs
- Food & Beverage / Retail
- Meeting / Events
- AHEC Functions
- Building Service
- Unleased Retail Space

Level 2 Concept Design

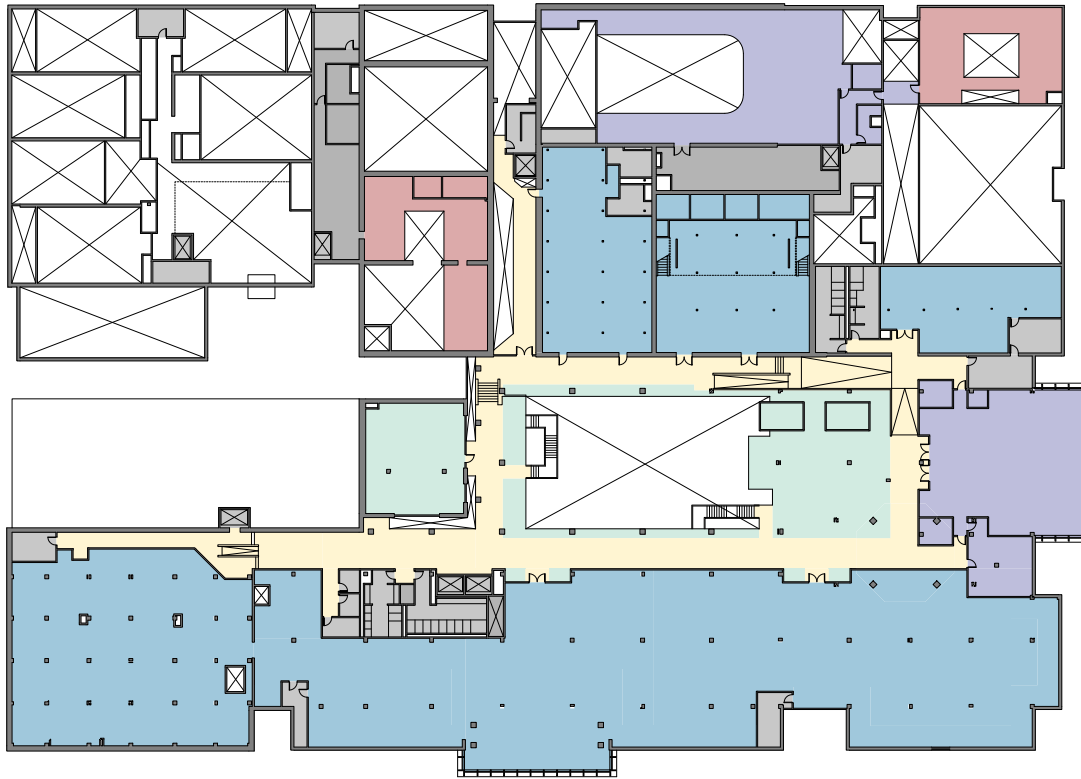


10th Street / Tivoli Quad



Larimer Street

9th Street



Level 3 Concept Design

LEVEL 3: STUDENTS CONNECTING WITH INSTITUTIONS

The third floor is organized as the primary level where students connect directly with their respective institutions and the wealth of student services they provide. Co-locating all of these services on Level 3 significantly simplifies wayfinding and allows students to more easily locate advising, counseling, and numerous support services without navigating multiple levels or disconnected areas.

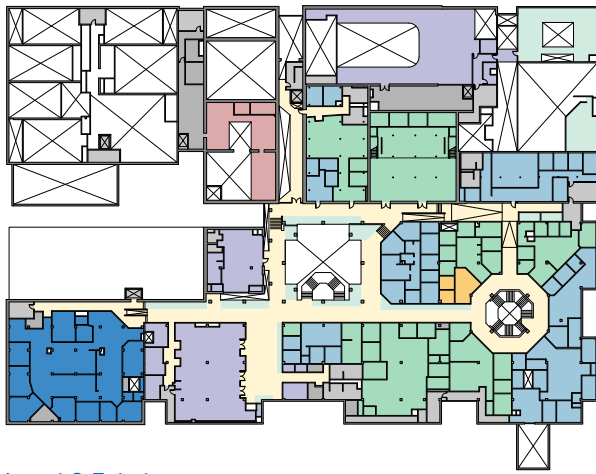
Additionally, Level 3 is further clustered into dedicated zones for CU Denver, MSU Denver, and Community College of Denver, creating clearer institutional identities while supporting shared resources such as meeting rooms, reception areas, and staff amenities. This approach improves day-to-day coordination between departments while providing students with a more intuitive and welcoming service environment.

This level also introduces a fully modernized ballroom and event venue designed as a state-of-the-art campus asset. Positioned to support academic programming, institutional events, and student activities, the upgraded space provides flexible column-free space, contemporary finishes, improved back-of-house support, enhanced technological capabilities, and a dramatic perch out over Larimer Street. Together with the consolidated student service functions, it reinforces Level 3 as both a hub for institutional connection and a major destination for campus-wide gatherings.

Overall, the reorganization creates a clearer, more functional environment that strengthens institutional collaboration while enhancing the student experience through accessibility, visibility, and high-quality shared space.



Wintergarden Atrium from Level 2

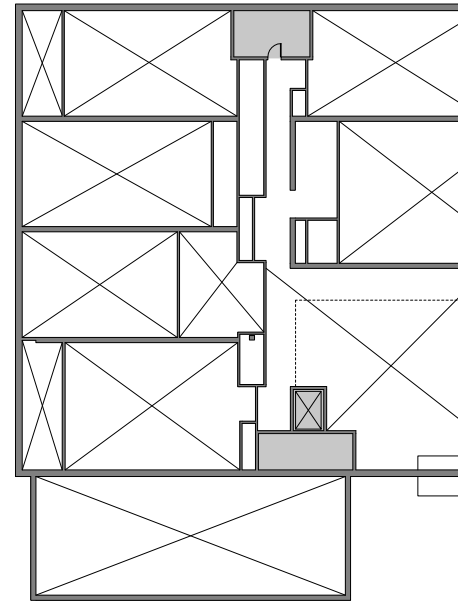


Level 3 Existing

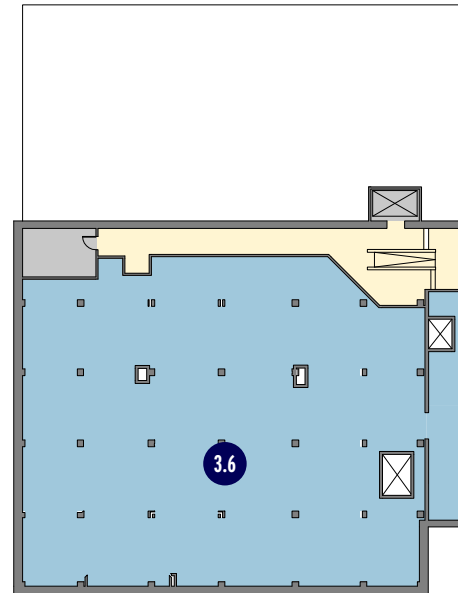
- 3.1 Tivoli Winter Garden Atrium
- 3.2 Open Lounge Seating / Ballroom Pre-function
- 3.3 Quiet Lounge Seating
- 3.4 Larimer Ballroom
- 3.5 Catering Support Space
- 3.6 Flexible Student Services Space (CCD / MSU-D / CU-D)
- 3.7 Tivoli Brewing Mezzanine
- 3.8 Turnhall Mezzanine
- 3.9 Coffee Shop Mezzanine
- 3.10 Storage

- Circulation
- Academics
- Student Services
- Seating
- Student Orgs
- Food & Beverage / Retail
- Meeting / Events
- AHEC Functions
- Building Service
- Unleased Retail Space

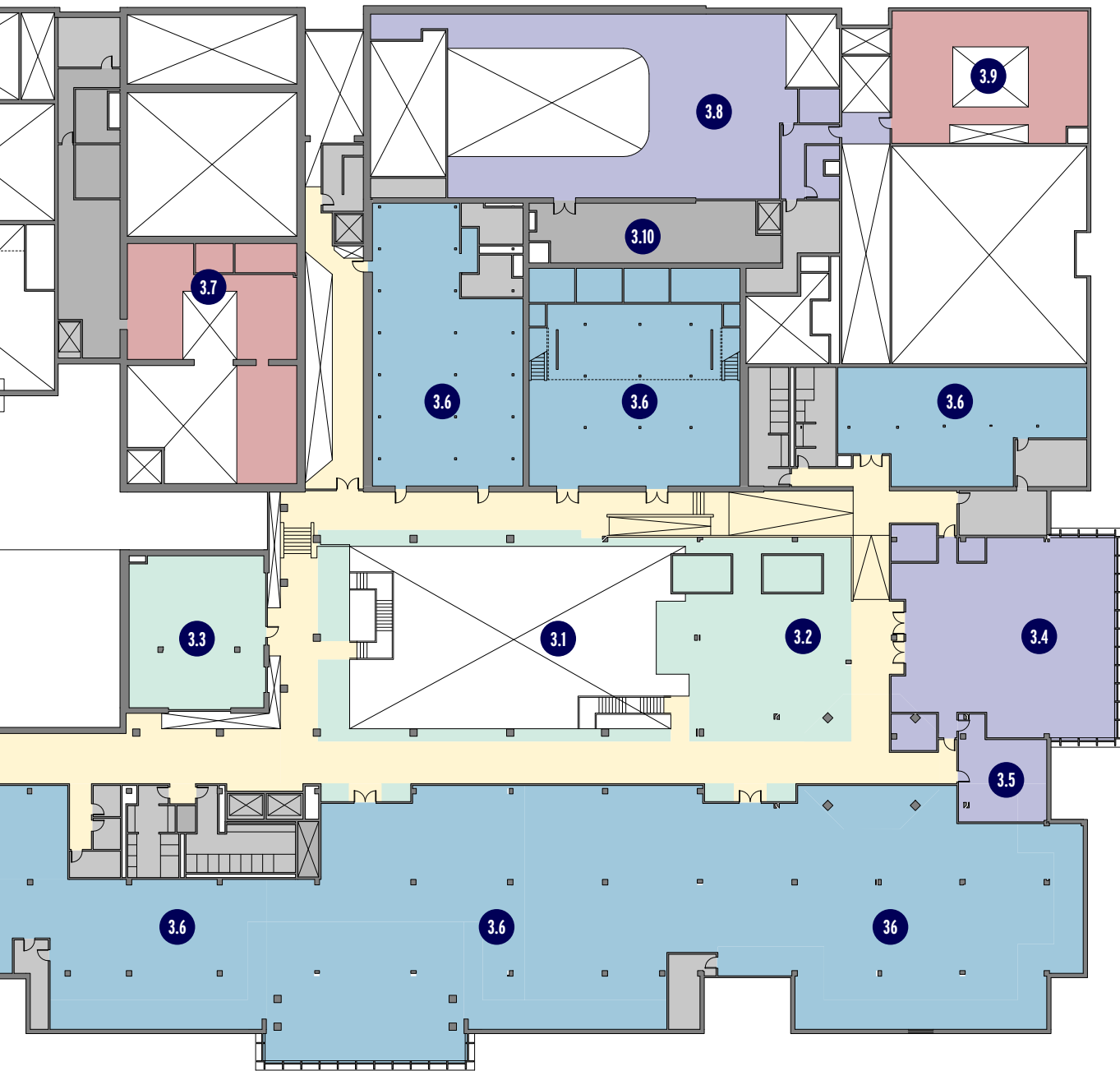
Level 3 Concept Design



Walnut Street



10th Street / Tivoli Quad



Larimer Street

9th Street

3.4 ENERGY & SUSTAINABILITY CRITERIA

The Tivoli project is targeting performance that exceeds industry standards for energy efficiency and embodied carbon reduction, with a focus on long-term operational savings, building resiliency, and alignment with campus climate commitments.

As a significant renovation, the project is required to comply with the Colorado High Performance Certification Program (HPCP), as administered by the Office of the State Architect. In alignment with HPCP requirements, the project is pursuing third-party certification through either the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) rating system, with a target of LEED Gold, reflecting the project team's intent to position Tivoli as a visible example of student-centered sustainability leadership on the Auraria Campus.

Sustainability is being approached as an integrated design strategy that balances environmental performance, durability, lifecycle cost, and occupant experience. The reuse of the existing structure is a primary sustainability benefit, preserving significant embodied carbon while extending the life of a central campus facility. Energy efficiency improvements will be informed by early energy modeling and are expected to include envelope enhancements, high-efficiency lighting, and advanced controls to reduce energy use relative to baseline code requirements. In support of these goals, the majority of existing mechanical air handling units (AHUs) and makeup air units (MAUs) will be replaced with new high-efficiency systems,

addressing aging equipment that has reached the end of its useful life while significantly improving overall building performance. Additional system efficiency improvements will be evaluated in coordination with campus standards and long-term operational goals, including opportunities for future on-site renewable energy integration, energy storage readiness, and water reuse strategies where feasible.

Material selection will emphasize durability, recycled content, and products with Environmental Product Declarations (EPDs) to reduce embodied carbon impacts. Interior environmental quality will be prioritized through increased access to daylight, improved indoor air quality, and the use of low-emitting materials, supporting health, comfort, and student success. Water-efficient fixtures and strategies to reduce potable water demand will be incorporated where feasible, with additional opportunities to support campus water stewardship goals through future greywater reuse and landscape-integrated stormwater strategies.



Food service and vendor areas will also be planned to support reusable dishware and waste-reduction strategies where operationally feasible, reinforcing campus goals related to composting, waste diversion, and circular resource use.

MODIFICATION TO TARGET CERTIFICATION GOAL

A modification to the target certification goal may be granted by the Department of Labor Affairs under the High Performance Certification Program. Given the project's aggressive budget, achieving LEED Gold may be challenging if certain mechanical, electrical, and plumbing system upgrades must be deferred to a future phase or if certification costs require tradeoffs with other high-impact improvements. If necessary, the project may pursue a modification to the HPCP policy while maintaining a strong commitment to measurable sustainability outcomes, while continuing to prioritize high-impact efficiency strategies that reduce lifecycle cost and support campus carbon-reduction objectives regardless of certification level achieved.

SUSTAINABLE SITES

SS - Light Pollution Reduction:

The intent of this credit is to reduce light pollution allowing an increase in access to the night sky, improve nighttime visibility and reduce the impact of artificial light for wildlife and people. It is our recommendation that Option 1: BUG Rating Method, be pursued to achieve this credit. The Tivoli falls under the Illuminating Engineering Society (IES) Model Lighting Ordinance Lighting Zone 3 category for areas with moderately high lighting levels. Exterior lighting design will need to meet BUG rating criteria listed in this credit.

WATER EFFICIENCY

WE – Indoor Water Use Reduction:

The intent of this credit is to reduce overall water usage throughout the building by installing low flow fixtures. All plumbing fixtures within the area of the renovation will be required to be replaced and meet the flow requirements identified in the proposed domestic water and waste sections of this report in order to meet the prerequisite and achieve LEED points for water efficiency.

AURARIA'S ASPIRATIONS

Sustainability on the Auraria Campus centers on reducing energy use, cutting greenhouse gas emissions, and upgrading building systems to support carbon-neutral goals. Priorities include improving infrastructure performance, adopting efficient technologies, and advancing responsible resource stewardship, while reducing long-term operating costs and improving building resiliency.

Water and waste targets focus on lowering potable water use, strengthening stormwater management, increasing composting, and expanding waste diversion. Landscape strategies aim to improve resilience and daily usability, including the use of climate-appropriate planting, permeable paving strategies, and outdoor environments that support both sustainability and student experience.

For the Tivoli, reinvestment should target higher energy efficiency, increased daylight, adaptable systems, and improved indoor/outdoor environments that support commuter students while advancing campus sustainability objectives, including preparing the facility for future solar integration and expanded resource-reuse strategies as part of long-term campus sustainability planning.



*Buildings are
52% of Auraria's
emissions.*

WE- Water Metering:

The intent of this credit is to give the owner feedback as to what is using the most water. Metering of water subsystems is the way to achieve these LEED points. A minimum of two submeters are required and can be installed on irrigation, domestic hot water, or other process water systems such as cooling tower or evaporative cooling water usage.

WE- Cooling Tower Water Use:

The intent of this credit is to minimize potable water consumption in cooling towers by improving the water efficiency and using alternative water sources when feasible. LEED credits can be achieved by analyzing cooling water quality and cycles of concentration. This credit would only be applicable if the chillers and associated cooling towers were replaced.

ENERGY & ATMOSPHERE**E&A – Fundamental and Enhanced Refrigerant Management:**

The intent of this credit is to protect the environment from ozone depletion and minimize direct and indirect greenhouse gas emissions. This prerequisite requires that refrigerants used on the project are not CFC based. The credit looks at the Ozone Depletion Potential (ODP) and the Global Warming Potential (GWP) of the refrigerants used to determine if the overall impact per ton to the environment will be under the established threshold.

E&A – Enhanced Commissioning:

The intent of this credit is that a third party is reviewing and providing a quality check on documentation throughout the design and construction process and that the building functions as intended both initially and a little less than a year out. The ultimate goal is for it to continue to function as intended for the lifetime of the system. This credit has two options. Option 1 allows additional commissioning services such that a commissioning agent is

brought into the project before the design development stage to review drawings, specifications and submittals and provide feedback. The commissioning agent is also to provide a review of the system 10 months after substantial completion and develop an ongoing commissioning plan. Option 2 involved envelope commissioning to review the envelope and confirm its intended performance.

E&A - Building-Level Energy Metering and Advanced Energy Metering:

The intent of the building level energy metering prerequisite and advanced energy meter credit is to support energy management and identify opportunities for energy savings by tracking building-level and system-level energy use.

New building meters will be provided at the new switchgear. Building meters will have a communication connection at the nearest telecommunication room to connect to the Auraria Campus Network.

Submetering will be provided to meet energy code and sustainability requirements. Electrical energy will be submetered by use categories: HVAC systems, interior lighting, exterior lighting, plug loads, process loads, building operations and miscellaneous loads, electric hot water heating for uses other than space conditioning, and any individual energy end uses that represent 10% or more of the total annual consumption of the building. Submetering system will record in 15 minute intervals, store data for at least 36 months, transmit data through a central data acquisition system and data must be remotely accessible. The submetering system will connect to a local area network, and will not connect to the Auraria Campus Network or building automation system.

E&A - Optimize Energy Performance:

The intent of this credit is increase energy performance to reduce energy consumption and reduce the harmful impact on the environment. The majority of this credit is achieved through increasing the energy performance of the HVAC systems above an established baseline. In

order to achieve meaningful points, mechanical energy strategies have to be implemented such as evaporative cooling and providing major equipment with improved energy performance. In addition, the lighting system can contribute to this credit by reducing the lighting power density and performing better than the energy code. This can be achieved by selecting high performing, efficacious luminaires throughout the project where possible. This credit has a big impact on LEED level achievement as it is where the most point can be achieved or a single credit.

INDOOR ENVIRONMENTAL QUALITY

IEQ – Minimum and Enhanced Indoor Air Quality:

The intent of this credit is to protect and enhance occupant health, comfort and well-being by improving the indoor air quality during design, construction and occupancy. This prerequisite and subsequent credit ensures that the code required outside air flows are being provided to the building and monitored by outside airflow monitoring stations, the demand control ventilation is implemented, MERV 13 filtration is provided, and CO2 sensors are installed where required. Additionally, all spaces with hazardous gases or chemicals (including Janitor closets) are exhausted and negatively pressurized with self-closing doors.

IEQ –Indoor Air Quality Assessment:

The intent of this credit is to have better indoor air quality after directly following construction. This credit involves flushing and testing the building once the new systems have been installed to remove any potential VOCs and smells from the construction process before the building is occupied.

IEQ - Interior Lighting:

The intent of this credit is to promote occupants' productivity, comfort and well-being by providing high quality lighting design and controls. It is our recommendation that Option 1: Lighting Control, be pursued to achieve this credit. A minimum of 90% of individual occupant spaces will need to be provided with individual lighting

control that allow the occupants to control lighting levels to meeting their individual tasks and preferences. This can be achieved by providing dimming control or scene control (on, off and midlevel). All multi-occupant spaces will need to be provided with local lighting control that allow the occupants to adjust the lighting to meet group needs and preference. This can be achieved by providing dimming control or scene control (on, off and midlevel). In conference rooms and presentation spaces, the lighting near or for the presentation wall must be controlled separately from the general lighting. Additionally, the lighting controls must be located in the same space as the controlled lighting allowing the occupant operating the controls to have direct line of sight to the lighting.

BEYOND ENERGY

Sustainability at Auraria and the Tivoli goes beyond standard energy and environmental criteria to look holistically and themes of human health and wellbeing, a core focus of the Tivoli. Aspects of the FPP, including the robust approach to addressing food insecurity is a major tie-in with student and campus goals.



3.5 REDEVELOPMENT SCOPE & SCHEDULE

PROJECT SCHEDULE

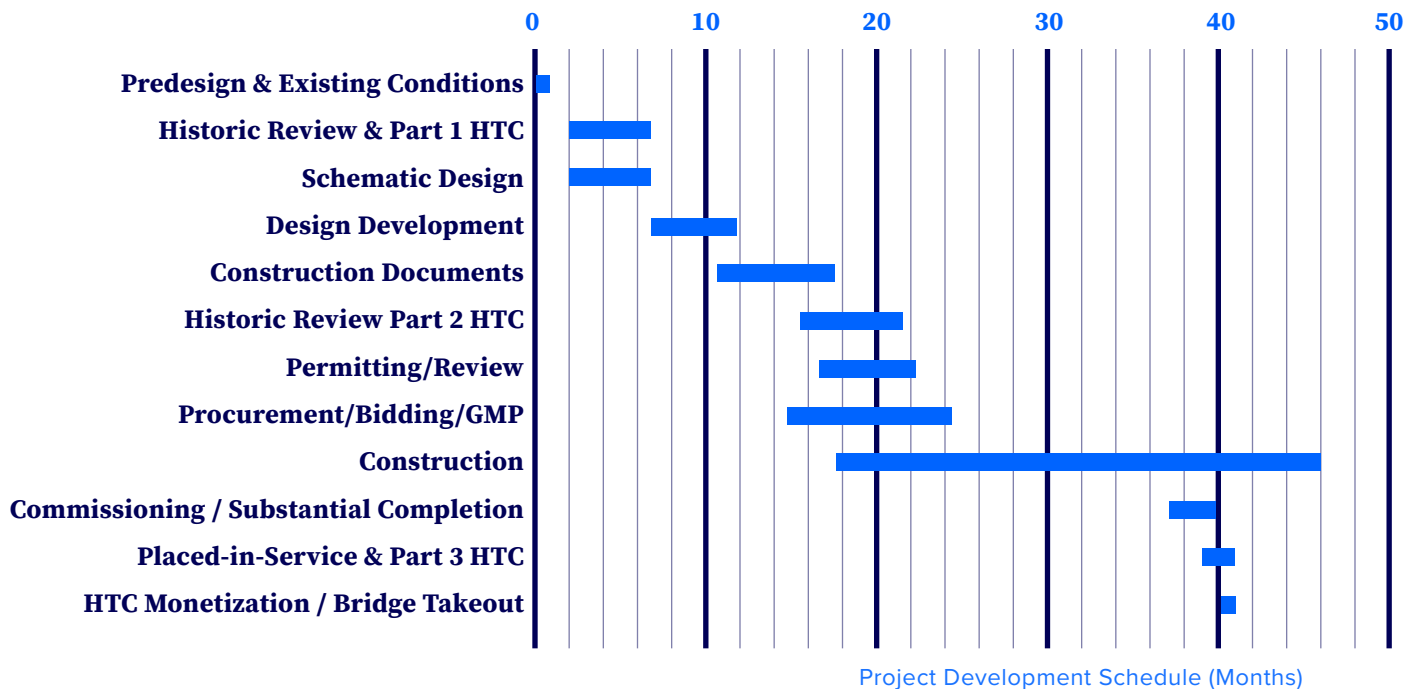
The project is anticipated to require approximately 18 months for design and approvals followed by approximately 24 months of construction, resulting in a total project duration of roughly three and a half years from notice to proceed through completion. This timeframe assumes a conventional design and construction progression calibrated to the complexity of the building and the scope of work contemplated for this project and the requisite cap-ex work needed in other areas of the Tivoli.

Importantly, this duration is inclusive of the historic tax credit process, which introduces a series of required steps that influence both design and construction timing. While the exact sequencing will be refined as the project advances, the process generally

includes: confirmation of historic status and eligibility; preparation and submission of Part 1 documentation; development of design materials consistent with the Secretary of the Interior’s Standards; submission and review of Part 2 materials; coordination with state and federal review agencies; construction execution consistent with approved plans; placed-in-service certification; submission of Part 3 documentation; and final approval leading to credit monetization. Each of these steps carries review timelines that must be accommodated within the overall project schedule.

OPERATIONAL CONTINUITY DURING CONSTRUCTION

Schedule outcomes are also sensitive to operational continuity during construction. There are two conceptual approaches. The



first involves a zone-by-zone renovation strategy that maintains partial access to Tivoli throughout the construction period. This approach prioritizes continuity of student services and campus activity but introduces additional complexity, including phased mobilization, repeated temporary relocations, and ongoing coordination with academic and event programming.

The second approach contemplates a full closure of the facility for the duration of construction. While operationally disruptive in the short term, a full closure could materially shorten the construction timeline by reducing sequencing constraints and allowing more efficient work across the building.

This is a gating decision that has not yet been made and will ultimately require balancing access to capital sources, budget and schedule efficiency, user disruption, and institutional priorities.

SCHEDULE DEPENDENCIES

Across any development scenario, the redevelopment schedule is dependent on several external and internal factors. Chief among these is the timing of capital receipt, as work cannot proceed ahead of secured funding. Academic calendar considerations also play a meaningful role, particularly if a phased or zone-based construction approach is pursued. In addition, decisions regarding operational continuity, along with the timing and duration of regulatory and funding approval processes, including historic tax credit review, materially influence overall duration. Taken together, these dependencies underscore that schedule is not driven solely by development logistics, but by a broader set of financial, institutional, and regulatory considerations.

PROJECT FAST FACTS

- Project size: 140,000 NSF
- Estimated construction cost: \$85M
- Fully recapitalizes 50% of the Tivoli
- Projected construction duration: 2 years

CRITICAL NEEDS FAST FACTS

- \$27M funding request submitted in Spring 2025
- 14 different projects ranging across various parts of the Tivoli
- Included as part of this project

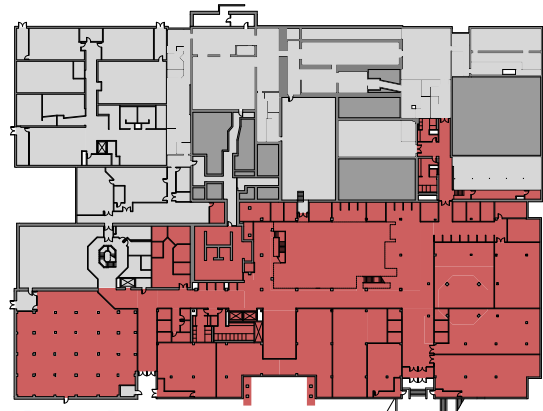
As part of the next steps for the Tivoli, AHEC can engage a pre-construction advisor who can prepare a full project sequencing and site logistics plan. This work can be integrated with an overall project schedule and tied to those additional considerations mentioned like academic calendaring, design sequencing, and historic tax credit processes.

PROCUREMENT CONSIDERATIONS

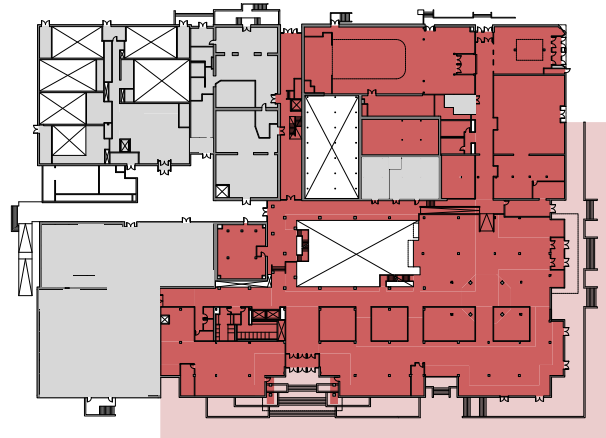
A CM/GC (Construction Manager/ General Contractor) delivery model is anticipated to best support the project. This will allow early contractor involvement to address cost certainty, constructability, phasing logistics, and risk mitigation while minimizing disruption to students, campus operations, and ongoing programming.

Procurement will follow State of Colorado requirements and institutional governance protocols, with attention to sustainability commitments including LEED-aligned design and construction practices.

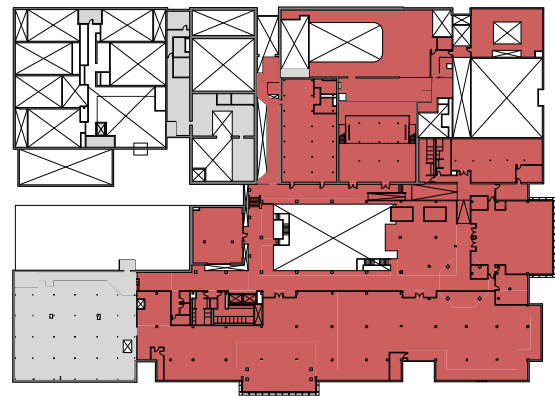
This CM/GC approach supports careful coordination among AHEC and its partner institutions, enabling flexibility, cost control, and operational continuity while advancing a complex reinvestment in a nationally unique campus facility.



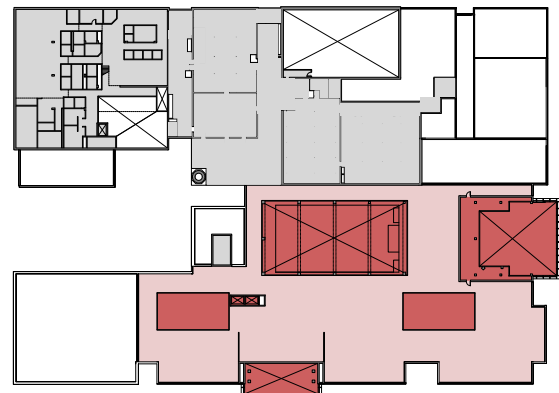
Level 1 Project Plan



Level 2 Project Plan

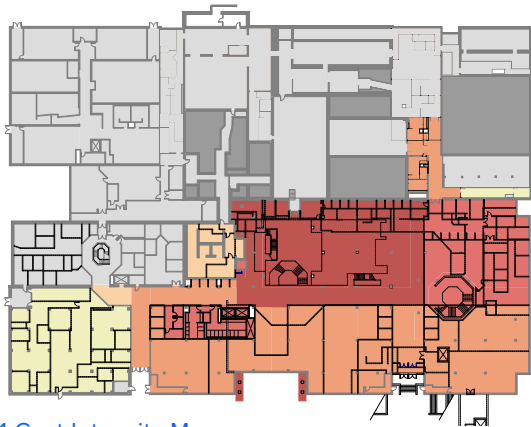


Level 3 Project Plan

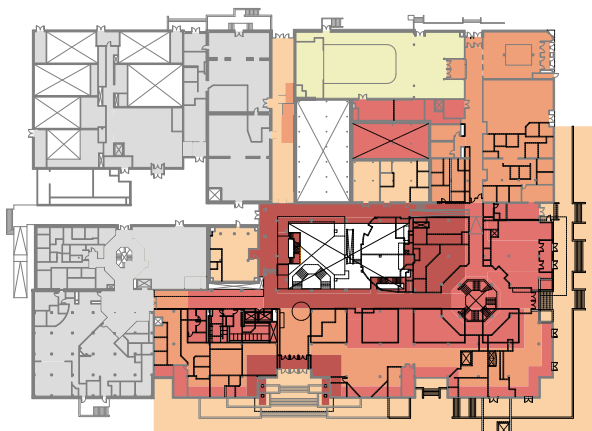


Level 4 Project Plan

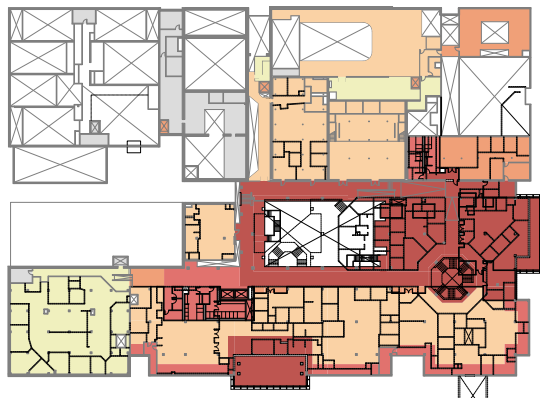
The Project ●
Out of Scope ●



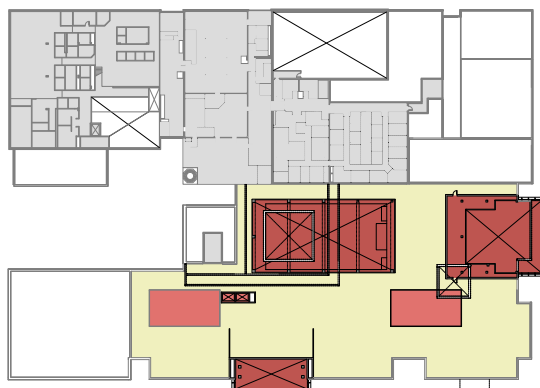
Level 1 Cost Intensity Map



Level 2 Cost Intensity Map



Level 3 Cost Intensity Map



Level 4 Cost Intensity Map

- Very High
- High
- Moderate to High
- Low to Moderate
- Low
- Out of Scope

3.6 PROJECT COSTS

This section summarizes early planning-level redevelopment costs for the Tivoli project. The estimates presented are based on conceptual design assumptions, a contractor-prepared construction budget, and client-developed capital renewal documentation. Collectively, they are intended to establish a realistic order-of-magnitude understanding of investment requirements.

TOTAL DEVELOPMENT COSTS

METHODOLOGY

The Tivoli Reimagined team sized and validated the project budget through a multi-step, iterative process. First, the project team evaluated the program elements and areas of the building most critical to delivering a successful FPP prioritizing scope that directly supports long-term functionality, activation, and operational viability. That critical scope of work was then balanced against the current maximum available sources of project financing, estimated at \$85.0 million, to establish a realistic upper bound for total project cost. From there, the team worked iteratively across design development, financial modeling, and construction cost estimating and value engineering to refine scope, sequencing, and assumptions, ultimately converging on a total project cost scenario that aligns with both the project's ambitions and its financial constraints.

THE PROJECT WITH CRITICAL BUILDING-WIDE CAPITAL WORK

The total project budget is \$85.0 million, representing a focused and actionable redevelopment approach as well as all critical capital-expenditure work in other areas of the building. This scenario is structured to address **the most consequential life-safety**, building systems, and programmatic needs required to deliver a fully functional and credible "Tivoli Reimagined," without assuming broader scope in areas deemed non-critical at this stage.

Construction and Abatement Costs comprise the largest share of the budget. Fully loaded construction costs total approximately \$57.4 million, inclusive of general conditions, contractor overhead and profit, contingency, and escalation. This amount includes:

- \$48.0 million in hard construction costs for the project
- \$4.0 million in additional critical path cap-ex work performed in areas of the building outside of this phase
- Assumes \$0.93 million in abatement, and \$7.7 million in construction contingency.

In aggregate, construction-related costs represent roughly 67.5% of the total project budget, reflecting both the technical complexity of working within a historic structure and the extent of deferred capital renewal addressed across critical areas of the building.

Soft costs total approximately \$11.6 million, or about 13.6% of total project costs. These include \$7.6 million for architectural and engineering services, \$1.7 million for

development management, \$4.0 million in additional allocations for permits, insurance, public art requirements, relocation, marketing, and administrative expenses. The scale of soft costs reflects the regulatory coordination, historic preservation requirements, and multi-party oversight associated with the project.

FF&E, tenant improvement allowances, and leasing commissions are treated as distinct cost components within the overall budget. FF&E totals approximately \$8.3 million, supporting the operational readiness of key program spaces. These costs support activation and occupancy but remain clearly separated from core construction expenditures.

Collectively, the project represents a disciplined, near-term investment framework that addresses all critical capital needs while maintaining cost certainty and alignment with realistic funding and delivery strategies. As such, the project serves as the sole basis for the economic analysis presented elsewhere in this report.

IMPERATIVE BUILDING SYSTEMS AND CAPITAL RENEWAL

As a major component of the redevelopment scope, the Tivoli requires a substantial level of imperative capital investment to address building systems that are at or beyond the end of their useful life. Separate capital renewal materials prepared by the Auraria Higher Education Center identify approximately \$30 million in required investments related to life safety, mechanical, electrical, plumbing, envelope, accessibility, and other core building systems.

These costs include professional services contingency, escalation, and limited relocation where required. Importantly, many of the systems addressed such as fire protection, electrical switchgear, sanitary piping, HVAC infrastructure, elevators, and roof assemblies, serve the entire building and would need to be addressed regardless of which scenario is pursued. While portions of this work overlap with the contractor's construction estimate,

the two sets of numbers were prepared for different purposes and at different levels of aggregation. As redevelopment scope and phasing are finalized, these costs will be reconciled to ensure that system-level investments are appropriately integrated and not double counted.

PROJECT COST SUMMARY

In sum, the redevelopment costs presented here provide a disciplined yet early, planning-level view of both scenarios. These estimates will continue to be refined as scope, phasing, and program decisions evolve.

CATEGORY	APPROX. COST	DESCRIPTION
Fire & Life Safety Systems	~\$6.0M	Fire suppression, alarms, emergency systems, and code-required upgrades necessary to meet current life-safety standards
Mechanical Systems (HVAC)	~\$8.5M	Replacement or major rehabilitation of aging HVAC systems, controls, and distribution required for reliable building operation
Electrical Systems	~\$4.5M	Electrical service upgrades, panels, distribution, and life-safety power systems addressing capacity and end-of-life conditions
Building Envelope & Structural Repairs	~\$4.0M	Roof, facade, waterproofing, and structural repairs necessary to protect the building and prevent further deterioration
Vertical Circulation & Accessibility	~\$2.0M	Elevators and accessibility-related upgrades required for code compliance and continued public use
Other Base-Building Systems & Contingency	~\$1.9M	Plumbing, controls, monitoring systems, and project-level contingency associated with system renewal work



Tivoli Beer Artifacts

THE TIVOLI REIMAGINED DEVELOPMENT BUDGET (2026 \$\$)

CATEGORY	PROJECT
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Hard Costs		
Total Construction Cost	\$48,002,000	
Abatement (ROM)	\$933,000	
Additional Critical Path Construction	\$4,075,000	
High Performance Certification	\$550,000	
Buy Clean Colorado Act	\$530,000	
Accessibility	\$530,000	
Inflation (5%)	\$2,731,000	

Total Hard Costs	\$57,351,000	67.47%
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FF&E	\$8,296,000	9.76%
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Soft Costs		
Site Surveys	\$50,000	
Architectural & Engineering	\$7,627,728	8.97%
Relocation Cost	\$319,124	
Public Art Requirements	\$300,000	
Code Review/Inspection	\$1,004,500	
Asbestos Investigation	\$65,000	
Inflation (5%)	\$524,124	
Construction Management	\$ 1,735,251	

Total Soft Costs	\$11,625,727	13.68%
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Project Contingency (10%)	\$7,727,273	
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Total Costs	\$85,000,000	
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3.7 PROJECT CAPITAL SOURCES & USES

This section describes the capital sources available to support the Tivoli redevelopment, including their approximate scale, timing, and limitations on use. The intent is to present a clear and realistic view of how capital could be assembled for the project, recognizing that no single source is sufficient and that each carries distinct constraints.

Taken together, the sources discussed below define the practical capital capacity of the project and the conditions under which redevelopment decisions must be made. As reflected in earlier financial guidance, the project’s provisional capital capacity is in the order of \$85 million, assuming alignment across multiple sources.

AHEC previously submitted a Capital Renewal request to address major infrastructure and deferred maintenance needs; however, that request and its scope is now being advanced through a State Capital Construction funding request. This transition allows the project to address the full range of previously identified Capital Renewal priorities while also supporting broader programmatic and student-centered improvements. The current request is focused primarily on improvements on Floors 1–3, where the greatest student impact can be achieved, while also incorporating critical infrastructure upgrades that support the performance and longevity of the facility as a whole.

INDIVIDUAL SOURCES

STATE CAPITAL RENEWAL FUNDING (IMPERATIVE BASE-BUILDING SYSTEMS)

State Capital Construction funding is the most clearly defined and purpose-specific source currently identified for the Tivoli. Approximately \$30 million will be requested through the State of Colorado’s capital construction program to fund a major portion of this project.

From a redevelopment perspective, this source functions as foundational capital. The systems it supports serve the entire building and are required regardless of which redevelopment proceeds. While essential to feasibility, the funding is limited in flexibility and timing, as it is subject to state fiscal-year appropriations and release schedules rather than project-driven sequencing.

STUDENT FEE-SUPPORTED BONDS

Student fee-supported bonds represent an institutional capital source that contributes materially to the redevelopment. Earlier financial guidance indicates a potential capacity of approximately \$30 million.

These bonds require adherence to the referendum passed in 2016, as well as alignment with

CAPITAL SOURCE	EST. AMOUNT (\$M)
State Capital Construction	\$30.0
Student Fee-Supported Bonds	\$30.0
Parking-Related Bonds	\$12.0
Historic Tax Credits	\$8
Philanthropy, Naming Rights, and TBD	\$5
Total	\$85.0

broader campus priorities, student affordability considerations, and stakeholder sensitivities.

PARKING-RELATED BONDS OR REVENUES

Parking-revenue-related bonds or structured revenue mechanisms have been identified as another potential contributor to the capital stock, with indicative capacity on the order of \$15 million. From a bond issuance perspective, AHEC leadership has early indication that it can combine the parking revenues with student fee revenues to create one combined bond issuance.

HISTORIC TAX CREDITS

Given Tivoli’s historic designation, historic tax credits represent an important transactional source of capital. These credits are generated through qualified rehabilitation expenditures and monetized through third-party investors, providing equity-like proceeds to the project.

The defining constraint of historic tax credits is timing. Credit proceeds are realized only after construction is complete and the project is placed in service. As a result, historic tax credits do not provide upfront funding

SUMMARY HISTORIC TAX CREDIT CALCULATIONS	
Federal HTC Program	
Project Costs	\$85,000,000
Qualified Rehabilitation Expenditures (QREs) %	40%
Qualified Rehabilitation Expenditures (QREs) \$	\$34,000,000
Federal Tax Credit Sizing	20%
Total Federal Tax Credits	\$6,800,000
Discount on Credits at Time of Sale	87.5%
Future Value of Federal Tax Credits	\$6,000,000

Colorado State HTC Program	
Max State Credits (Per Year, Per Project)	\$1,000,000
Years of Construction	2.0
Future Value of State Tax Credits	\$2,000,000
Total Value of Tax Credits	\$8,000,000

LEVERAGING PRESERVATION CREDITS

The federal Historic Tax Credit provides a credit equal to 20 percent of qualified rehabilitation expenditures for income-producing properties listed on, or eligible for listing on, the National Register of Historic Places and rehabilitated in accordance with the Secretary of the Interior’s Standards. Colorado offers a complementary state historic tax credit generally equal to 20 percent of qualified rehabilitation expenditures, subject to project-level statutory caps and annual allocation limits, which may constrain the total amount of state credits available to any single project. In both cases, credits are earned only upon project completion and placement in service and do not provide construction-period funding.

To generate usable capital, the credits must be monetized through third-party investors, who purchase the credits at a negotiated discount to face value, reflecting timing, compliance, and market conditions. As a result, the cash proceeds available to the project are typically less than the nominal credit amount.

during construction and must be paired with other sources to carry qualified costs.

The total value of historic tax credit proceeds has not been finalized through a line-item review of project costs. That can only happen when a project design has evolved and construction costs can be assigned to specific project componentry. The total will also depend on qualified basis calculations, credit pricing, and final transaction structure. The



10th Street, the Quad, entrance of Tivoli

following table shows a conservative but reliable estimate for federal and state credit eligibility. A total of \$8 million is used for underwriting.

BRIDGE FINANCING FOR HISTORIC TAX CREDITS

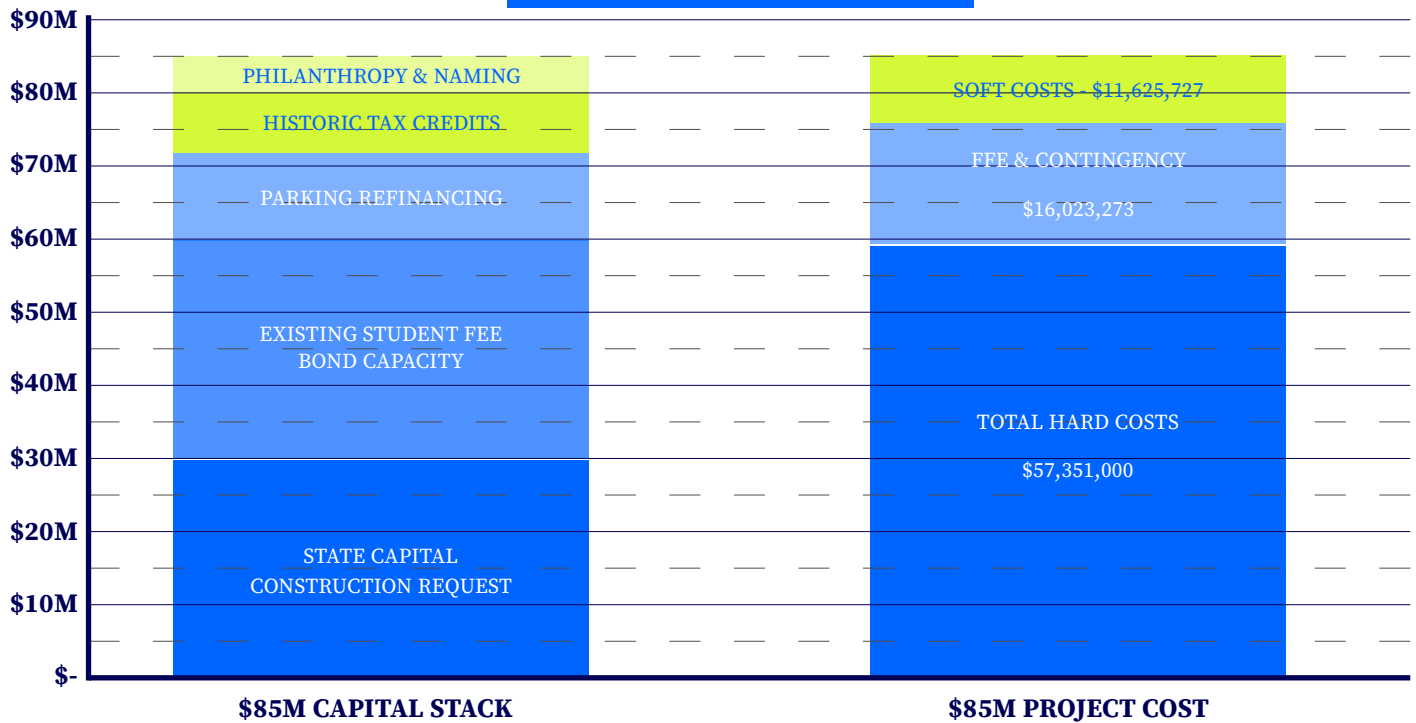
To address the timing mismatch associated with historic tax credits, the project anticipates the use of short-term bridge financing. Based on current assumptions, this would involve borrowing approximately \$8.0 million at an estimated 7.0% interest rate for roughly three years, resulting in approximately \$1.38 million in financing cost.

This financing is not a permanent source of capital and does not expand project capacity. Its sole function is to advance qualified costs during construction and bridge the project to receipt of historic tax credit proceeds at completion. The availability and pricing of this financing are directly tied to the certainty of the underlying historic tax credit transaction.

PHILANTHROPIC & OTHER SUPPLEMENTAL SOURCES

Based on current capital source assumptions, the project reflects an estimated \$5.0 million gap in project financing. While the project team acknowledges this gap at the planning level, it is viewed as addressable within the normal course of project advancement. Potential strategies to close the gap include philanthropic support, sponsorship and naming rights, refinement of the historic tax credit structure, pursuit of incremental state or other grant funding, increased bonding capacity, and evaluation of other public or quasi-public financing programs. As design, cost estimating, and capital structuring continue to advance, the team expects to further define and narrow this gap through a combination of these approaches.

TIVOLI REIMAGINED SOURCES & USES



SOURCES	
State Capital Construction Funding	\$30 M
Student Fee-Supported Bonds	\$30 M
Parking-Related Bonds	\$15 M
Historic Tax Credits	\$8 M
Philanthropy, etc.	\$5 M
Total	\$85.0 M

USES	
Hard Costs	\$57.4 M
FFE	\$8.3 M
Soft Costs	\$11.6 M
Contingency	\$7.7 M
Total	\$85.0 M

CAPITAL AVAILABILITY, CONTROL, & LIMITATIONS

Collectively, these sources reflect both the availability and complexity of funding for the Tivoli redevelopment. They also define practical limitations on scope, sequencing, and delivery that must be considered alongside redevelopment costs. Each source carries distinct controls and limitations. State capital construction funds are restricted by statute; historic tax credits are constrained by transaction structure, timing, and limitations on state fund availability; institutional bonds are governed by

internal approvals and policy; and supplemental sources depend on external commitments.

In summary, the Tivoli redevelopment is supported by a layered but constrained capital environment, with provisional capacity of approximately \$80 million if all sources align and an additional \$5 million in targeted funds. The capital stack combines foundational public investment in imperative building systems with institutional, transactional, and supplemental sources, each operating under different rules and timelines.

The Tivoli is Auraria's
crowning jewel, a Denver
icon, and a differentiator in
student experience.



TIVOLI

The image shows a high-angle, aerial view of the Tivoli building at dusk. The building is a prominent red brick structure with arched windows and a crenellated roofline. The word "TIVOLI" is displayed in large, illuminated, white-outlined letters on the side of the building. In the background, the city of Denver is visible with its lights, and the snow-capped mountains of the Front Range are silhouetted against the twilight sky. The overall scene is a mix of urban architecture and natural beauty.



TIVOLI-UNION
COMPANY

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